

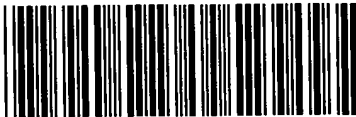
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Charity Number (England & Wales): 1092891  
Charity Number (Scotland): SC043678

**THE UK CAREER ACADEMY FOUNDATION**

**ANNUAL REPORT**

**31 MARCH 2016**

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**THE UK CAREER ACADEMY FOUNDATION****TRUSTEES' ANNUAL REPORT  
for the year ended 31 March 2016**

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The trustees present their report and the financial statements of The UK Career Academy Foundation (which is also known as "UKCAF" and which from 4 June 2015 has operated under the name "Career Ready") for the year ended 31 March 2016.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 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 published on 16 July 2014.

**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 of young people in the United Kingdom and elsewhere, in particular by the provision of advice, expertise, funds and other support to educational institutions and students to develop and facilitate career preparation courses and work experience in professional roles in fields such as finance, information technology and such other fields as the Trustees shall in their discretion determine.

**Charitable Activities - Highlights**

Career Ready launched its **new trading name, brand and website** on 4 June 2015. All have been well received internally and externally. Career Ready has been shortlisted for Best Use of the Web in the Charity Times awards. 2015/16 saw the completion of key elements of our new digital platform created with generous support from an individual philanthropist. In particular we started digital registration, recruitment, clearance and matching processes for mentors and other volunteers. We also created digital dashboards to help schools manage the students and volunteers on the programme.

In June 2015, the government set up a **Careers & Enterprise Company (CEC)** to extend employer-led careers education across all parts of England. This followed new statutory and Ofsted guidance stressing the importance of employer engagement in schools, in which Career Ready was cited (under its previous name, Career Academies UK). As a charity with a track record in increasing the employability and ambitions of young people through a structured programme of employer engagement in schools, Career Ready was chosen as one of the CEC's partners to lead this work in the designated 'cold spots' of Thurrock, Southend and Ipswich.

In **Scotland**, under the leadership of Anne Wexelstein, Career Ready has continued to grow successfully reaching 860 students in 86 schools in 8 Local Authorities in September 2015. Career Ready in Scotland was awarded £35,000 from the **RBS Skills & Opportunities Fund** on the basis of a public vote and was cited for good practice in the **Developing Young Workforce** strategy paper.

During 2015, we received several approaches for partnership work from organisations in our field. The SMT and Trustees measured each organisation against a series of criteria, including alignment of objectives, and unanimously chose a **partnership with Business in the Community (BITC)**. The CEC project is the first work to be done in partnership with BITC, with Career Ready delivering the programme on the ground and BITC providing employer support, governance and reporting functions.

## THE UK CAREER ACADEMY FOUNDATION

TRUSTEES' ANNUAL REPORT (Continued)  
for the year ended 31 March 2016

In June 2015 Career Ready joined the **Fair Education Alliance**, an umbrella group committed to tackling the education and employability gap between children from low income families and their wealthier peers. That group also includes BITC, Future First and Teach First. In September 2015, **Teach First** launched an Employability Leadership programme, part of which was created and delivered by Jenny Barber, Career Ready's Director of Programmes.

In September 2015, in England, we introduced our new **Masterclass Programme**, which offers schools and colleges an outcomes-based introduction to employer engagement activity. The programme includes our structured series of masterclasses and our Skills for Career Success learning outcomes to which all programme materials are mapped, plus CPD for teaching staff to help them successfully manage employer relationships. This programme is now used as an introductory stage for schools and colleges wishing to join the full programme in the following academic year. It is also delivered to some entire school/college cohorts.

At the same time, we launched our new core programme with strengthened programme elements and quality assurance. This comprises the same four pillars which have always underpinned our work: **mentoring, workplace visits, masterclasses and internships**, but with a new calendar to allow for increased student preparation and easier management for schools. We reduced our fees to schools by 15% and announced plans for further reductions in September 2016.

Initiatives in 2015/16 included:

- **Awards:** 2015 saw a growth in the number of Career Ready awards. They included:
  - The **Sir Win Bischoff Student of the Year**, with seven UK regional winners and two UK winners chosen for their progress during the programme. The winners won a trip to **New York** to meet Career Ready business supporters including **Citi, Moody's, S&P Global** and **Barclays**;
  - The new **Astra Zeneca STEM Student of the Year**, with winners and runners-up in three categories: Science, Technology, Engineering. The overall winners won a trip to the **Large Hadron Collider at CERN**. Six of the nine winners were girls and seven were from black and Asian families;
  - **Santander Centre of the Year** for the most outstanding school or college running the Career Ready programme;
  - **Honorary Alumni awards to employer volunteers** from all UK regions; and
  - **Mentor of the Year** – piloted in London only in 2015.

In 2016, the Mentor of the Year was extended across English regions, the Honorary Alumni became Volunteers of the Year and the first Awards Night was held in April.

- **Think Logistics:** following a pilot in Liverpool we launched the Think Logistics programme in schools and colleges in Greater Manchester, Tees Valley, Yorkshire & Humber, Northampton and Bristol. This is a partnership between Career Ready and the Logistics industry, supported by major industry bodies including the CILT, FTA and RHA and more than a dozen logistics companies. In July 2016 we won National Partnership of the Year at the MTA Awards.

We are increasingly working with industries which face skills shortages and seek a younger, more diverse workforce.

## THE UK CAREER ACADEMY FOUNDATION

### TRUSTEES' ANNUAL REPORT (Continued) for the year ended 31 March 2016

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- **Think Build:** following the success of the Think Logistics model we launched a similar programme for the construction/infrastructure industry in February 2016 with initial funding from the Wates Foundation. This will see three Think Build clusters start in September 2016 in Manchester, Birmingham and Wembley, growing to 10 clusters over three years.
- **Cambridge:** Thanks to support from Astra Zeneca and ARM Holdings we launched a Pathfinder programme with students from five schools and colleges in Cambridge focussed wholly on careers in the Science, Technology and Engineering sectors.
- **Health:** Following the success of our pilot programme with Health Education England in Yorkshire & Humber in Summer 2015, it has been rolled out to the North West and Kent/Surrey/Sussex regions.
- **Let's Do Business roadshows:** Our national series of roadshows in partnership with the National Careers Service completed with events in Leeds, Manchester, London and Teesside, which exceeded targets in all locations.

