

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

THE UK CAREER ACADEMY FOUNDATION
ANNUAL REPORT
31 MARCH 2019



RSM UK Tax and Accounting Limited
Third Floor, One London Square, Cross Lanes
Guildford, Surrey GU1 1UN

THE UK CAREER ACADEMY FOUNDATION

INTRODUCTIONS

for the year ended 31 March 2019

Chairman's Introduction

The year 2018/19 has been a transformational one for Career Ready. Under the excellent leadership of Anne Spackman, we have seen the charity go from strength to strength. While continuing to grow core activities we were also successful in being chosen by the Inspiring Futures Foundation (IFF) to take on their assets **upon their closure in 2019/20**. This huge vote of confidence is a reflection of the outstanding work and impact that Career Ready has. The investment will set us up to take advantage of potential further consolidation in the sector.

The reason I love being involved with Career Ready is quite simple: it transforms the lives of thousands of young people every year through high-quality interventions. This year has seen us impact a record number of young people across the UK. The issue of employability has never been more important than it is now, and I am delighted that Career Ready is playing such an important role in this area.

I am very excited for the next few years and I hope reading our Annual Report will give you an insight into the great work Career Ready does for young people.

Sandy Begbie CBE
Chair, Career Ready

Chief Executive's Introduction

This year we were chosen from 30 UK careers organisations to be the recipients of a large charitable fund. The fund's trustees describe this not as a donation, but as an 'investment' in our three-year strategy to deliver employability programmes at scale and with impact.

We are a year ahead of schedule against our target to treble the number of young people we reach. This progress is due to injections of national and regional funding into employer-led careers programmes, which has seen Career Ready's reach extend into 100 new schools in 12 months. It is also thanks to our high-calibre staff. That progress will be further enhanced by the injection of the IFF funding during 2019/20.

Careers is fast losing its Cinderella status in education. School inspectors are paying more attention to careers as research shows the impact of engagement with employers on young peoples' skills, earnings potential – and academic success. At Career Ready, we have the privilege of seeing that impact first-hand, as our young people develop the knowledge and attitudes necessary to make their way successfully in the world.

Anne Spackman OBE
Chief Executive

THE UK CAREER ACADEMY FOUNDATION

TRUSTEES' ANNUAL REPORT for the year ended 31 March 2019

The trustees present their report and the financial statements of The UK Career Academy Foundation, which operates under the name Career Ready, for the year ended 31 March 2019.

The financial statements have been prepared in accordance with the accounting policies set out in the notes to the financial statements and comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association of the charitable company, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

OBJECTIVES AND ACTIVITIES

Charitable Objectives

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

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

We are a social mobility charity focussing on students at schools and colleges in disadvantaged areas, giving them the confidence, skills and networks to achieve their potential. Employers work with Career Ready to give staff rewarding, structured volunteering opportunities and the chance to develop their own presenting, coaching and management skills. It is also a way for them to be active in their communities and to find talented local young staff.

Charitable Activities

Growth and Impact

Evidence of the impact of employer engagement in schools on young people's career progression has changed careers policy and focused spending across all parts of the UK. There is a consensus, supported by growing evidence, that multiple activities with employers in workplaces and schools increase students' employment prospects. A recent pilot study carried out by the Education & Employers charity has shown some impact on academic performance too, particularly for the least academically able. To quote Sean Harford, National Director for Education at Ofsted, the inspection body for England, inspectors 'will be paying close attention to careers'. His Ofsted colleague Adrian Lyons, the lead on enterprise education, has said a coherent programme, delivering progress from year to year, rather than random activities is 'essential' in careers.

THE UK CAREER ACADEMY FOUNDATION

TRUSTEES' ANNUAL REPORT for the year ended 31 March 2019

Career Ready has run a coherent, high-impact programme for students in their final years at school since 2002. The programme is particularly strong in Scotland, where we work in 35% of secondary schools, supported by 330 employers. Career Ready was cited as a critical partner in Glasgow City Council's 'outstanding' report from Education Scotland for improving learning, raising attainment and achievement across the city and making excellent progress in closing the national poverty-related attainment gap.

Success stories

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



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

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



"Being part of the Wates summer camp taught me to embrace new challenges. Career Ready has taught me that I can do whatever I want to do and be successful in it."

Angel Maynard, Manchester
Student of the Year



"I was so naïve. My internship pushed me way out of my comfort zone. I'm so much more confident now. I know now I want to become a radiologist."

Natalia Twahirwa, Leeds
STEM Student of the Year

In England, where schools are now required to meet eight Gatsby careers benchmarks, we launched a new set of resources on careers in the curriculum, apprenticeships and labour market information to provide an integrated programme for all students aged 11-18, mapped to national benchmarks. It is this programme which has seen 100 new schools partner with us in eight areas - Birmingham, Bristol, Stoke, Tees Valley, Lancashire, Leeds, Liverpool and Manchester – and caused our student numbers to rise sharply.

