

Company Number: 04428178  
Charity Number (England & Wales): 1092891  
Charity Number (Scotland): SC043678

**THE UK CAREER ACADEMY FOUNDATION**

**ANNUAL REPORT**

**31 MARCH 2014**

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Guildford Surrey GU1 1UN

## THE UK CAREER ACADEMY FOUNDATION

### TRUSTEES' ANNUAL REPORT for the year ended 31 March 2014

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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 operates under the name "Career Academies UK") for the year ended 31 March 2014.

#### REFERENCE AND ADMINISTRATIVE DETAILS

The trustees of the charity, who are also the directors of the company, have held office since 1 April 2013, as follows:

Dr H J McGregor	<b>Chairman</b>
Mr J Bardrick	
Ms J D Hoyer	
Mr D S Sanyal	(resigned 27 March 2014)
Mr D Trott	

The following were appointed trustees effective 2 June 2014: Jeremy Palmer, David Bucknall and Maurice Benisty.

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

The charity is registered under the charity number 1092891, and the company is incorporated with the company registration number 04428178. 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:

Solicitor:	Farrer & Co, 60 Lincoln's Inn Fields, London WC2A 3LH
Accountant:	Baker Tilly Tax and Accounting Limited, 3 <sup>rd</sup> Floor, One London Square, Cross Lanes, Guildford Surrey GU1 1UN
Auditor:	Baker Tilly UK Audit LLP, 3 <sup>rd</sup> Floor, One London Square, Cross Lanes, Guildford Surrey GU1 1UN
Banker:	Citibank NA, Citigroup Centre, Canada Square, London E14 5LB

The following key senior members of staff are responsible for the day-to-day management of the charity:

Anne Spackman	Executive Director (appointed 9 September 2013)
James McCreary	Chief Executive (left on 31 July 2013)
Martyn Drain	Director, Chief Operating Officer (retired 31 May 2014) & Company Secretary
Diane Vernon	Director of Business Development (left 31 July 2014)
Jenny Barber	Director of Programmes (appointed 17 February 2014)
Anne Wexelstein	Director Scotland
Debbie Farrell	Director of Operations

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## STRUCTURE, GOVERNANCE AND MANAGEMENT

### Status & 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 in the United States of America ("the National Academy Foundation") of running Career Academies to assist students, frequently from areas of social need, with career choices and to raise their career aspirations. It was incorporated 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 1 April 2008, UKCAF adopted a new trading name "Career Academies UK", 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 educationalists. In September 2010, the trustees approved an updated strategic Five Year Business Plan setting out the objectives and expansion plans for the charity up to 2015. This was updated in April 2013 and a number of significant changes were approved by the Trustees in the period April to June 2013. These are reported more fully on Page 6 below.

At the National Advisory Board meeting held on 27 March 2014, the trustees advised that they will be reviewing the structure and membership of the trustees and the National Advisory Board to ensure that the governance, strategic planning and fundraising support is organised in the most efficient way. Any changes will be implemented during 2014-15.

The following table summarises the key elements of the charity's organisational structure during 2013-14:

<i>Organisational elements</i>	<i>Number of members</i>	<i>Key roles &amp; responsibilities</i>
Trustees	Five	<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 objectives.</li> </ul>
National Advisory Board	Twenty seven	<ul style="list-style-type: none"> <li>• Meets twice a year.</li> <li>• Full governance calendar in operation.</li> <li>• Approves five 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>

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<i>Organisational elements</i>	<i>Number of members</i>	<i>Key roles &amp; responsibilities</i>
Finance and Fundraising Committee	Seven	<ul style="list-style-type: none"> <li>• Meets every three months.</li> <li>• Comprises seven members of the National Advisory Board.</li> <li>• Review of management accounts, short term future cash flow and monitors fundraising.</li> <li>• Develops fundraising targets and assists in recruiting financial and practical support</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 leading figures drawn from outside the organisation as well as from existing supporters</li> <li>• Provides expertise in educational policy, quality assurance, community affairs, diversity and programme development.</li> <li>• Advises on and oversees the content of programmes including development and accreditation of new themes.</li> <li>• May appoint sub groups to review specific issues.</li> </ul>
Marketing and Communications 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 of the National Advisory Board and others drawn from businesses and organisations not currently represented on the Advisory Board.</li> <li>• Expertise in marketing, PR and community affairs.</li> <li>• Advises on and oversees the content of marketing, PR and events.</li> <li>• May appoint sub groups to review specific issues.</li> </ul>
National Local Advisory Board Leadership Team	Five or more	<ul style="list-style-type: none"> <li>• Meets at least twice a year</li> <li>• Comprises one member of the National Advisory Board, members of the Senior Management Team and Chairs of Regional Local Advisory Boards</li> <li>• Advises on and shares best practice from all regions and ensures that there is a forum for regional representation.</li> </ul>
Staff Team	Eighteen full time plus one vacancy plus nine part time staff plus one full time and one part time secondees	<ul style="list-style-type: none"> <li>• Creates strategic Five 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 Fund Raising Committee.</li> <li>• Prepares the Business Risk Management Matrix and the 'dashboard' performance review for consideration.</li> <li>• Manages the programme delivery to all stakeholders including holding national and regional student events.</li> <li>• Develops and publishes all programme and advocacy materials</li> </ul>

The day-to-day management of UKCAF is entrusted to the Executive Director and other senior staff.

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By March 2014, the regional managers team had expanded to London and South East (3); Wales and the West (1); West Midlands (1); East Midlands (0.6 FTE); North West (1); Yorkshire and the Humber (1 FTE with two staff job sharing); North East (0.8 FTE); Northern Ireland (0.6 FTE) and Scotland (3). A National STEM Manager (1) manages growth in this sector. The business support team (2 in the London office and 1 in Scotland) provides support for programme delivery, volunteer managements and the Regional Managers. Additionally there is an Events Manager (1); a Marketing Manager (1 but vacancy at year end); a Marketing and Communications Officer (1); a National Relationship Manager (1) and a Bookkeeper (0.8 FTE). Additionally two consultants were employed on a part-time project basis from July 2013 to assist with the development and launch of the new Career Ready programme. On secondment from corporate supporters are a full time Director of Operations based in London and a 0.4 FTE Regional Manager in Scotland.