#### 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 16 and 19, and benefits to those young people are provided through a network of Career Academies/Career Ready programmes run by partner schools and colleges.

#### *Trustees' assessment of public benefit*

In addition to monitoring the progress of UKCAF in terms of the indicators, milestones and benchmarks, the Trustees also receive a detailed progress report from both Chief Executive and the Director of Programmes at each National Advisory Board meeting. These contain summaries of student feedback on all aspects of the Career Academy programme, including all events, details of students' progress at the completion of the programme, details of where students carried out their internships with feedback results from their employer supervisors, how many mentoring relationships have been maintained throughout the programme and some individual case studies. New partnerships with public and private sector supporters are recorded and detailed financial performance records are tabled and discussed.

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

#### The use of volunteers and donated services

The charity makes considerable use of the services of volunteers in order to not only 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 more than 3,000 volunteers in addition to the volunteers acting as Trustees and Board members. The charity is also reliant upon donated services provided by its wide range of supporters, and those donated services which can be quantified, are recognised in the financial statements as donations in kind.

## THE UK CAREER ACADEMY FOUNDATION

TRUSTEES' ANNUAL REPORT (Continued)  
for the year ended 31 March 2016

## ACHIEVEMENTS AND PERFORMANCE

## Impact and Numbers 2015/16

- Working in **210** Schools and Colleges; **7,500** students on all programmes.
- **97%** of Career Ready students finishing the programme in 2015 went on to a positive destination, the same figure as 2014.
- **66%** of students starting core programme in 2015 would be first generation to university.
- New measurement of student progress against Skills for Career Success **learning outcomes** introduced in 2015/16 to show impact of programme on individual students.
- **3,894** employer volunteers delivering all aspects of the programme including mentoring, masterclasses, workplace visits, internships and running the LABs (local advisory boards) driving employer engagement in our schools and colleges.

## Social Media

- **Twitter** (corporate @CareerReadyUK) + 1,227 = **5,355** followers; **55,200** page impressions per month.
- **New Twitter channel for students** (@IAMCareerReady) **20,000** page impressions per month plus six social media student ambassadors.
- **LinkedIn** + **540** new followers; **23,500** impressions per month (1,400 in 2014/15).
- **Facebook** + **250** new fans = **1,319**; **118** people per post (47 in 2014/15).

## The Management Team is working to achieve and reporting to the Board on the following KPIs:

- To increase the number of young people from non-privileged backgrounds ready for the world of work;
- To deliver programmes in 500+ schools by September 2018;
- Establish leadership position in non-university 18+ professional career routes;
- Establish Career Ready as offering leading employability skills programmes in UK;
- Deliver efficient, rewarding, high impact engagement for employer volunteers;
- Increase funding by £300,000-£500,000 per year to strengthen core operations; and
- Develop partnerships to extend reach, increase efficiency and offer whole school solutions.

## Management Changes

It has been a stable 12 months for the senior management team. Anne Spackman (Chief Executive), Jenny Barber (Director of Programmes), Anne Wexelstein (Director for Scotland), Ian Nichol (Head of STEM Development) and Allie Fitzgibbon (nee Johnstone, Head of Communications) continue in post. A new Deputy Director for Scotland has been recruited to manage the growing programme. Debbie Farrell (on secondment from Freshfields) moved from Director of Operations to lead the CEC programme in Essex and Ipswich. Anita Konczak was replaced in April 2016 by Eve Len as Head of Fundraising and Business Development.

**THE UK CAREER ACADEMY FOUNDATION****TRUSTEES' ANNUAL REPORT (Continued)  
for the year ended 31 March 2016**

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**FINANCIAL REVIEW****Financial results of activities and events**

The Trustees are able to report a surplus of £105,874 (2014/15: £71,952) for the year. Total income increased by 13% (2014/15: increased by 21%) and expenditure also increased by 12% (2014/15: increased by 5%).

Total income for the year, including quantified donations in kind, was £2,390,397 (2014/15: £2,117,264) with total expenditure, including fundraising and governance costs, being £2,284,523 (2014/15: £2,045,312).

The Trustees are very 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 four 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 at 31 March 2016, the charity had "free reserves" of £204,570 (31 March 2015: £345,493) and a further £588,664 (31 March 2015: £340,989) carried over as restricted funds.

Four months of future estimated operating costs as at 31 March 2016 amounted to about £650,000, and therefore, the Trustees intend to try 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 as cash at bank and in hand.

During the year, investment income of £2,486 (2014/15: £5,313) was generated on cash balances, representing an average rate of return of less than 1% (2014/15: less than 1%) reflecting the continued low level of interest rates. This is despite the Finance and Fundraising Committee placing some cash in a higher interest earning account during the year.

The trustees also note that at the balance sheet date a sum of £28,000 (31 March 2015: £321,777) had been received as income in advance for 2016/17, which has contributed positively to the charity's cash flow position.

**THE UK CAREER ACADEMY FOUNDATION****TRUSTEES' ANNUAL REPORT (Continued)  
for the year ended 31 March 2016**

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**Risk and corporate governance matters**

The Chief Executive, in partnership with members of the National Advisory Board, including the Trustees, maintains a Business Risk Management Matrix, which is reviewed regularly by the Finance and Fundraising Committee for recommendation to the trustees and is reported twice a year to the National Advisory Board.

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. This matrix has been amended in 2016 following Charity Commission guidelines. 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 - 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 particular activities such as fund raising and data protection.

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 the full National Advisory Board twice a year.