The most popular new element of this programme is our set of Careers in the Curriculum resources, designed to fit easily into school timetables without taking time away from teaching. It consists of a coherent programme of bite-sized information for each year group in each core GCSE subject, accompanied by Subject Champion posters. In addition, students have assemblies on the local and national jobs market and tutorial sessions on career pathways, including apprenticeships. The graphic below describes the programme experience for a 13-14 year-old student.

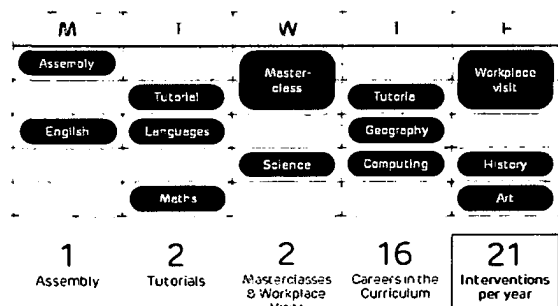
THE UK CAREER ACADEMY FOUNDATION

TRUSTEES' ANNUAL REPORT for the year ended 31 March 2019

A careers foundation for all

Our bite-sized resources, delivered within a school's existing timetable of assemblies, tutorials and lessons, provide a careers foundation for every student.

A typical year 9 student could receive up to 21 interventions within an academic year including volunteer-led masterclasses and employer visits, adding first-hand insight to our foundation that builds knowledge, understanding and raises aspirations.



Assemblies – introducing the local and national jobs market, career and education choices at 16

Tutorials – exploring the career decisions students will need to make and routes into work through apprenticeships

Careers in the Curriculum – activities and information linking subjects with transferable skills and career options

Masterclasses and Workplace Visits – led by employer volunteers providing first-hand insight into industry sectors and career pathways.

At West Derby School in Liverpool, the Careers in the Curriculum resources were embedded in all subjects and year groups during National Careers Week in March 2019.

“Teachers fed back that there were slants and perspectives shown about the subjects that were refreshing and ‘not the norm’ and that the posters clearly challenged stereotypes associated with gender and race.”

Kate Forrest, Assistant Headteacher, West Derby School

“It really helped me to think clearly about how what I do in school can help me in the future. It has opened up more possibilities for me.”

Year 11 student

Our growth in England is clustered in areas identified as careers ‘cold spots’ or areas of disadvantage by the Careers & Enterprise Company (CEC), which implements the government's national careers strategy. Working in tight clusters has enabled our Regional Managers to develop strong local relationships with employers, schools and staff working for the CEC and Local Enterprise Partnerships. This is the way we work in Scotland with great success. The model was piloted in England in Essex where Career Ready now has three staff active across the cold spots of Thurrock, Southend and Basildon, with a fourth Regional Manager starting in July 2019 in Colchester and Tendring. We have extended the model into London with a successful cluster in Camden and Islington, funded by two charitable trusts with backing from the local authorities.

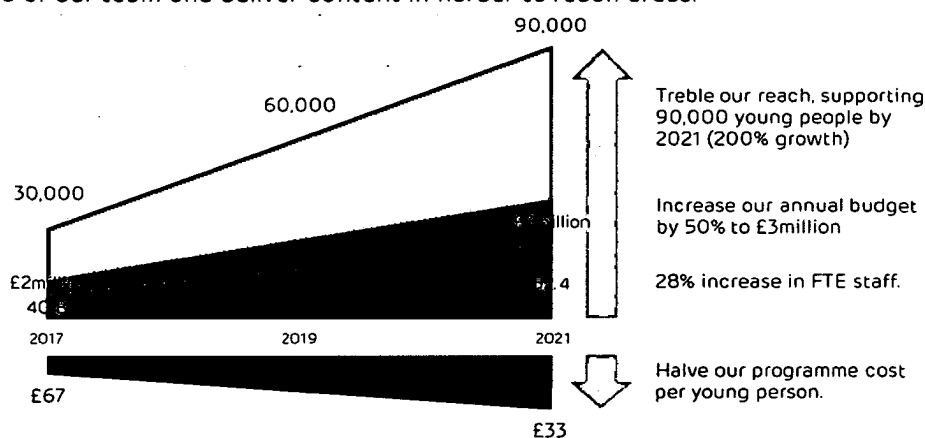
THE UK CAREER ACADEMY FOUNDATION

TRUSTEES' ANNUAL REPORT for the year ended 31 March 2019

Three-year strategy

Greater impact, greater value

The aim of our growth strategy was to do more with less, to grow sustainably towards trebling our reach, supporting 90,000 young people by 2021. We aim to achieve this growth by investing in our team and in our technology, allowing our technology to reduce the workload of our team and deliver content in harder to reach areas.