#### Method of recruitment, appointment, election, induction and training of trustees

The trustee team includes representatives from the charity's key stakeholder groups of business and the National Academy Foundation and a Chairman. At the year end the education sector was not represented by a trustee but is represented on the National Advisory Board. Recruitment and selection of new trustees is managed by the trustee team, supported by the Executive Director, taking into account the need for a balance of skills and experience to ensure good governance and adequate maintenance of stakeholders' interests. A trustees' skills matrix is maintained so that any skills gaps can be identified and filled.

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 Executive Director. Members visit a Career Academy school or college to meet staff and students and are encouraged to attend nationally organised student events to facilitate the understanding of their role. During the year six members of the National Advisory Board resigned and two new members were appointed. New members continued to reflect the geographical and sector diversity of UKCAF.

#### Risk and corporate governance matters

The Executive Director, 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. 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.

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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;
- regular forecasting of predicted income and cash flow;
- annual monitoring of reserves policy; and
- annual review of the Business Risk Management Matrix by the full National Advisory Board.

The regular assessments are entrusted to the Finance and Fundraising Committee meeting every quarter. Together with the Executive Director, 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 whilst also providing statutory cover, where required.

#### **Trustees' 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, and of the incoming resources and application of resources, including income and expenditure, of the charitable company for that period.

In preparing those financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed subject to any material departures disclosed and explained in the financial statements; 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 that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with Companies Acts 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). 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.

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#### Auditor

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

#### Statement as to disclosure of information to the auditor

The trustees 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 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.

#### 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 the fields of finance, travel and tourism and such other fields as the trustees shall in their discretion determine.

##### Charitable activities

In the 2012-13 Trustees' Report, it was recorded that between April and June 2013 the management team and the trustees were to consider a number of strategic options in response to external factors that were influencing the business model that UKCAF was working to and government policy changes to the resourcing and measuring of school and colleges outputs. They were assisted in this review by an external consultant. These were felt to be the most major challenges faced by UKCAF since 2002.

At the end of June 2013, the trustees approved the implementation of a number of new strategic and operating policies. In summary it was agreed:

1. To introduce a new Career Ready programme from September 2013 to a selected pilot group of existing affiliated schools and colleges that would enable them to offer an employability programme to many more students than UKCAF could accommodate on its existing Career Academy programme.
2. The Career Ready programme will be offered to Year 12 students for one academic year.
3. The Career Ready programme would consist of a number of structured Master Classes to be delivered either by UKCAF staff or corporate supporters or both; at least one work place visit and mentoring from a business volunteer facilitated by a secure electronic platform.
4. The Career Ready programme could accommodate much higher numbers of students as there is not a requirement to secure an internship place and the electronic mentoring platform means that the student and the mentor do not need to be located in the same area.
5. The resources needed by a school or college to manage the Career Ready programme would be less than that required for the Career Academy programme.
6. The per student cost of UKCAF delivering the Career Ready programme would be lower than the Career Academy programme and therefore the capitation fee charged to schools and colleges would be correspondingly lower. The lower fee structure would be attractive to schools and college.
7. The existing Career Academy programme would continue to be attractive and produce outstanding outcomes but any future growth would be concentrated in Scotland, where it operates with considerable local authority support and in only selected locations in the rest of the UK.

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The management team will review the Career Ready programme in the summer of 2014 with the intention of extending the pilot in the 2014-15 academic year. They will prepare a new Business Plan, reflecting the different business model for consideration during 2014-15.

The joint venture arrangement with Junior Achievement Ireland to develop the Career Academy model in the Republic of Ireland has continued during the year. The three schools in Dublin have 60 students over two academic years enrolled and sufficient business support has recruited to support the students.

The Quality Assurance (QA) programme has been further refined during the year to make the visits both easier to prepare for and more meaningful. The policy, implemented during 2010-11, to concentrate the QA process on two groups of Career Academies – those newly implemented and those that had previously been classified as poorer performers- continued. This is a critical process in maintaining brand quality and is particularly important where we are working in partnership with national companies who want to work in a consistent way around the country. There has been a continuous review of the Career Ready pilot programme and a new QA process is being piloted in September 2014 with some centres.

UKCAF continues centrally and regionally to:

- Provide central marketing and PR support fostering a strong Career Academy brand;
- Provide a variety of events, conferences and other interventions for students, teachers and employer supporters that promote the aims and objectives of the Career Academy movement as well as creating a national and increasingly, regional network of supporters engaged in business-led career preparation;
- Manages and develops relationships with a number of employers in order to attract both financial and practical support for the Career Academy movement. During the year, the management team and specifically the National Relationship Manager have continued to develop and improve a database management tool for account management of all employers. There is now a clear definition of which companies are managed by the UKCAF team and which are account managed locally by individual Career Academies. Information from this will be increasingly available to individual Career Academies to assist them in their account management procedures; and
- By the year end almost all Career Academies had a Local Advisory Board established to help in the recruitment and sustainability of local business support. This is unique to the UKCAF model. The trustees feel that a functioning Local Advisory Board is absolutely key to the success of the Career Academy and to wider employer engagement for the school or college. A network of Local Advisory Board chairpersons has been established and training manuals for members have been distributed. Chairpersons are now networked regionally and key information and data is sent to them. Regional Chairpersons are members of the National LAB Leadership Team. This is enabling best practice to be shared and will be of particular help to new Local Advisory Boards.