The regular assessments are entrusted to the Finance and Fundraising Committee meeting every quarter. Together with the Chief Executive, 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 is in place covering the main risks for staff, Trustees and National Advisory Board members while also providing statutory cover, where required.

## THE UK CAREER ACADEMY FOUNDATION

### TRUSTEES' ANNUAL REPORT (Continued) for the year ended 31 March 2016

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#### PLANS FOR FUTURE PERIODS

##### Future Plans

Career Ready is now part of a national movement to extend employer-led careers education across England and part of the Developing Young Workforce programme in Scotland. In England, we plan to extend our reach into **500** out of **3,200** secondary schools (15%) with above average numbers of lower income families, in partnership with Business in the Community and the Fair Education Alliance. In Scotland our growth strategy is to reach **149** out of **364** secondary schools in the next three years (41%).

Our new CEC project in three cold spots launched in April 2016 extends our work to younger students **aged 11-16**. There is demand from existing schools in other parts of the country for a similarly extended offer. Working with BITC, whose programme focusses on younger age groups, we will offer whole school careers solutions from September 2016.

In August 2016, we applied to the CEC investment fund to run **mentoring** programmes for 14-16 year olds at risk of disengagement. Career Ready is one of the organisations with the strongest track records in mentoring. If successful this work will start in December 2016.

We will continue to grow our work in sectors with **skills shortages** and **future jobs growth** such as Technology, Engineering, Logistics, Construction and Health.

Through our Let's Do Business roadshows, we developed **Where the Jobs Are** infographic posters for schools to increase teacher, student and parent awareness of career opportunities in their area. These were based on local Labour Market Information. BITC have developed a tool for providing more detailed information to schools and we are starting to provide both together.

This report was compiled shortly after the **Brexit** vote. We expect the corporate funding climate to deteriorate in 2017, particularly in the financial sector which provides the majority of our funding and volunteers. We are diversifying into new sectors and foundations to protect future income.

#### STRUCTURE, GOVERNANCE AND MANAGEMENT

##### Status and History

UKCAF 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 set up in 2002 building upon the 20 years of 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.

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



## THE UK CAREER ACADEMY FOUNDATION

TRUSTEES' ANNUAL REPORT (Continued)  
for the year ended 31 March 2016**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 educationalists.

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 &amp; Responsibilities</i>
Trustees	Six	<ul style="list-style-type: none"> <li>• 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</li> </ul>
National Advisory Board	Fifteen to Twenty (at 31 March 2016 eighteen members)	<ul style="list-style-type: none"> <li>• Meets three times a year</li> <li>• Full governance calendar in operation</li> <li>• Approves three year strategic business plan and annual budgets</li> <li>• Identifies programme issues, lessons learned and feeds improvements into a fluid development process.</li> <li>• Issues are raised formally at Board Meetings.</li> <li>• Individual members act as advocates for the charity, help ensure support from their own and other organisations and support events.</li> </ul>
Finance and Fundraising Committee	Five	<ul style="list-style-type: none"> <li>• Meets every three months</li> <li>• Comprises four Trustees and one member of the National Advisory Board</li> <li>• Reviews management accounts, short term cash flow and monitors fundraising.</li> <li>• Develops fundraising targets</li> <li>• Review of Business Risk Management Matrix</li> </ul>
Programme Leadership Team	Five or more	<ul style="list-style-type: none"> <li>• Meets at least twice a year</li> <li>• Comprises two or more members drawn from businesses and other stakeholders</li> <li>• Expertise in education, community affairs, diversity and programme development</li> <li>• Advises on and oversees the development and content of programmes</li> <li>• May appoint sub groups to review specific issues</li> </ul>

## THE UK CAREER ACADEMY FOUNDATION

TRUSTEES' ANNUAL REPORT (Continued)  
for the year ended 31 March 2016

<i>Organisational Element</i>	<i>Number of Members</i>	<i>Key Roles &amp; Responsibilities</i>
Scotland Advisory Board	Ten or more	<ul style="list-style-type: none"> <li>• Meets three times a year</li> <li>• Comprises members drawn from businesses and other stakeholders in Scotland and Director Scotland</li> <li>• Approves strategic business plan and annual budget for Scotland</li> <li>• Identifies programme issues, lessons learned and feeds improvements into a fluid development process of programmes in Scotland</li> <li>• Individual members act as advocates for the charity, help ensure support from their own and other organisations and support events</li> <li>• Advises on and shares best practice from within Scotland and ensures there is a forum for regional representation</li> <li>• Chairman is also member of the National Advisory Board</li> </ul>
Senior Management Team	Seven	<ul style="list-style-type: none"> <li>• Meets every six weeks</li> <li>• Comprises Chief Executive, Director For Scotland, Deputy Director For Scotland, Director of Programmes, Head of Fundraising &amp; Business Development, Head of Communications &amp; National STEM Development Manager</li> <li>• Matrix Responsibilities; being functionally responsible for internal operations including financial control, programmes, fundraising and business development</li> <li>• Most have national account management responsibilities for business supporters</li> </ul>
Staff Team	Thirty-three staff (at March 2015 23 full time, 8 part time staff, 2 secondees, plus 2 contractors)	<ul style="list-style-type: none"> <li>• Creates strategic Three Year Business Plan and annual business plan with detailed targets and objectives, which are reviewed by the National Advisory Board</li> <li>• Holds one to one meetings with members of the National Advisory Board</li> <li>• Prepares cash flow forecasts for review by the Finance and Fundraising Committee</li> <li>• Prepares Business Risk Management Matrix and the 'dashboard' performance review for consideration</li> </ul>

The day-to-day management of UKCAF is entrusted to Anne Spackman, the Chief Executive and her senior management team (SMT), who regularly report to the trustees.

In February 2016, a new Head of Finance was appointed incorporating the previous bookkeeper role and the senior financial aspects of the former COO role.

Responsibility for managing Career Academies within English regions and some regional account management is devolved to three Lead Regional Managers reporting to the Director of Programmes. In Scotland, where Anne Wexelstein manages the programme, a new Deputy Director was appointed in March 2016. Northern Ireland has its own Regional Manager.