This has been the first full year of delivering Career Ready's 2018-21 strategy, developed with strong support from trustees. All trustees are actively involved in delivering our programme in their businesses and schools and attended the strategy launch. The new programme resources have helped us to exceed targets for year one on school recruitment and student activity. The forthcoming IFF investment will see us exceed income and staff growth targets for the current financial year, though the funds will be spread over a three-year period to increase sustainability.

"The trustees of IFF carried out an extensive process to find a high-quality organisation to whom to entrust the continuation of our mission to support young people across the UK. We looked at many impressive teams and strategies but agreed unanimously to give our backing to Career Ready for multiple reasons and, especially, their dedication to evidence-based practice and the scalability of their model to cover as much of the UK as possible.

After a difficult decade for careers guidance, we are excited that Career Ready will make an increasing difference to young people's lives. We would urge other funders and partners to consider spreading this excellent work further."

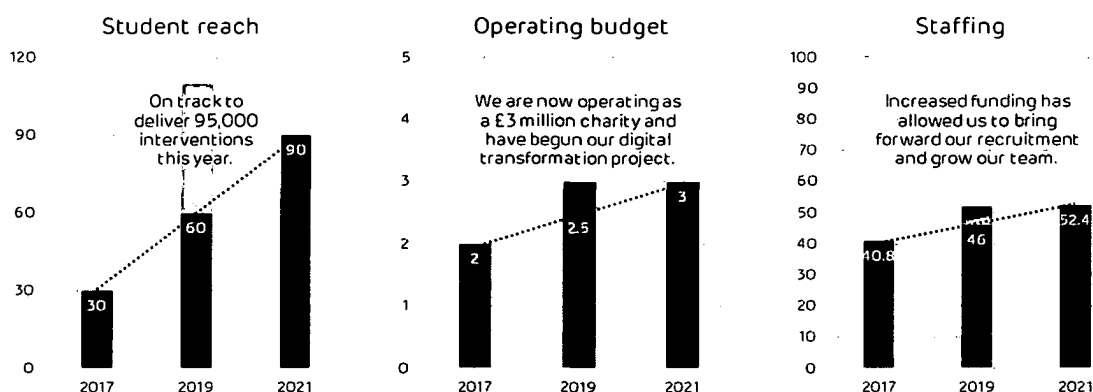
Dr Mike Hicks, Chairman, Inspiring Futures Foundation

THE UK CAREER ACADEMY FOUNDATION

TRUSTEES' ANNUAL REPORT for the year ended 31 March 2019

Accelerating our growth strategy

We said we would reach 90,000 young people by 2021. We have since accelerated our growth and are on track to deliver 95,000 interventions this year. We are now a £3 million charity with a team of 52 FTE staff across the U.K.



The IFF funding due to be received in the second half of 2019 is enabling us to push ahead sooner with the development of an enhanced Salesforce-based technology platform which will enable greater growth in student reach and impact without a commensurate growth in staff costs. This will come through a new 'self-service' careers package which we will offer groups like multi-academy trusts and Opportunity Areas, who have staff who can fulfil the Career Ready Regional Manager role. This allows us to reach more young people without over-extending our cost base or losing our agility. We are trialling this with a group of schools in 2019/20.

We will also be investing in new tools and functionality to deliver improved training, communication and support for business and education stakeholders. We have extended our ambitions for the number of young people we can support on the back of the new investment (chart above).

"I wanted to offer the support I felt my school hadn't offered me. I've seen the difference third-party support can have on a young person's life."