#### Indicators, milestones & benchmarks

The management team present a 'dashboard' type of performance management appraisal system to the National Advisory Board every six months. This measures the performance of the charity within four principal target areas:

- Financial - measurement against budgeted targets of surplus or deficit monthly and at year end;
- Growth - measuring against budgeted targets the pipeline of future Career Academies being recruited into the Year of Planning, the retention of existing Career Academies, and the recruitment of individual numbers of students on the programme;
- Business partnerships - measurement against budgeted targets of the number of business partnerships being developed and sustained to help deliver the mentoring, masterclass and internship parts of the programme together with a partner satisfaction index obtained from questionnaires; and
- Outcomes and impacts - measuring against targets the impact of the programme on students in terms of retention during the programme, career moves of graduates from the programme either into Higher Education, further business training or the job market, and student satisfaction with the programme from questionnaires.



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#### Management changes

In July 2013, the Chief Executive, James McCreary, left the organisation. In September 2013, the Director of Programme, Policy and Communications, David Walker, left the organisation. In September 2013, Anne Spackman joined as Executive Director. In September 2013, Diane Vernon was appointed Director of Business Development to strengthen the efforts to recruit new business supporters and her previous role of Director of Regions ceased to exist. At the same time Martyn Drain, the Chief Operating Officer was made Director of Fundraising.

The four Lead Managers continued to manage their 'super' regions reporting directly to the Executive Director. Anne Wexelstein, the Lead Manager in Scotland, was given the title Director for Scotland in recognition of her wider engagement with government and business supporters. In November 2013, Debbie Farrell was seconded from Freshfields Bruckhaus Deringer for three years as Director of Operations. This allowed the Chief Operating Officer, Martyn Drain, to concentrate more on fundraising. In February 2014, Jenny Barber joined as Director of Programmes bringing a wealth of experience of Further Education College teaching and financial sector education practices. In May 2014, Martyn Drain retired although he continues as Company Secretary and acts as a consultant on certain projects and grants. In June 2014, Nicholas Sobot joined as Head of Fundraising.

The trustees feel that this revised management team and structure will allow UKCAF to grow its programmes, its corporate support and its funding to ensure a secure and sustainable future.

#### Grant making policy

The Sir Winfried Bischoff Award was introduced in 2012, for students who 'had made the most progress' during their Career Academy experience and this was repeated in 2013. In May 2013, students competed for seven Regional Awards from which two National winners were announced. This was funded by members of the National Advisory Board. Regional Award winners received £250 each and the National Award winners received a trip to the US in September 2013 to visit the National Academy Foundation and US companies and a grant to assist them at university.

In May 2013, Bournville College, Birmingham were awarded the first Santander Career Academy of the Year prize. They received £5,000 in this competition open to all Career Academies.

#### 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.

#### Relationships with related parties

The charity has been established with the intention that it should develop and exploit ideas and intellectual property created by, and under licence from, the National Academy Foundation. The joint venture arrangement with Junior Achievement Ireland, agreed in 2011-12, continues and three Career Academies have now been implemented in Dublin.

Disclosure of related party transactions, where relevant is given in note 15 to the financial statements.

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#### Representation on other bodies

UKCAF acts independently of any other body, charity or institution.

UKCAF has contributed to the work of the UK Commission for Employment and Skills, the Commission for Employability, the National Council for Educational Excellence and its follow up National Education and Employer Task Force. We have contributed to government guidance on careers education for schools and FE colleges, are involved in the Deputy Prime Minister's Business Compact initiative, are signatories to the government's STEM Your Life campaign and are represented on its taskforce to implement the Perkins review of engineering.

#### ACHIEVEMENTS AND PERFORMANCE

##### Activities and events

The trustees are able to report a busy and productive 12 months for both the existing Career Academy and the new Career Ready programmes.

1. **Career Academy programme** 149 affiliated schools and colleges managed 195 Career Academies, an increase from 184 in 2012-13. 1,131 students completed an internship in the summer 2013, an increase of 7.2% over 2012 (most London internships returned to six weeks having been reduced to four weeks in 2012 because of the Olympics). 7 new schools and colleges entered their Year of Planning in Autumn 2013 and 5 existing Career Academies are planning a second theme, in preparation for enrolling students in September 2014. Additionally 15 new schools from 3 Local Authorities in Scotland started their separate Year of Planning in autumn 2013. Over 5,000 students have now completed the Career Academy programme, and there are 2,900 students currently on the core programme. Our plan for September 2014 is not to focus on growing the number of schools, but on strengthening the programme, improving the quality of delivery and consistency in existing centres and improving the training and experience of our business volunteer supporters through whom the programme is delivered.

Growth in Scotland has been particularly significant. We have now developed partnerships with local authorities in Glasgow; Edinburgh; Perth and Kinross; Aberdeen; Aberdeenshire; Moray and Fife. The local authorities assist with the introduction of schools and other resources. Further growth, particularly in the Central Belt is planned for 2014-15. Specific support for growth in Scotland has been provided by The Esmee Fairbairn Foundation and a number of corporate supporters including Diageo, Citi, Morgan Stanley, Centrica, BP and Barclays. Career Academies has contributed to the development of the Wood Commission report on youth employment in Scotland.

Our fears expressed in last year's report, that in the current economic climate individual Career Academies, even long established ones, have been reluctant to increase their student numbers for fear of not finding internship places for them, have continued. Indeed there has been some drop out by schools and colleges completely as they have found running a Career Academy too difficult to resource. The drop-out rate of students, first reported on any scale in 2009-10, seems to have pleasingly reduced in 2012-13. By September 2013, 81% students who had enrolled in September 2012 had progressed into the second year of the programme. The management team will continue to monitor the retention rate but the ability to secure a meaningful internship place is clearly a major factor in determining the retention of students.