## THE UK CAREER ACADEMY FOUNDATION

### TRUSTEES' ANNUAL REPORT (Continued) for the year ended 31 March 2016

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By March 2016, the regional managers team consisted of London and South East (3); Wales and the West (1); West Midlands (1); East Midlands (0.6 FTE); North West (2); Yorkshire and the Humber (1); North East (0.8 FTE); Northern Ireland (0.8 FTE).

In Scotland the team consisted of a Director, a Business Support person, a Deputy Director with some Regional Manager responsibilities and responsibility for the Regional Manager team of 4 staff (3FTE).

A National STEM Manager (1) manages growth in STEM and Logistics along with a part-time Logistics project manager. Two volunteer coordinators handle volunteer registration and communication. Additionally, there is an Events Manager (1); a Communications Officer (1); a Business Development and National Accounts team (2) and a Data and Information Analyst.

In February 2016, a Construction project manager was appointed on a one-year contract.

#### **Appointment and management of Trustees**

The Trustee team includes representatives from the charity's key stakeholder groups and a Chairman. A Deputy Chairman was appointed in September 2015 to improve succession planning.

Recruitment and selection of new Trustees is managed by the Chairman 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.

The National Advisory Board has full terms of reference under which it operates. On appointment, a new member's individually tailored induction is organised by the Chief Executive. 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. During the year, four members of the National Advisory Board resigned and four new members were appointed.

#### **Relationships with related parties**

Career Ready benefits directly from its relationship with the National Academy Foundation in the US. Our digital platform and new impact measurements were developed following collaboration with NAF. We are currently working with them to increase internships and work placements.

The joint venture with Junior Achievement in Ireland is running in three Dublin schools with programme oversight by Jenny Barber and business development support from London. In May 2015, 29 students from 3 schools graduated from the programme in a ceremony at Citi with a Government Minister in attendance.

#### **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 National Advisory Board. 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.

## THE UK CAREER ACADEMY FOUNDATION

### TRUSTEES' ANNUAL REPORT (Continued) for the year ended 31 March 2016

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Within the annual budgeting process, the National Advisory Board (NAB), with guidance from the Senior Management Team (SMT), will approve an overall salary increase 'pot' for all staff. This will generally be expressed as a percentage increase on the overall previous year salary bill. The Finance and Fundraising Committee will meet to agree a recommended percentage increase to be approved by the NAB. The Chief Executive and two members of SMT will agree individual salaries of all staff.

The Chairman of Career Ready will agree the increase for the Chief Executive. These will be within the overall percentage increase agreed by the NAB. Staff will be advised of any salary increases as soon after the start of the new financial year as is practicable.

#### 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 United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company as at the balance sheet date, and of the incoming resources and application of resources, including 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 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 2016****REFERENCE AND ADMINISTRATIVE DETAILS**

The Trustees of the charity, who are also directors of the company, have held office since 1 April 2015, as follows:

Mr Jeremy Palmer (Chairman)  
Mr James Bardrick (appointed Deputy Chairman 15 September 2015)  
Mr David Trott  
Mr Maurice Benisty  
Dr Heather McGregor (resigned 7 April 2016)  
Mr David Bucknall

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 M N Drain is the secretary to the Board of Trustees and the company secretary for the purposes of company law.

The charity has made the following professional appointments:

<b>Solicitor</b>	Freshfields Bruckhaus Deringer, 65 Fleet Street, London EC4Y 1HS - acting pro bono
<b>Auditor</b>	RSM UK Audit LLP, Davidson House, Forbury Square, Reading, Berkshire RG1 3EU
<b>Accountant</b>	RSM UK Tax and Accounting Limited, Third Floor, One London Square, Cross Lanes, Guildford, Surrey GU1 1UN
<b>Banker</b>	Citibank NA, Citigroup Centre, Canada Square, London E14 5LB

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

**Senior Management Team**

Anne Spackman, Chief Executive  
Jenny Barber, Director of Programmes  
Anne Wexelstein, Director for Scotland  
Ian Nichol, Head of STEM Development  
Allie Fitzgibbon, Head of Communications  
Anita Konczak, Head of Fundraising and Business Development (resigned 22 March 2016 replaced by Eve Len from April 2016)  
Denise Campbell, Deputy Director Scotland (from April 2016)

**THE UK CAREER ACADEMY FOUNDATION**

**TRUSTEES' ANNUAL REPORT (Continued)**  
**for the year ended 31 March 2016**

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**EXEMPTIONS FROM DISCLOSURE**

No exemptions from the disclosure requirements applicable to a larger charity have been taken in this Trustees' annual report.

**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, UKCAF 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 was approved by the Trustees on 15 September 2016, and was signed for and on behalf of the board by



Mr Jeremy Palmer  
Chairman

 2016

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

We have audited the financial statements of The UK Career Academy Foundation ("the financial statements") for the year ended 31 March 2016 on pages 16 to 30. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

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 charity'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 charity, 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.

### **Respective responsibilities of Trustees and auditor**

As explained more fully in the Statement of Trustees' responsibilities set out on page 11, 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.

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

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

### **Scope of the audit of the financial statements**

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's website at <http://www.frc.org.uk/auditscopeukprivate>.

### **Opinion on financial statements**

In our opinion, the financial statements:

- give a true and fair view of the state of charitable company's affairs as at 31 March 2016 and of the 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 Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

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

### **Opinion on other matter prescribed by the Companies Act 2006**

In our opinion, 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.

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

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
- 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 take advantage of the small companies' exemption from the requirement to prepare a strategic report.