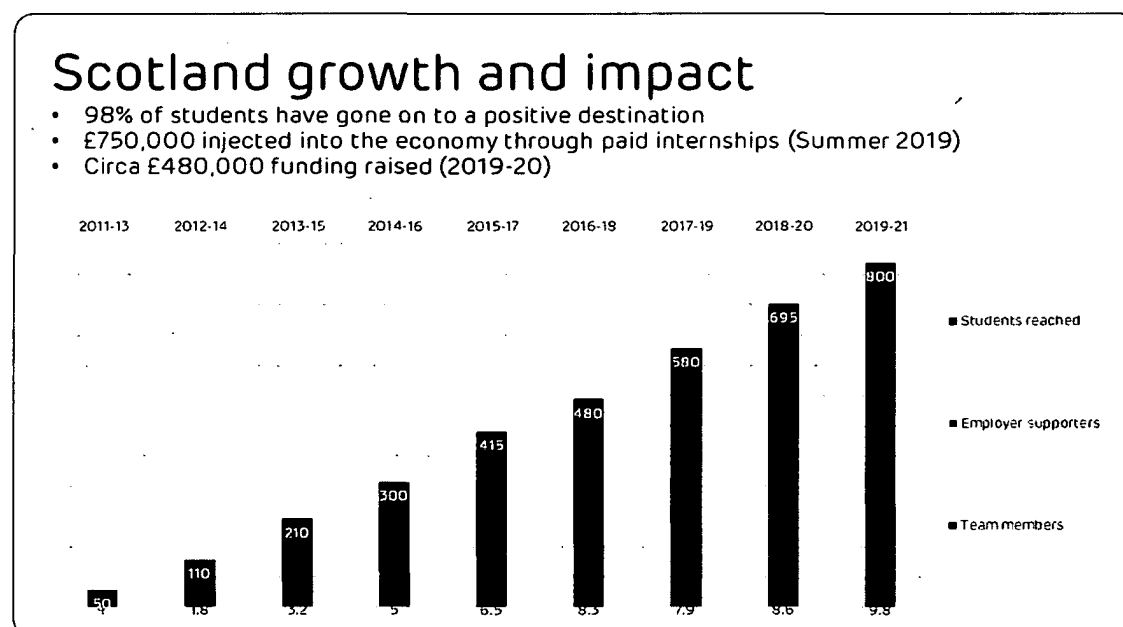
Katie Burrett, K. Burrett Cleaning Services, Southend
Career Ready Mentor of the Year

THE UK CAREER ACADEMY FOUNDATION

TRUSTEES' ANNUAL REPORT for the year ended 31 March 2019

In Scotland, the Career Ready programme fills a recognised niche within the wider careers and employability landscape. Under the leadership of Anne Wexelstein, Director for Scotland, our reach has extended into 35% of Scottish secondary schools. We have become embedded in business and civic life through support from 330 employers across Scotland's growth sectors and strong local and central government relationships. The Scottish Government and its agencies provide 50 mentors and paid internships for Career Ready students alongside employer supporters. Local authorities provide vital funding and programme support on behalf of their schools and young people.

Career Ready in Scotland has gone from one to 13 members of staff, most of them Regional Managers, running our operations on the ground. In 2018/19, Dundee and East Lothian became the latest areas to join the Career Ready family. Our three-year strategy will see operations extend to new areas bordering Glasgow to the west.



In Northern Ireland, run by Tony Madden, Career Ready has also seen strong growth in student numbers as Tony has extended our programme from FE colleges into secondary schools in the Belfast and Warrenpoint areas. We now work with 12 schools and colleges in Northern Ireland.

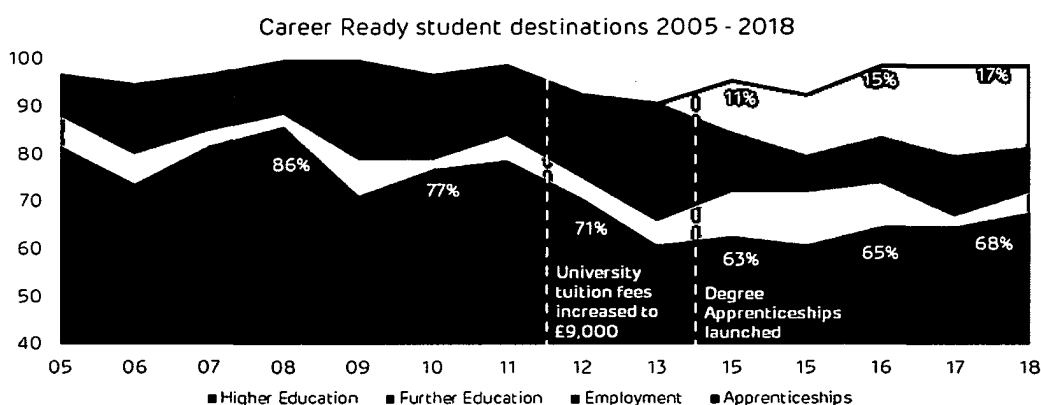
In England, the Careers & Enterprise Company (CEC) is responsible for implementing the government's national careers strategy. Career Ready is a multiple-funded partner of the CEC in all its investment and mentoring rounds and is listed in its directory of recommended providers. In 2018 we were one of the charities invited to join Community Plus, which supports key providers' sustainability through an account manager and development opportunities. The Chief Executive, Anne Spackman, is a CEC Ambassador and Career Ready is cited in the national careers' strategy implementation plan as a provider of "high-quality support to young people"