##### Major Events:

- **Capital Experience:** At the annual event in November 2013, 55 major employers ran employability workshops for 1,500 students across the UK, many of whom had never before visited London. Students went on to an afternoon convention at the Dominion Theatre. Scottish students had their own equivalent events.

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- Graduation Ceremonies: Ceremonies took place in London, Leeds and for the first time Edinburgh in April/May 2013. This enabled more students, parents and employers from the north to attend a ceremony.
  - Regional workshops: A series of half day regional events were held for second year students in autumn 2013. These were supported by Penna and RBS. They concentrated on how students could sell themselves to prospective employers or via the UCAS application process. Evaluation feedback was good but in many locations attendance was disappointing. Schools failure to attend reflects the increasing difficulty of getting students out of their normal timetable, even within their region, to engage with employers in the workplace.
  - Business Supporters: The circle of supporting companies continues to grow, and at the year-end, over 1,400 private – and a few public - sector organisations were supporting Career Academies in some way. This reflects the success of Career Academies and their Local Advisory Boards in recruiting new local supporters. It also reflects the continued geographical growth of new Career Academies, especially in Scotland. Particularly encouraging has been the diversification into industrial sectors apart from financial services. New and existing national relationships have been successfully leveraged to deliver support outside London and helped deliver internship opportunities around the UK.
2. **Career Ready programme** Aimed at students aged 16-19, the programme lasts for 16 months and runs alongside their academic study. Ten schools and colleges who already ran a Career Academy programme agreed to participate in the pilot programme from September 2013. A total of 783 Students enrolled with an average of 78 per centre. All students were matched with a business mentor via a secure electronic platform provided by Brightside. Their standard platform has been adapted for Career Ready students' needs and numbers. It includes a Skills Tracker for students, school and mentors to monitor progress against core skills identified by employer supporters. Student engagement with mentors can also be recorded. This allows centres to report back on activity and impact to their senior management teams and to Ofsted.

Students have attended a series of Master Classes delivered by a combination of staff and business volunteers from UKCAF, RBS and BT. Students have also benefitted from a workplace visit. This series has been expanded for September 2014 and will become a core feature of all future Career Academy programmes. The initial Master Class series included:

*Master Class 1: Launch* to introduce Career Ready, e-mentoring

- Understanding skills and qualities
- Self-awareness
- Taking charge of your future

*Master Class 2 Effective Networking*

- Making the right impression in business
- Why does it matter
- Understanding how to work effectively with your e-mentor
- Developing your business network

*Master Class 3 Understanding Careers*

- To demonstrate the wide range of careers that are available
- To demonstrate that there are several different routes into these professions
- To learn from people in employment about real life career paths

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#### *Master Class 4 Workplace Visit*

- To provide an insight into one specific company/business
- To provide an employer's perspective on the company and how it operates
- To enable Career Ready students to visit a workplace and experience first-hand what the work environment is like
- To provide an insight into the range of career opportunities, training and development offered by this company

#### *Master Class 5 Attitude and Behaviour*

- Understanding employers' expectations
- Learning how to demonstrate and evidence that you meet these expectations
- Understanding the consequences of inappropriate behaviour in the workplace

The new Career Ready programme is constantly being evaluated and a number of feedback sessions with the schools and colleges have taken place. The intention is to extend the pilot in September 2014 to Wales and Northern Ireland with new students enrolling earlier than 2013 so that they can have more training on the Career Ready platform and start their e-mentoring relationship earlier. The Master Class series will be extended to 8.

Planning is already advanced for a new offering to schools in England and Wales based on the learning from the core and Career Ready programmes. It is our aspiration that the Career Ready programme might reach 15,000 students per year.

The Career Ready programme has proved popular with employers keen to work with teenagers in schools as part of a structured programme. Employers are delivering every aspect of the programme from September 2014.

#### **Impact of activities and events**

It is too early to assess the impact of the Career Ready programme but results from the existing Career Academy programme for graduating students in 2013 (2012 figures in brackets) were as follows:

- 54 % progressed into higher education (61%);
- 19% went into employment (23%) frequently as a higher level apprentice or in positions leading to higher level qualifications;
- 12% have remained in further education (7%); and
- 15% fall in the other category (including gap years and seeking employment) (9%).

#### **Research**

In June 2013 the results of independent research by FreshMinds on the business benefits of engaging with the Career Academy programme were published and promoted at a series of regional launches. This research was funded by Santander. The research can be summarised in seven key benefits that employers experience by engaging with Career Academies UK, which relate either to the more personal benefits to employees or commercial benefits to the organisation as a whole.

#### *Key Findings:*

- 80% of employers agreed that 'As a result of my experience, I would employ a Career Academy student'
- 20% of employers have employed at least one student through the Career Academy programme
- 75% of respondents cited professional development as a benefit gained through engagement with Career Academies UK

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*Professional development:* the programme provides a cost-effective and low risk opportunity for employees to develop their own communication, mentorship and leadership skills.

*Recruitment:* internships are viewed as an extended interview, where they get to see a student's real potential and capabilities. It provides a low risk opportunity to see what they can really do. Several organisations have employed a substantial amount of young people following their involvement with Career Academies UK.

*Engaging a hard to reach demographic:* both young people and businesses learn about each other and how they each operate. This enables stereotypes to be broken down on both sides, helping businesses to improve their brand positioning among young people, who are a potential customer base and talent pool.

*Fresh insight:* young people on the Career Academy programme provide a fresh pair of eyes and perspective to a business; not only is this helpful as they are often a target market for organisations, but they can encourage businesses to refresh the way they do things. In particular they can add value to social media and digital work.

*The 'feel-good' factor:* by helping a young individual, who has perhaps had a challenging life thus far, employees feel they make a real impact and this lifts their emotional well-being. This benefit resonates with engaged employees for a substantial amount of time and was often the benefit that was at the forefront of employees' minds during our interviews.