Kerry Gallagher (Senior Statutory Auditor)  
For and on behalf of RSM UK AUDIT LLP, Statutory Auditor  
Davidson House  
Forbury Square  
Reading  
Berkshire RG1 3EU

21 October 2016

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  
for the year ended 31 March 2016

	Notes	Unrestricted Funds £	Restricted Funds £	TOTAL 2016 £	TOTAL 2015 £
<b>INCOME AND ENDOWMENTS FROM:</b>					
Donations and legacies	3	1,113,231	650,928	1,764,159	1,457,258
Charitable activities:					
Support given to educational bodies to operate Career Academies	4	428,091	195,661	623,752	654,693
Investments	5	2,486	-	2,486	5,313
<b>TOTAL</b>		<b>1,543,808</b>	<b>846,589</b>	<b>2,390,397</b>	<b>2,117,264</b>
<b>EXPENDITURE ON:</b>					
Raising funds	6	(82,002)	-	(82,002)	(91,648)
Charitable activities:					
Support given to educational bodies to operate Career Academies	7	(1,603,607)	(598,914)	(2,202,521)	(1,953,664)
<b>TOTAL</b>		<b>(1,685,609)</b>	<b>(598,914)</b>	<b>(2,284,523)</b>	<b>(2,045,312)</b>
<b>NET (EXPENDITURE)/INCOME &amp; NET MOVEMENT IN FUNDS</b>		<b>(141,801)</b>	<b>247,675</b>	<b>105,874</b>	<b>71,952</b>
<b>RECONCILIATION OF FUNDS</b>					
Total funds brought forward at 1 April 2015		349,883	340,989	690,872	618,920
<b>TOTAL FUNDS CARRIED FORWARD AT 31 MARCH 2016</b>	<b>14</b>	<b>208,082</b>	<b>588,664</b>	<b>796,746</b>	<b>690,872</b>

## THE UK CAREER ACADEMY FOUNDATION

STATEMENT OF FINANCIAL ACTIVITIES  
for the year ended 31 March 2015

	Notes	Unrestricted Funds £	Restricted Funds £	TOTAL 2015 £	TOTAL 2014 £
<b>INCOME AND ENDOWMENTS FROM:</b>					
Donations and legacies	3	1,066,498	390,760	1,457,258	1,223,718
Charitable activities:					
Support given to educational bodies to operate Career Academies	4	334,507	320,186	654,693	522,523
Investments	5	5,313	-	5,313	6,450
<b>TOTAL</b>		<b>1,406,318</b>	<b>710,946</b>	<b>2,117,264</b>	<b>1,752,691</b>
<b>EXPENDITURE ON:</b>					
Raising funds	6	(91,648)	-	(91,648)	(134,652)
Charitable activities:					
Support given to educational bodies to operate Career Academies	7	(1,369,569)	(584,095)	(1,953,664)	(1,804,221)
<b>TOTAL</b>		<b>(1,461,217)</b>	<b>(584,095)</b>	<b>(2,045,312)</b>	<b>(1,938,873)</b>
<b>NET (EXPENDITURE)/INCOME &amp; NET MOVEMENT IN FUNDS</b>		<b>(54,899)</b>	<b>126,851</b>	<b>71,952</b>	<b>(186,182)</b>
<b>RECONCILIATION OF FUNDS</b>					
Total funds brought forward at 1 April 2014		404,782	214,138	618,920	805,102
<b>TOTAL FUNDS CARRIED FORWARD AT 31 MARCH 2015</b>	<b>14</b>	<b>349,883</b>	<b>340,989</b>	<b>690,872</b>	<b>618,920</b>
		=====	=====	=====	=====


## THE UK CAREER ACADEMY FOUNDATION

BALANCE SHEET  
as at 31 March 2016

Company Number: 04428178

	Notes	2016 £	2015 £
<b>FIXED ASSETS</b>			
Tangible assets	11	3,512	4,390
<b>CURRENT ASSETS</b>			
Debtors	12	245,206	196,086
Cash at bank and in hand		695,836	969,928
		<u>941,042</u>	<u>1,166,014</u>
<b>LIABILITIES</b>			
Creditors: Amounts falling due within one year	13	(147,808)	(479,532)
<b>NET CURRENT ASSETS</b>		<u>793,234</u>	<u>686,482</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES &amp; NET ASSETS</b>		<u>796,746</u> =====	<u>690,872</u> =====
<b>THE FUNDS OF THE CHARITY</b>			
Restricted income funds	14	588,664	340,989
Unrestricted income funds	14	208,082	349,883
<b>TOTAL CHARITY FUNDS</b>	15	<u>796,746</u> =====	<u>690,872</u> =====

The financial statements on pages 16 to 30 were approved by the Trustees and authorised for issue on 15 September 2016, and are signed on their behalf by

  
 Mr Jeremy Palmer  
 Chairman

 11 October 2016

## THE UK CAREER ACADEMY FOUNDATION

**STATEMENT OF CASH FLOWS**  
**for the year ended 31 March 2016**

	Notes	2016 £	2015 £
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>			
Net cash used in operating activities	16	(276,578)	(76,195)
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>			
Dividends, interest and rents from investments		2,486	5,313
Net cash provided by investing activities		2,486	5,313
<b>CHANGE IN CASH AND CASH EQUIVALENTS IN THE REPORTING PERIOD</b>		(274,092)	(70,882)
Cash and cash equivalents at the beginning of the reporting period		969,928	1,040,810
<b>CASH AND CASH EQUIVALENTS AT THE END OF THE REPORTING PERIOD</b>	17	695,836 =====	969,928 =====

## THE UK CAREER ACADEMY FOUNDATION

**NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 31 March 2016**

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**1. ACCOUNTING POLICIES****Basis of accounting**

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", the requirements of the Companies Act 2006 and under the historical cost convention. Within the definitions of FRS 102, the charitable company is a public benefit entity. The financial statements have also been prepared in accordance with the accounting policies set out in more detail below, to comply with the charitable company's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with The Financial Reporting Standard applicable in the UK and Republic of Ireland published on 16 July 2014 (the FRS 102 Charities SORP 2015).

**Going concern**

On the basis of financial projections for the future and on the grounds that the charitable company is forecast to be able to continue its activities and meet all of its liabilities as they fall due for a period of at least twelve months from the date of the approval of these financial statements, the trustees have prepared the financial statements using the going concern principle. The trustees have not identified any material uncertainties in relation to the going concern status of the charitable company.