THE UK CAREER ACADEMY FOUNDATION

TRUSTEES' ANNUAL REPORT for the year ended 31 March 2019

Earn while you learn

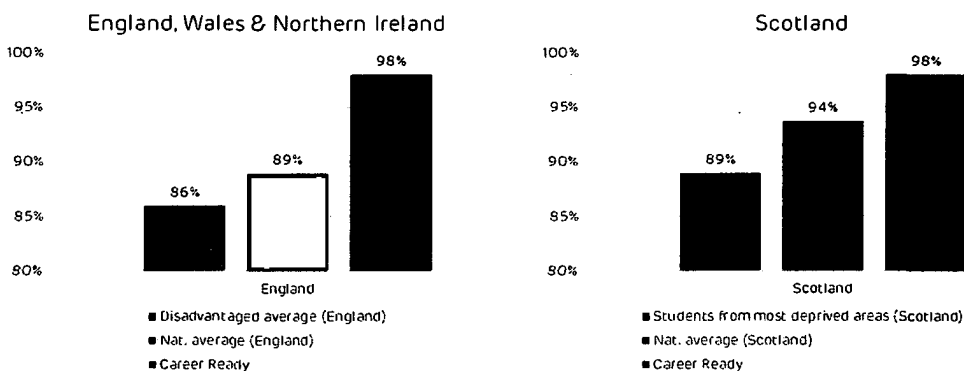
Career Ready students are made aware of all career pathways through employers and in-school activities. The numbers choosing university have fallen as the numbers taking up work or Degree Apprenticeships have risen – largely in businesses which support us.



The proportion of students on our high-impact programme going on to a positive destination – university, college, a higher-level apprenticeship or a job, has gradually risen to reach 98% across the UK over the past two years. In Scotland we get the data for every student, which we use as a control for the rest of the UK, where our data is survey-based. The two figures have never been more than 1% apart and we always use the lower one.

Positive destinations

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



THE UK CAREER ACADEMY FOUNDATION

TRUSTEES' ANNUAL REPORT for the year ended 31 March 2019

Highlights of our work in 2018/19

- We were chosen by the Inspiring Futures Foundation as the preferred recipients of their substantial charitable fund, with that funding due to be paid during the second half of 2019. The charity's trustees chose Career Ready because of our proven capacity to scale with impact.
- We have increased our school reach by 30 per cent in 12 months and now work in 413 schools and colleges which have high percentages of students from disadvantaged backgrounds.
- We are a year ahead of schedule in meeting the growth targets set in our 2018-21 strategy.
- Across the UK 962 Career Ready students had paid internships in the academic year 2018/19. These are transformational experiences for our young people, many of whom go on to take apprenticeships or jobs in the business which hosted them.
- A record 1,000 people attended the annual Scottish graduation event in Perth in March 2019 to celebrate the success of this year's student cohort. Students were joined by their mentors, employer supporters, local authorities, parents and teachers in a celebration of Career Ready's impact on young lives.
- The first former Career Ready student was elected to the Career Ready National Advisory Board. Daniel Clarke completed the Career Ready programme in 2008 and is now in a senior role at Amazon.
- At the annual All Staff event the 'high quality of the team' was cited as one of the highlights of the year. We are recruiting increasingly high-calibre people and have increased training to develop and retain them.
- The Chief Operating Officer, Mark Smith, led an upgrade of our data and technology tools, based on the Salesforce platform, and a training programme to equip staff to use them effectively and increase operational efficiency.
- Aviva hosted a Career Ready event called Gatsby Live in which we introduced our employer supporters to the Gatsby benchmarks, which are the foundations of the national careers strategy in England and demonstrated how best to offer "experiences of workplaces" which is Gatsby Benchmark Six
- Career Ready is the partner in a social mobility initiative called LAWSmart, led by Hogan Lovells, in which law firms across England and Scotland are introducing young people from our network of schools and colleges to the full range of careers and opportunities in the sector.

Career Ready was invited to take up a new offer from the Careers & Enterprise Company to be part of its Community Plus group. The invitation said:

"We are keen to help a select number of CEC grant recipients to drive their impact forward and work with them on sustainability."

THE UK CAREER ACADEMY FOUNDATION

TRUSTEES' ANNUAL REPORT for the year ended 31 March 2019

Public benefit

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

Benefits and beneficiaries

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

Trustees' assessment of public benefit

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

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

The use of volunteers and donated services

The charity makes considerable use of the services of volunteers in order not only to manage the charity at Trustee level, but also to deliver services and other similar project outcomes and benefits to beneficiaries. The charity's programme is delivered through 4,000 active volunteers in addition to the volunteers acting as trustees and board members. The charity is also reliant upon donated services provided by its wide range of business and education supporters, and those donated services which can be quantified are recognised in the financial statements as donations in kind.