*Increased employee morale:* being surrounded by young people who are full of energy and enthusiasm, and who really appreciate having the opportunity to work, positively influences the office environment and boosts employee morale. This was felt by all the businesses interviewed, no matter what their size.

*Developing life skills:* exposure to people from different generations and socio-economic backgrounds gives employees a greater insight into the world outside of the office/sector, making them better equipped to deal with each other and customers in a positive way.

These results are now used extensively in the marketing and advocacy of the programme.

#### **Public benefit**

The trustees have taken The Charity Commission's specific guidance on public benefit (contained within the publication "The advancement of education for the public benefit") into consideration in preparing their statements on public benefit contained within this trustees' annual report.

#### *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 programme of employer-led careers information and inspiration by a network of Career Academies run by individual schools and colleges.

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

In addition to monitoring the progress of UKCAF in terms of the indicators, milestones and benchmarks set out above, through the 'dashboard', the trustees also receive a detailed progress report from the Director of Programmes at each National Advisory Board meeting. It contains 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.

## THE UK CAREER ACADEMY FOUNDATION

### TRUSTEES' ANNUAL REPORT for the year ended 31 March 2014

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During the year 2013-14, the trustees gathered the following evidence that demonstrates to their satisfaction that UKCAF continues to benefit the public through its activities targeted to achieve its charitable objectives. In summary this indicates that:

- Satisfactory destination data is shown above.
- Students graduating in the summer of 2013 completed an exit questionnaire and ranked the programme very highly in terms of benefiting their education, helping them complete their studies, determining their future career direction, providing them with valuable experience of the 'world of work' and raised their aspirations for the future; and
- During the summer of 2013, 1,131 students completed a four-six week internship. The majority of these were paid. Evaluation forms completed by internship supervisors and key employer contacts, marked intern achievements in key performance areas including completion of tasks, work quality, time management, drive, capacity to learn, attendance and punctuality, working with others, work etiquette and adapting to work life. The number of good and exceptional responses is 85% and poor and unsatisfactory responses under 2%. Supervisors commented that the highlights of the internships were the presentations at the end of the internship, watching the development and growth in confidence of the students and the growth of maturity of the students.

The trustees intend to ensure that UKCAF continues to benefit the public through the continued monitoring and evaluation of the programme that already exists. Earlier FreshMinds research carried out in 2009-10 has been designed so that it can be used again in future years at minimal cost by UKCAF staff to continue to analyse impact and data.

The trustees will continue to monitor the Government's plans for education policies to ensure that UKCAF is well placed to increase its profile. The advocacy of the programme by all current stakeholders will continue and the PR efforts will be more concentrated on central government and in regions.

## FINANCIAL REVIEW

### Financial results of activities and events

The trustees are disappointed to report a further year of financial deficit. Total incoming resources increased by 10.8% but increased costs meant a deficit of £186,182 has been recorded.

This deficit has largely been created by two one-off items of expenditure:

- Some of the senior staff changes noted on Page 8 together with the external consultant charges for the strategic review resulted in restructuring costs of £171,811.
- The launch of the Career Ready programme was not budgeted for in 2013-14 and although there has been some recovery of fees from the pilot schools and colleges the development cost has totalled £50,830.

Pleasing to note is the continuing amount of support from companies to pay directly for items of expenditure that would typically be expensed by the charity itself - the 'donations in kind'. This has included the secondment of staff at no direct expense.

Total incoming resources for the year at £1,752,691 (2012-13: £1,581,461), including donations in kind, was represented by: Schools and Colleges 18.6%, Public Sector grants 4.3%, Private Sector funders 64.3%, Trusts, Foundations and private individuals 10.1%, and other items 2.7%.

**THE UK CAREER ACADEMY FOUNDATION****TRUSTEES' ANNUAL REPORT  
for the year ended 31 March 2014**

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The revised management team, supported by all members of the National Advisory Board, has already secured renewed or extended funding for 2014-15 from AstraZeneca; Diageo; Citi Foundation and Santander. Edge Foundation a new supporter will also provide financial support for a two-year project in the logistics sector. These include specific funding for programme development in the STEM and logistics sectors. One private individual has renewed funding at twice the previous level and this funding will pay for a new website and other digital/IT infrastructure improvements. The management has already submitted funding proposals to several other existing or new corporate supporters of Trusts and Foundations. The trustees are optimistic that the trend of reporting deficits in recent years will be reversed in 2014-15.

Advocacy to central and local government has put UKCAF in a strong position to bid for public monies aimed at tackling youth unemployment and improving employability skills through engagement with business.

**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 fluctuates from year to year.

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.

For 2013-14, the previous designated Emergency Operating Reserve ("the EOR") was utilised to cover one-off restructuring costs of £171,811, and then, in order to simplify the charity's reserves position, the remaining balance was released to the General Fund.

As at 31 March 2014, the charity had "free reserves" of £399,294 (31 March 2013: £108,350).

**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 £6,450 (2012-13: £2,726) was generated on cash balances, representing an average rate of return of less than 1% (2012-13: 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 £506,825 had been received as income in advance for 2014-15 which has contributed positively to the charity's cash flow position.

## THE UK CAREER ACADEMY FOUNDATION

TRUSTEES' ANNUAL REPORT  
for the year ended 31 March 2014

## PLANS FOR FUTURE PERIODS

## Future strategy

In the 2012-13 Trustees' Report, we recognised that UKCAF was facing a whole series of new challenges that included:

- How sustainable is the current business model?
- How can it continue to demonstrate increased added value to our affiliated schools and colleges?
- How can it extend the current programme to impact on many more young people?

Our response was to launch a new Career Ready programme from September 2013 and to implement a number of management changes to equip the organisation to successfully manage these new developments.