**Restatement of comparatives**

The charitable company has adopted FRS 102 and the applicable Charities SORP for the first time in this set of financial statements. In doing so, the comparative figures have been re-analysed and restated throughout – see note 21.

**Income**

All income is included in the statement of financial activities when the charity is legally entitled to the funds 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 charity 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 charity, where this can be quantified and a third party is bearing the cost.

**THE UK CAREER ACADEMY FOUNDATION****NOTES TO THE FINANCIAL STATEMENTS (Continued)**  
**for the year ended 31 March 2016**

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**1. ACCOUNTING POLICIES (Continued)****Expenditure**

Expenditure is included in the statement of financial activities on an accruals basis.

Expenditure is allocated to the charity's principal activity, as fund raising costs or as 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 in 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

**Pension contributions**

The charity makes contributions into defined contribution pension schemes on behalf of certain employees. The assets of the schemes are held separately from those of the charity 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.

**Taxation**

The 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.

## THE UK CAREER ACADEMY FOUNDATION

**NOTES TO THE FINANCIAL STATEMENTS (Continued)**  
**for the year ended 31 March 2016**


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**1. ACCOUNTING POLICIES (Continued)****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 charity'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.

**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 charity.

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 charity'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, there are no estimates and underlying assumptions in the application of accounting policies that are considered to be critical, because they either require a significant amount of management judgement or the results are material to the charity's financial statements.

## THE UK CAREER ACADEMY FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (Continued)  
for the year ended 31 March 2016

3.	DONATION AND LEGACIES	Unrestricted funds £	Restricted funds £	Total 2016 £	Total 2015 £
	Donations from funders	779,507	650,928	1,430,435	1,252,128
	Donations in kind:				
	Event costs	44,501	-	44,501	16,590
	Staff costs	211,163	-	211,163	119,336
	Accommodation costs	78,060	-	78,060	69,204
		1,113,231	650,928	1,764,159	1,457,258
		=====	=====	=====	=====
4.	INCOME FROM SUPPORT GIVEN TO EDUCATIONAL BODIES TO OPERATE CAREER ACADEMIES	Unrestricted funds £	Restricted funds £	Total 2016 £	Total 2015 £
	Schools and colleges	331,353	2,500	333,853	333,955
	Public sector funding	96,738	30,000	126,738	134,314
	Other supporters	-	163,161	163,161	186,424
		428,091	195,661	623,752	654,693
		=====	=====	=====	=====
5.	INVESTMENTS	Unrestricted funds £	Restricted funds £	Total 2016 £	Total 2015 £
	Bank interest receivable on short term cash deposits	2,486	-	2,486	5,313
		=====	=====	=====	=====
6.	RAISING FUNDS	Unrestricted funds £	Restricted funds £	Total 2016 £	Total 2015 £
	Staff costs (see note 8)	73,928	-	73,928	75,000
	Support costs (see note 9)	8,074	-	8,074	16,648
		82,002	-	82,002	91,648
		=====	=====	=====	=====



## THE UK CAREER ACADEMY FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (Continued)  
for the year ended 31 March 2016

7.	<b>COSTS OF SUPPORT GIVEN TO EDUCATIONAL BODIES TO OPERATE CAREER ACADEMIES</b>	<b>Unrestricted funds £</b>	<b>Restricted funds £</b>	<b>Total 2016 £</b>	<b>Total 2015 £</b>
	Direct costs:				
	Student placements	-	157,754	157,754	158,113
	Student travel	-	19,965	19,965	35,927
	NAF fund support – Ireland	-	34,950	34,950	35,950
	Santander award	-	7,515	7,515	5,018
	STEM bursaries and AZ STEM awards	-	8,286	8,286	8,033
	Event costs - donations in kind	44,501	-	44,501	16,590
	Event costs – other	57,513	14,110	71,623	48,434
	Printing and publications	22,735	9,993	32,728	67,904
	Video production	-	-	-	12,788
	Marketing and public relations	18,053	2,670	20,723	13,055
	Sir Winfried Bischoff Award given to five (2014-15: nine) individuals	-	500	500	5,350
	Subscriptions	1,128	60	1,188	1,033
	Travel and subsistence	72,432	28,410	100,842	83,718
	Staff welfare	754	252	1,006	1,578
	Website and internet costs	38,768	83,727	122,495	106,726
	Legal and professional	-	-	-	500
	Bank charges	847	-	847	1,673
	Indirect costs:				
	Insurance (83%:17%)	4,290	879	5,169	4,451
	Training (83%:17%)	-	-	-	5,754
	Auditor's remuneration:				
	Accountancy and advisory (83%:17%)	2,905	595	3,500	4,488
	Staff costs (see note 8)	1,183,201	206,642	1,389,843	1,162,095
	Support costs (see note 9)	129,179	22,606	151,785	147,341
	Governance costs (see note 10)	27,301	-	27,301	27,145
		<b>1,603,607</b>	<b>598,914</b>	<b>2,202,521</b>	<b>1,953,664</b>
		=====	=====	=====	=====

## THE UK CAREER ACADEMY FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (Continued)  
for the year ended 31 March 2016

8. STAFF COSTS	2016	2015
The average monthly number of persons working with the charity (excluding Trustees) during the year was:	No.	No.
Employed	33	31
Donated and seconded	3	2
	<u>36</u>	<u>33</u>
	=====	=====
	£	£
Staff costs for the above persons:		
Wages and salaries	1,087,363	940,187
Temporary staff costs	27,386	68,493
Donations in kind	211,163	119,336
Social security costs	108,598	91,615
Health and other pension costs	44,047	29,960
	<u>1,478,557</u>	<u>1,249,591</u>
	=====	=====
Staff costs are allocated in the financial statements, as follows:		
Costs of generating voluntary income – 5% (2014-15: Staff activity)	73,928	75,000
Support given to educational bodies to operate Career Academies -		
Unrestricted funds – <i>balance of staff costs</i>	1,183,201	1,024,757
Restricted funds – <i>based on specific staff activity</i>	206,642	137,338
Governance costs – 1% (2014-15: 1%)	14,786	12,496
	<u>1,478,557</u>	<u>1,249,591</u>
	=====	=====

During the year, one employee received emoluments in the range £90,001 to £100,000 (2014-15: £90,001 - £100,000). In respect of that employee, total pension contributions payable during the year amounted to £6,108 (2014-15: £4,950).