Management changes

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

THE UK CAREER ACADEMY FOUNDATION

TRUSTEES' ANNUAL REPORT for the year ended 31 March 2019

We have recruited a number of new staff to support our growth strategy: Katie Isbell joined the fundraising and business development team from Future First. Arian Kola joined as Finance Officer. Most new appointments were in the Regional Manager team with four being in new roles: Anna Trocmé Latter joined as the fifth London Regional Manager; Claudia Carey joined as Regional Manager for Basildon – the third member of the Essex team; Alison Mattocks joined as Regional Manager for Leeds and Jen Kitching as Regional Manager for Tees Valley. In Scotland we recruited three new Regional Managers – Lyndsey Docherty in Edinburgh, Janice Duncan in Aberdeen and Aberdeenshire and Dawn Forrester in Dundee.

At 31 March 2019 Career Ready had 47 staff (40.7 FTE) including one secondee and three other individuals providing regular support via service contracts. Six staff left during the year. The average length of stay for those who left was two years, three months. The absence rate for 2018/19 was 0.8%.

In April 2019, we introduced a £50 work anniversary voucher alongside the annual pay award and increased our training and development budget.

FINANCIAL REVIEW

Financial results of activities and events

The trustees are able to report a surplus of £29,676 (2017/18: £20,383) for the year. Total income increased by 18% (2017/18: increased by 2%) and expenditure increased by 15% (2017/18: increased by 3%).

Total income for the year, including quantified donations in kind, was £2,813,029 (2017/18: £2,389,167) with total expenditure, including fundraising and governance costs, being £2,783,353 (2017/18: £2,368,784).

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

Reserves policy

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

THE UK CAREER ACADEMY FOUNDATION

TRUSTEES' ANNUAL REPORT for the year ended 31 March 2019

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

As at 31 March 2019, the charity had "free reserves" of £186,925 (31 March 2018: £332,311) and a further £692,746 (31 March 2018: £517,234) carried over as restricted funds.

Three months' of future estimated operating costs as at 31 March 2019 amounted to £510,000, and therefore, the trustees intend to accumulate "free reserves" where possible in the short-term without adversely impacting upon the delivery of charitable objectives.

Investments policy

The charity's Memorandum and Articles of Association give the trustees power to invest the funds of the charity in such a manner, or on such investments, securities or property, as may be thought fit, subject nevertheless to such conditions (if any) and such consents (if any) as may for the time being be imposed or required by law. At present, the trustees have chosen to hold the charity's reserves as cash at bank and in hand.

During the year, investment income of £1,434 (2017/18: £1,111) was generated on cash balances, representing an average rate of return of less than 1% (2017/18: less than 1%) reflecting the continued low level of interest rates. This is despite the Finance & Fundraising Committee placing some cash in a higher interest earning account during the year.

The trustees also note that at the balance sheet date a sum of £83,000 (31 March 2018: £349,000) had been received as income in advance for 2018/19, which has contributed positively to the charity's cash flow position.

Risk and corporate governance

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

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

THE UK CAREER ACADEMY FOUNDATION

TRUSTEES' ANNUAL REPORT for the year ended 31 March 2019

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

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

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

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

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

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

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

We have been registered with the new Fundraising Regulator, which manages a new Code of Fundraising Practice for charities, since June 2017.

THE UK CAREER ACADEMY FOUNDATION

TRUSTEES' ANNUAL REPORT for the year ended 31 March 2019

Governance Developments in 2018/19

- May 2018 saw the official introduction of GDPR legislation. Career Ready prepared by revisiting data handling processes, training staff on the new rules and strengthening permissions for communicating with its 4,000 volunteers. A new Data Protection Policy was introduced, and a designated Data Protection Officer assigned. Technical issues with data are logged in the risk register which is reviewed every month by the Senior Management Team and every quarter by trustees.
- With support from James Bardrick and the Career Ready accountant, RSM UK Tax and Accounting Limited, the fund analysis process was updated to reflect the increasing complexity and scale of our work. This Annual Report is the second to use the new fund structure.
- A Whistleblowing Policy was introduced, and the Equal Opportunities Policy updated. It will be followed by staff training in 2019/20.
- A new Investment Policy was developed in anticipation of the charity's largest donation to date.
- In 2019/20 new Diversity and Inclusion and Ethical policies will be developed and introduced.
- Career Ready elected its first former student to the board. Daniel Clarke completed the Career Ready programme in 2008 and is now in a senior role at Amazon.

Fundraising

Career Ready is largely funded by corporate supporters who provide volunteers to deliver the charity's programme activities, such as mentoring and paid internships for students, as well as direct funding and pro bono support. Some individuals in those organisations support the charity personally through donations or team fundraising events for which Career Ready is the beneficiary. The charity this year received just over £1,000 through BT MyDonate and Benevity schemes. In 2019 a new individual giving programme was launched to broaden the funding base, with the first event taking place in June.