It is hoped that the Career Ready programme will be able to deliver results to counter these challenges. During 2013-14 and 2014-15 it will be in pilot phase but will be subject to continuous evaluation and development. It is planned that by mid-2015, and ready for the new academic year in September 2015, the Career Ready programme will be fully integrated with the long established Career Academy programme, in a form that can be mass marketed not only to existing affiliated schools and colleges but to many more. It is felt that the new programme will be able to reach schools and colleges where local business support is limited, such as more rural areas, as well as larger towns and cities. Each affiliated school or college will be able to enrol many more students on the programme. We envisage being able to enrol at least 15,000 students on the programme per year. Delivery costs per student will be lower and added value to the schools and colleges higher.

Over the past 11 years, UKCAF has achieved its initial objectives and is now established across the UK with focus on areas of high population and recognised economic need. It is now a respected player in its chosen market and is achieving greater public recognition. Over the past 12 months, the trustees have overseen UKCAF develop and launch its first major new programme since it started in 2002. This has been necessary as a response to market demand and it is believed that this will sustain its future.

The key will be the ability to fund and sustain the new business model. A new Business Plan will be considered by the trustees during 2014-15.

## FUNDS HELD AS CUSTODIAN

Although the charity maintains restricted funds to deal with incoming resources that are 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 3/10 2014, and was signed for and on behalf of the board by



Dr H J McGregor  
Chairman

3/10 2014



## **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 2014 on pages 18 to 28. 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).

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 5, 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 2014 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).

### **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.

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

**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.

*Baker Tilly UK Audit LLP*

Perry Linton FCA (Senior Statutory Auditor)  
For and on behalf of BAKER TILLY UK AUDIT LLP, Statutory Auditor  
3<sup>rd</sup> Floor, One London Square  
Cross Lanes  
Guildford  
Surrey GU1 1UN

*11 December* 2014

## THE UK CAREER ACADEMY FOUNDATION

**STATEMENT OF FINANCIAL ACTIVITIES**  
 (including Income & Expenditure Account)  
 for the year ended 31 March 2014

	Notes	Unrestricted Funds £	Restricted Funds £	TOTAL 2014 £	TOTAL 2013 £
<b>INCOMING RESOURCES</b>					
<b>Incoming resources from generated funds</b>					
Voluntary income	1	966,223	257,495	1,223,718	1,089,008
Investment income	2	6,313	137	6,450	2,726
<b>Incoming resources from charitable activities</b>					
Support given to educational bodies to operate Career Academies	3	325,370	197,153	522,523	489,727
<b>TOTAL INCOMING RESOURCES</b>		<b>1,297,906</b>	<b>454,785</b>	<b>1,752,691</b>	<b>1,581,461</b>
<b>RESOURCES EXPENDED</b>					
<b>Costs of generating funds</b>					
Costs of generating voluntary income	4	134,652	-	134,652	108,315
<b>Charitable activities</b>					
Support given to educational bodies to operate Career Academies	5	1,321,533	454,539	1,776,072	1,522,584
<b>Governance costs</b>	6	<b>28,149</b>	<b>-</b>	<b>28,149</b>	<b>23,997</b>
<b>TOTAL RESOURCES EXPENDED</b>		<b>1,484,334</b>	<b>454,539</b>	<b>1,938,873</b>	<b>1,654,896</b>
<b>NET OUTGOING RESOURCES, NET EXPENDITURE &amp; NET MOVEMENT IN FUNDS FOR THE YEAR</b>					
		<b>(186,428)</b>	<b>246</b>	<b>(186,182)</b>	<b>(73,435)</b>
<b>RECONCILIATION OF FUNDS</b>					
Total funds brought forward at 1 April 2013		591,210	213,892	805,102	878,537
<b>TOTAL FUNDS CARRIED FORWARD AT 31 MARCH 2014</b>	12	<b>404,782</b>	<b>214,138</b>	<b>618,920</b>	<b>805,102</b>

The net movement in funds for the year arises from the charity's continuing activities.

No separate statement of total recognised gains and losses has been presented as all such gains and losses are included in the statement of financial activities.

## THE UK CAREER ACADEMY FOUNDATION

**BALANCE SHEET**  
as at 31 March 2014

Company Number: 04428178

	Notes	2014 £	2013 £
<b>FIXED ASSETS</b>			
Tangible assets	9	5,488	6,860
<b>CURRENT ASSETS</b>			
Debtors	10	161,072	193,058
Cash at bank and in hand		1,040,810	1,008,619
		<u>1,201,882</u>	<u>1,201,677</u>
<b>LIABILITIES</b>			
Creditors: Amounts falling due within one year	11	(588,450)	(403,435)
<b>NET CURRENT ASSETS</b>		<u>613,432</u>	<u>798,242</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES &amp; NET ASSETS</b>		<u><u>618,920</u></u>	<u><u>805,102</u></u>
<b>THE FUNDS OF THE CHARITY</b>			
<b>Restricted income funds</b>			
Regional Development Fund	12	205,803	202,352
Sir Winfried F W Bischoff Award Fund	12	8,335	11,540
<b>Unrestricted income funds</b>			
General Fund	12	404,782	115,210
Designated Emergency Operating Reserve Fund	12	-	476,000
<b>TOTAL CHARITY FUNDS</b>	12	<u><u>618,920</u></u>	<u><u>805,102</u></u>

The financial statements on pages 18 to 28 were approved by the trustees and authorised for issue on  
 ..... 3/10 ..... 2014, and are signed on their behalf by

Dr H J McGregor  
Chairman

3/10 ..... 2014



**THE UK CAREER ACADEMY FOUNDATION****Financial statements for the year ended 31 March 2014****ACCOUNTING POLICIES**

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**BASIS OF ACCOUNTING**

The financial statements have been prepared to comply with current statutory requirements (principally being the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, Regulation 8 of the Charities Accounts (Scotland) Regulations 2006 and the Charities Act 2011) under the historical cost convention and in accordance with United Kingdom Generally Accepted Accounting Practice. The recommendations in *Accounting and Reporting by Charities: Statements of Recommended Practice (revised 2005)* issued by the Charity Commission in March 2005 have been followed. The accounting policies have been applied consistently for prior years.