The total amount of employee benefits received by key management personnel for their services to the charity during the year amounted to £206,928 (2014-15: £189,478) and the charity incurred employers' national insurance contribution costs of a further £23,388 (2014-15: £21,189) 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 use of volunteers and donated services

The charity makes considerable use of the services of volunteers in order to not only manage the charity at Trustee level but also to deliver services and other similar project outcomes and benefits to beneficiaries. The charity is also reliant upon donated services provided by its wide range of supporters, and those donated services which can be quantified, are recognised in the financial statements as donations in kind.

## THE UK CAREER ACADEMY FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (Continued)  
for the year ended 31 March 2016

9. SUPPORT COSTS	Support given to educational bodies to operate Career Academies			Governance costs £	Total 2016 £	Total 2015 £
	Raising funds £	Unrestricted funds £	Restricted funds £			
Staff activity	5%	80%	14%	1%	100%	100%
Accommodation costs:						
Donations in kind	3,903	62,448	10,928	781	78,060	69,204
Other costs	4,127	66,029	11,555	825	82,536	96,184
Depreciation:						
Owned assets	44	702	123	9	878	1,098
	8,074	129,179	22,606	1,615	161,474	166,486
=====						
10. GOVERNANCE COSTS		Unrestricted funds £	Restricted funds £		Total 2016 £	Total 2015 £
Staff costs (see note 8)		14,786	-		14,786	12,496
Support costs (see note 9)		1,615	-		1,615	2,497
Auditor's remuneration:						
Audit fees		10,900	-		10,900	12,152
		27,301	-		27,301	27,145
=====						

Included within auditor's remuneration are amounts payable to RSM UK Audit LLP in respect of audit services of £10,900 (2014-15: £12,152) and amounts payable to RSM UK Tax and Accounting Limited in respect of accountancy and advisory services of £3,500 (2014-15: £4,488).

## THE UK CAREER ACADEMY FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (Continued)  
for the year ended 31 March 2016

<b>11. TANGIBLE ASSETS</b>		<b>Office Equipment £</b>
Cost:		
1 April 2015 and 31 March 2016		10,550
Depreciation:		
1 April 2015		6,160
Charge in the year		878
31 March 2016		<u>7,038</u>
Net book value:		
31 March 2016		<u>3,512</u> =====
31 March 2015		<u>4,390</u> =====
<b>12. DEBTORS</b>	<b>2016 £</b>	<b>2015 £</b>
Amounts falling due within one year:		
Trade debtors	123,273	131,206
Other debtors	3,681	8,863
Prepayments and accrued income	118,252	56,017
	<u>245,206</u> =====	<u>196,086</u> =====
<b>13. CREDITORS</b>	<b>2016 £</b>	<b>2015 £</b>
Amounts falling due within one year:		
Trade creditors	40,143	103,252
Other taxes and social security costs	33,962	28,350
Pension contributions payable	7,787	3,162
Accruals	37,915	22,991
Deferred income	28,000	321,777
	<u>147,807</u> =====	<u>479,532</u> =====
Deferred income:		
Deferred income brought forward	321,777	506,825
Deferred income released to the statement of financial activities	(321,777)	(506,825)
Income received in advance during the period	28,000	321,777
Deferred income carried forward	<u>28,000</u> =====	<u>321,777</u> =====

## THE UK CAREER ACADEMY FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (Continued)  
for the year ended 31 March 2016

14. THE FUNDS OF THE CHARITY	1 April 2015 £	Income £	Expenditure £	Transfers between funds £	31 March 2016 £
<b>Restricted income funds:</b>					
Regional Development Fund	258,919	528,645	(295,445)	-	492,119
Student Placements Fund	-	173,023	(157,754)	-	15,269
Sir Winfried Bischoff Award Fund	25,012	-	(13,485)	-	11,527
Digital Improvements Fund	28,785	110,500	(94,117)	-	45,168
Edge Fund	13,315	25,833	(24,509)	-	14,639
Let's Do Business Fund	14,958	8,588	(13,604)	-	9,942
	<u>340,989</u>	<u>846,589</u>	<u>(598,914)</u>	<u>-</u>	<u>588,664</u>
<b>Unrestricted income funds:</b>					
General Fund	349,883	1,543,808	(1,685,609)	-	208,082
	<u>690,872</u>	<u>2,390,397</u>	<u>(2,284,523)</u>	<u>-</u>	<u>796,746</u>
	=====	=====	=====	=====	=====

The Regional Development Fund (which was originally set up in 2005-06) recognises the restricted income received from the Department of Employment and Learning, Northern Ireland for our work in this region; Citi Foundation for the development of the Career Academy network in the Republic of Ireland and a number of private sector supporters supporting our growth in Scotland. Funds are used to assist Career Academies in those specific regions.

The Student Placements Fund was set up in 2006-07 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 Sir Winfried Bischoff Award Fund was set up in 2012-13 to recognise funding raised by a special appeal to the members of the National Advisory Board, which is used to cover the costs of making awards to students winning the Regional and National Student of the Year Awards. Sir Winfried Bischoff, the charity's founding Chairman, has kindly agreed to have the award named in recognition of his contribution to the organisation.

The Digital Improvements Fund was set up in 2014-15 to recognise the restricted income received from Peter Davis in order to fund the digital platform and new website of the charity.

The Edge Fund was set up in 2014-15 to recognise the restricted income received from the Edge Foundation in support of the Think Logistics project.