We do not approach the general public for donations, nor do we use professional partners or commercial fundraisers. We have not received any complaints regarding our fundraising. We do not ask for donations from vulnerable people and should we receive an unsolicited donation that we would consider unusual, we would research its source to ensure it was valid.

THE UK CAREER ACADEMY FOUNDATION

TRUSTEES' ANNUAL REPORT for the year ended 31 March 2019

AMBITIONS

Impact and evaluation

In 2020, Career Ready will be 18 years old. We were founded by a group of leading business people in 2002 from companies which continue to support us – Citi, BP, Astra Zeneca, Freshfields, Moody's, S&P Global. During that time more than 16,000 students have been through the Career Ready high impact programme, which provides a mentor, a series of masterclasses, workplace visits and a workplace experience – normally a four-week paid internship - for students in their last two years at school.

The data only tells one part of the transformative journeys many of our young people have made since 2002. Our library of [case studies](#) brings those journeys to life.

In 2019/20, we are embarking on two projects which will assess the long-term impact of our work. The first is the creation of an alumni network with three main aims: to provide a valuable professional network for our former students, to evaluate the long-term impact of our programme and to provide role models, volunteers and advocates for Career Ready in future.

Here are five of their stories.

A network that works

We have heard many success stories of students being recruited by our employer supporters but who is giving back to Career Ready? Meet some former students who are now part of our extended team.



Daniel Clarke
2006-08

Now...

BOARD MEMBER
Career Ready
National Advisory
Board member and
Senior Manager at
Amazon



Dillon Beqa
2010-12

Now...

CAREERS LEADER
Career Ready
Coordinator at
Barking &
Dagenham College



Rosie Wainwright
2011-13

Now...

STAFF MEMBER
Career Ready
Regional Manager
for London & SE



Madi Rhys-Davies
2015-17

Now...

MENTOR
Volunteer mentor at
Cirencester College,
working for
St. James's Place



Karla Sinclair
2016-18

Now...

SUPERVISOR
Internship
supervisor and
apprentice at
Aberdeen Journals

The second project is a more focussed external evaluation supported by our largest funder, the Citi Foundation. It will look at the long-term destinations of students who have undertaken a paid internship since the charity was founded and how that experience and the wider programme has impacted on their career choices and destinations. That work will begin in September 2019.

THE UK CAREER ACADEMY FOUNDATION

TRUSTEES' ANNUAL REPORT for the year ended 31 March 2019

Impact measurement

Career Ready's eight sets of Skills for Career Success were developed in 2013. All programme elements and student progress are mapped and measured against these learning outcomes. In 2016 we started working with younger students for whom the concepts and language were too sophisticated and developed shorter, simpler learning outcomes for their interventions. We have also partnered with Skillsbuilder to develop a national framework against which student progress can be measured. We are currently reviewing our Skills for Career Success learning outcomes to take account of changes in the employment landscape and the skills employers seek. Creativity and Adaptability are set to be added to the framework with other skill sets consolidated. We will seek to align this framework to Skillsbuilder and to the CEC's work in this area to provide consistency for schools and employers.

Special Needs students

As a result of our cluster approach to growth, we have increasing numbers of requests to partner with special needs schools in areas where we are embedded. We are keen to work with young people in SEND schools, while acknowledging our lack of specialist expertise in this area. We have had some success working with schools in Thurrock and Southend who have adapted our resources for the specific needs of their young people but are keen to develop a more strategic approach. In 2019, two experts from The Courtyard SEND school in north London reviewed our resources and made recommendations on how to adapt them. We appreciate that each school will need to do further adaptation for their different student cohorts, but we hope to provide a baseline of resources to help these young people fulfil their potential.

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' 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 in 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 for the year ended 31 March 2019

Organisational structure

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

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

<i>Organisational Element</i>	<i>Number of Members</i>	<i>Key Roles & Responsibilities</i>
Trustees	Seven	<ul style="list-style-type: none"> • Ultimate responsibility for directing the affairs of the charity, and ensuring that it is solvent, well-run, manages and assesses risks and is achieving its charitable status. Members drawn from business and education.
National Advisory Board	Thirteen	<ul style="list-style-type: none"> • Meets three times a year. • Members drawn from supporting businesses, education and the Chief Executive. • Full governance calendar in operation. • Reviews three-year strategic business plan. • Identifies programme issues, lessons learned and feeds improvements into a fluid development process. • Issues are raised formally at Board Meetings. • Individual members act as advocates for the charity, help ensure support from their own and other organisations and support events.
Finance Committee	Eight	<ul style="list-style-type: none"> • Meets every three months. • Comprises all Trustees and one additional member of the National Advisory Board with finance and risk expertise. Trustees meet for additional breakfasts. • Supports development of three-year strategic business plan and annual budgets. • Approves management accounts and short-term cash flow. • Develops fundraising targets. • Reviews Business Risk Management Matrix.