**INCOMING RESOURCES**

All incoming resources are included in the statement of financial activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Incoming resources from grants, including government grants, where related to performance and specific deliverables, are 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.

**RESOURCES EXPENDED**

Resources expended are included in the statement of financial activities on an accruals basis.

Resources expended are allocated to the charity's principal activity or as governance costs where the costs can be identified as being directly related to that activity or to governance matters. All costs that cannot be so identified are categorised as either staff costs or support costs or governance costs. Staff costs and support costs are then allocated over the different categories of costs, being the charity's principal activity, the costs of generating voluntary income or governance costs, 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% reducing balance

**THE UK CAREER ACADEMY FOUNDATION****Financial statements for the year ended 31 March 2014****ACCOUNTING POLICIES**

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**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 determining factor as a basis for reasonable estimation of the liability arising from that constructive obligation.

**FUND ACCOUNTING**

The general fund comprises the accumulated surpluses of unrestricted incoming resources over resources expended, which are available for use in furtherance of the general objective 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 accounts. Amounts unspent at the year end are carried forward in the balance sheet.

## THE UK CAREER ACADEMY FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 31 March 2014

	Unrestricted funds £	Restricted funds £	Total 2014 £	Total 2013 £
<b>1. VOLUNTARY INCOME</b>				
Donations from funders	759,813	242,982	1,002,795	924,315
Donations in kind:				
Event costs	17,233	-	17,233	61,252
Staff costs	134,486	-	134,486	25,652
Accommodation costs	54,691	14,513	69,204	77,789
	<u>966,223</u>	<u>257,495</u>	<u>1,223,718</u>	<u>1,089,008</u>
<b>2. INVESTMENT INCOME</b>				
Bank interest receivable on short term cash deposits	<u>6,313</u>	<u>137</u>	<u>6,450</u>	<u>2,726</u>
<b>3. INCOME FROM SUPPORT GIVEN TO EDUCATIONAL BODIES TO OPERATE CAREER ACADEMIES</b>				
Schools and colleges	324,270	-	324,270	314,350
Public sector funding	-	74,825	74,825	68,600
Other supporters	1,100	122,328	123,428	106,777
	<u>325,370</u>	<u>197,153</u>	<u>522,523</u>	<u>489,727</u>
<b>4. COSTS OF GENERATING VOLUNTARY INCOME</b>				
Staff costs (see note 7)	119,932	-	119,932	92,951
Support costs (see note 8)	14,720	-	14,720	15,364
	<u>134,652</u>	<u>-</u>	<u>134,652</u>	<u>108,315</u>

## THE UK CAREER ACADEMY FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 31 March 2014

	Unrestricted funds £	Restricted funds £	Total 2014 £	Total 2013 £
<b>5. COSTS OF SUPPORT GIVEN TO EDUCATIONAL BODIES TO OPERATE CAREER ACADEMIES</b>				
Staff costs (see note 7)	965,935	100,258	1,066,193	822,616
Support costs (see note 8)	99,407	30,870	130,277	135,966
Other expenditure:				
Student placements	-	176,239	176,239	160,619
Student travel	-	31,713	31,713	52,990
NAF fund support – Ireland	-	31,584	31,584	30,574
Santander award	-	5,000	5,000	-
STEM bursaries	-	4,500	4,500	5,110
Curriculum costs	-	-	-	550
Event costs - donations in kind	17,233	-	17,233	61,252
Event costs – other (76.3%:23.7%)	49,059	15,239	64,298	51,218
Printing (76.3%:23.7%)	33,501	10,406	43,907	41,453
Video production (76.3%:23.7%)	6,123	1,902	8,025	6,078
Promotional and research costs	26,926	18,920	45,846	40,465
Sir Winfried Bischoff Award given to seven (2012-13: eight) individuals	-	11,405	11,405	2,250
Insurance (76.3%:23.7%)	2,481	771	3,252	3,893
Training (76.3%:23.7%)	1,988	617	2,605	2,382
Subscriptions (76.3%:23.7%)	1,475	458	1,933	2,336
Travel and subsistence	69,900	12,444	82,344	85,469
Staff welfare	3,189	-	3,189	7,126
Website (76.3%:23.7%)	3,807	1,182	4,989	5,496
Legal and professional	35,913	-	35,913	-
Auditor's remuneration:				
Accountancy and advisory (76.3%:23.7%)	3,119	1,031	4,150	3,950
Bank charges	1,477	-	1,477	791
	<u>1,321,533</u>	<u>454,539</u>	<u>1,776,072</u>	<u>1,522,584</u>
<b>6. GOVERNANCE COSTS</b>				
Staff costs (see note 7)	17,990	-	17,990	13,943
Support costs (see note 8)	2,209	-	2,209	2,304
Auditor's remuneration:				
Audit fees	7,950	-	7,950	7,750
	<u>28,149</u>	<u>-</u>	<u>28,149</u>	<u>23,997</u>

Included within auditor's remuneration are amounts payable to Baker Tilly UK Audit LLP in respect of audit services of £7,950 (2012-13: £7,750) and amounts payable to Baker Tilly Tax and Accounting Limited and Baker Tilly Revas Limited in respect of accountancy and advisory services of £4,150 (2012-13: £3,950).