The Let's Do Business Fund was set up in 2014-15 to recognise the restricted income received from the Skills Funding Agency for a series of national Lets do Business events in conjunction with the National Careers Service.

## THE UK CAREER ACADEMY FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (Continued)  
for the year ended 31 March 2016

15.	ANALYSIS OF NET ASSETS BETWEEN FUNDS	Fixed assets £	Current assets £	Current liabilities £	Total £
	<b>Restricted income funds:</b>				
	Regional Development Fund	-	492,119	-	492,119
	Student Placement Fund	-	15,269	-	15,269
	Sir Winfried F W Bischoff Award Fund	-	11,527	-	11,527
	Digital Improvement Fund	-	45,168	-	45,168
	Edge Fund	-	14,639	-	14,639
	Let's Do Business Fund	-	9,942	-	9,942
	<b>Unrestricted income funds:</b>				
	General Fund	3,512	352,378	(147,808)	208,082
	<b>NET ASSETS</b>	<u>3,512</u>	<u>941,042</u>	<u>(147,808)</u>	<u>796,746</u>
		=====	=====	=====	=====
16.	<b>RECONCILIATION OF NET INCOME TO NET CASH PROVIDED BY OPERATING ACTIVITIES</b>			<b>2016 £</b>	<b>2015 £</b>
	Net income for the reporting period			105,874	71,952
	Adjustments for:				
	Dividends, interest and rents from investments			(2,486)	(5,313)
	Depreciation charges			878	1,098
	Increase in debtors			(49,120)	(35,014)
	Decrease in creditors			(331,724)	(108,918)
	Net cash used in operating activities			<u>(276,578)</u>	<u>(76,195)</u>
				=====	=====
17.	<b>ANALYSIS OF CASH AND CASH EQUIVALENTS</b>			<b>2016 £</b>	<b>2015 £</b>
	Cash at bank and in hand			695,836	969,928
				=====	=====
18.	<b>FINANCIAL INSTRUMENTS</b>			<b>2016 £</b>	<b>2015 £</b>
	Carrying amount of financial assets:				
	Debt instruments measured at amortised cost			143,273	131,206
				=====	=====
	Carrying amount of financial liabilities:				
	Measured at amortised cost			85,846	129,405
				=====	=====

**THE UK CAREER ACADEMY FOUNDATION****NOTES TO THE FINANCIAL STATEMENTS (Continued)**  
**for the year ended 31 March 2016**

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**19. PENSION COMMITMENTS**

The charity makes contributions into defined contribution pension schemes on behalf of certain employees. The assets of the schemes are held separately from those of the charity in independently administered funds. The amount charged to the statement of financial activities in respect of pension costs (as shown in note 8) 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 13).

**20. RELATED PARTY TRANSACTIONS**

During the year, the charity received the following donations from Trustees and organisation in which Trustees are involved:

- Freshfields Bruckhaus Deringer LLP, a partnership of which Mr D Trott is a partner, provided a donation amounting to £126,243 (2014-15: £99,975) for the services of a member of staff.
- Citigroup Global Markets Limited, an organisation of which Mr J Bardrick is an employee, provided £74,460 (2014-15: £69,204) for office space within its London building. In addition, Mr J Bardrick provided an individual donation of £25,000 (2014-15: £25,000).

**21. FIRST TIME ADOPTION**

The charity has adopted FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with The Financial Reporting Standard applicable in the UK and Republic of Ireland published on 16 July 2014 for the first time in this set of financial statements. The date of transition to this new financial reporting framework was 1 April 2014 and the financial statements for the year ended 31 March 2015 were the last prepared under the previous financial reporting framework.

There were no material adjustments on adoption of FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" in the current year and therefore, no reconciliation of equity and profits has been presented here.

**FINANCIAL STATEMENTS**  
for the year ended 31 March 2016

**ACCOUNTANT'S REPORT TO THE BOARD OF TRUSTEES OF THE UK CAREER ACADEMY FOUNDATION ON THE UNAUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2016**

In order to assist you to fulfil your duties under the Companies Act 2006, the Charities Act 2011 and the Charities and Trustee Investment (Scotland) Act 2005 ("the Acts") and regulations thereunder, we prepared for your approval the financial statements of The UK Career Academy Foundation which comprise the Statements of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes as set out on pages 16 to 30 in accordance with the financial reporting framework set out therein from the charitable company's accounting records and from information and explanations you have given us.

As a practising member firm of the Institute of Chartered Accountants in England and Wales (ICAEW), we are subject to its ethical and other professional requirements which are detailed at <http://www.icaew.com/en/members/regulations-standards-and-guidance>.

This report is made solely to the Board of Trustees of The UK Career Academy Foundation as a body, in accordance with the terms of our engagement letter dated 9 April 2013. Our work has been undertaken solely to prepare for your approval the financial statements of The UK Career Academy Foundation and state those matters that we have agreed to state to them in accordance with ICAEW Technical Release 07/16 AAF detailed at [icaew.com](http://icaew.com). This report should not therefore be regarded as suitable to be used or relied on by any other party wishing to acquire any rights against RSM UK Tax and Accounting Limited for any purpose or in any context. Any party other than the Trustees which obtains access to this report or a copy and chooses to rely on this report (or any part of it) will do so at its own risk. To the fullest extent permitted by law, RSM UK Tax and Accounting Limited will accept no responsibility or liability in respect of this report to any other party and shall not be liable for any loss, damage or expense of whatsoever nature which is caused by any person's reliance on representations in this report.

It is your duty to ensure that The UK Career Academy Foundation has kept adequate accounting records and to prepare statutory financial statements that give a true and fair view of the assets, liabilities, financial position and net movement in funds of The UK Career Academy Foundation under the Acts and regulations thereunder.

We have not been instructed to carry out an audit or a review of the financial statements of The UK Career Academy Foundation. For this reason, we have not verified the accuracy or completeness of the accounting records or information and explanations you have given to us and we do not, therefore, express any opinion on the statutory financial statements.

*RSM UK Tax and Accounting Limited*

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*N. O'Brien*  
2016