## THE UK CAREER ACADEMY FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 31 March 2014

	2014	2013
<b>7. STAFF COSTS</b>		
	No.	No.
The average monthly number of persons working with the charity (excluding trustees) during the year was:		
Employed	26	25
Donated	2	1
	<u>28</u>	<u>26</u>
	£	£
Staff costs for the above persons:		
Wages and salaries	945,543	796,204
Donations in kind	134,486	25,652
Social security costs	88,291	78,644
Health and other pension costs	35,795	29,010
	<u>1,204,115</u>	<u>929,510</u>
Staff costs are allocated in the financial statements, as follows:		
Costs of generating voluntary income – 10% (2012-13: 10%)	119,932	92,951
Support given to educational bodies to operate Career Academies -		
Unrestricted funds – <i>balance of staff costs</i>	965,935	627,582
Restricted funds – <i>based on specific staff activity</i>	100,258	195,034
Governance costs – 1.5% (2012-13: 1.5%)	17,990	13,943
	<u>1,204,115</u>	<u>929,510</u>

During the year, the management restructuring led to a one-off increase in total staff costs and as a consequence, one employee received emoluments in the range £110,001 to £120,000 (2012-13: one in the range £90,001 to £100,000), and in respect of those employees, total pension contributions payable during the year amounted to £17,132 (2012-13: £5,700).

In addition, during the year, one employee received emoluments in the range £50,001 to £60,000 (2012-13: £Nil) and was also paid consultancy fees amounting to £31,000 (2012-13: £Nil). In respect of that employee, total pension contributions payable during the year amounted to £1,350 (2012-13: £Nil).

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

## THE UK CAREER ACADEMY FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 31 March 2014

	Costs of generating voluntary income £	Support given to educational bodies to operate Career Academies		Governance costs £	Total 2014 £	Total 2013 £
		Unrestricted funds £	Restricted funds £			
<i>Staff utilisation</i>	<i>10%</i>	<i>67.53%</i>	<i>20.97%</i>	<i>1.5%</i>	<i>100%</i>	<i>100%</i>
<b>8. SUPPORT COSTS</b>						
Accommodation costs:						
Donations in kind	6,920	46,733	14,513	1,038	69,204	77,789
Other costs	7,663	51,748	16,069	1,150	76,630	74,130
Depreciation:						
Owned assets	137	926	288	21	1,372	1,715
	<u>14,720</u>	<u>99,407</u>	<u>30,870</u>	<u>2,209</u>	<u>147,206</u>	<u>153,634</u>

**9. TANGIBLE ASSETS**

	Office Equipment £
Cost:	
1 April 2013 and 31 March 2014	10,550
Depreciation:	
1 April 2013	3,690
Charge in the year	1,372
31 March 2014	<u>5,062</u>
Net book value:	
31 March 2014	<u>5,488</u>
31 March 2013	<u>6,860</u>

## THE UK CAREER ACADEMY FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 31 March 2014

	2014 £	2013 £
<b>10. DEBTORS</b>		
Amounts falling due within one year:		
Trade debtors	73,745	162,626
Other debtors	7,083	15,597
Prepayments and accrued income	80,244	14,835
	<u>161,072</u>	<u>193,058</u>
<b>11. CREDITORS</b>		
Amounts falling due within one year:		
Trade creditors	35,989	60,126
Other taxes and social security costs	23,974	22,997
Pension contributions payable	3,103	324
Other creditors	4,282	-
Accruals	14,277	11,918
Deferred Income:		
Regional development funding for 2014-15	42,000	-
Regional development funding for 2013-14	-	48,070
Student placement funding for 2014-15	76,657	-
Student placement funding for 2013-14	-	80,000
Unrestricted general funding for 2014-15	388,168	-
Unrestricted general funding for 2013-14	-	180,000
	<u>588,450</u>	<u>403,435</u>

## THE UK CAREER ACADEMY FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 31 March 2014

## 12. THE FUNDS OF THE CHARITY

	1 April 2013 £	Incoming resources £	Outgoing resources £	Transfers between funds £	31 March 2014 £
<b>Restricted income funds:</b>					
Regional Development Fund	202,352	270,346	(266,895)	-	205,803
Student Placements Fund	-	176,239	(176,239)	-	-
Sir Winfried Bischoff Award Fund	11,540	8,200	(11,405)	-	8,335
	<u>213,892</u>	<u>454,785</u>	<u>(454,539)</u>	<u>-</u>	<u>214,138</u>
<b>Unrestricted income funds:</b>					
General Fund	115,210	1,297,906	(1,312,523)	304,189	404,782
Designated Emergency Operating Reserve Fund	476,000	-	(171,811)	(304,189)	-
	<u>591,210</u>	<u>1,297,906</u>	<u>(1,484,334)</u>	<u>-</u>	<u>404,782</u>
	<u>805,102</u>	<u>1,752,691</u>	<u>(1,938,873)</u>	<u>-</u>	<u>618,920</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.

For 2013-14, the previous designated Emergency Operating Reserve ("the EOR") was utilised to cover one-off restructuring costs of £171,811, and then, in order to simplify the charity's reserves position, the remaining balance was released to the General Fund.

## THE UK CAREER ACADEMY FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 31 March 2014

## 13. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Fixed assets £	Current assets £	Current liabilities £	Total £
<b>Restricted income funds:</b>				
Regional Development Fund	-	205,803	-	205,803
Sir Winfried F W Bischoff Award Fund	-	8,335	-	8,335
<b>Unrestricted income funds:</b>				
General Fund	5,488	987,744	(588,450)	404,782
<b>NET ASSETS</b>	<u>5,488</u>	<u>1,201,882</u>	<u>(588,450)</u>	<u>618,920</u>

## 14. 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 7) 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 11).

## 15. 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 £82,082 for the services of a member of staff and for meeting room hire.
- Citibank, a company of which Mr J Bardrick is a director, provided a donation amounting to £69,204 for office space in the Citibank building. In addition, Mr J Bardrick provided an individual donation of £25,000.
- Taylor Bennett Holdings Limited, a company of which Dr H J McGregor is a director, provided a donation of £5,000.