THE UK CAREER ACADEMY FOUNDATION

TRUSTEES' ANNUAL REPORT for the year ended 31 March 2019

<i>Organisational Element</i>	<i>Number of Members</i>	<i>Key Roles & Responsibilities</i>
Scotland Advisory Board	Ten or more	<ul style="list-style-type: none"> • Meets four times a year. • Comprises members drawn from businesses, education and other stakeholders in Scotland and the Director for Scotland. • Approves strategic business plan and annual budget for Scotland. • Identifies programme issues, lessons learned and feeds improvements into a fluid development process. • Individual members act as advocates for the charity, help ensure support from their own and other organisations and support events. • Advises on and shares best practice from within Scotland and ensures there is a forum for regional representation. • Chairman is also Chairman of the National Advisory Board but stepping down from Scottish role in 2019.
Senior Management Team	Eight	<ul style="list-style-type: none"> • Meets every month. • Comprises Chief Executive, Director For Scotland, Depute Director For Scotland, Chief Operating Officer, Director of Programmes, Head of Fundraising & Business Development, Head of Communications & Head of Logistics. • Career Ready has a flat management structure. The size of the SMT reflects different operations in Scotland and England. • Matrix Responsibilities include functional responsibility for internal operations including financial control, programmes, fundraising and business development. • Most have national account management responsibilities for business supporters.
Staff Team	47 staff at 31 March 2019, including a secondee and 3 contractors	<ul style="list-style-type: none"> • Creates strategic three-year business plan and annual business plan with detailed targets and objectives, which are reviewed by the National Advisory Board. • Prepares cash flow forecasts for review by the Finance Committee. • Prepares Business Risk Management Matrix and the 'dashboard' performance review for consideration. • Delivers programme activities.

THE UK CAREER ACADEMY FOUNDATION

TRUSTEES' ANNUAL REPORT for the year ended 31 March 2019

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

Mark Smith is Chief Operating Officer, overseeing internal functions of finance, HR, operating processes, data, events and volunteer recruitment and coordination.

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

Anne Wexelstein is Director for Scotland. Anne leads the team and manages the programme there. Northern Ireland has its own Regional Manager, Tony Madden, who reports into the Director of Programmes.

At 31 March 2019, the regional manager team consisted of London and South East (5); Wales and the West (1); West Midlands (1); Stoke & Staffs (1) East Midlands (0.8 FTE); North West (2); Yorkshire and the Humber (1.6 FTE); North East (1); Cambridge/Suffolk (0.6), Essex (3) Northern Ireland (0.8 FTE).

In Scotland the team consisted of a Director, Operations Manager and Business Support person with a vacancy for Deputy Director (2.6) managing the team of eight Regional Managers (6 FTE).

A member of SMT leads on Logistics (1) and a London Regional Manager is National STEM Lead. Operations are run by a Chief Operations Officer who works in London and Scotland (1). He oversees the Head of Finance (0.8), Finance Officer (0.6), Volunteer Engagement Coordinator (1) Head of Operations (1) Data and Information Analyst (1) Data Officer (1) Events Manager (1). Fundraising and Business Development is run by the Director of Fundraising and Business Development with a team of two account managers (3).

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

Both these teams have recruited a new member of staff in summer 2019.

Appointment and management of Trustees

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

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 UK CAREER ACADEMY FOUNDATION

TRUSTEES' ANNUAL REPORT for the year ended 31 March 2019

The National Advisory Board has full terms of reference under which it operates. On appointment, a new member's induction is organised by the Company Secretary. Members are encouraged to attend appropriate external events where these will facilitate the understanding of their role and to support programme events such as A Capital Experience. During the year, one member of the National Advisory Board resigned – Gary Browning – and one new member was recruited – Daniel Clarke, a former Career Ready student. One new trustee was recruited – Mary Macleod of Korn Ferry.

Relationships with related parties

Career Ready works in partnership with a number of organisations to increase opportunities for young people, improve careers training for teachers and careers leaders and increase collaboration on the ground.

Careers & Enterprise Company (CEC)

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

Teach First

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

Headstart

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

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

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

Investment 20/20

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

THE UK CAREER ACADEMY FOUNDATION

TRUSTEES' ANNUAL REPORT for the year ended 31 March 2019

Developing the Young Workforce, Scotland

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

LawSmart

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

Junior Achievement

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

Arrangements for setting remuneration for key management personnel

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

Within the annual budgeting process, the trustees with guidance from the Senior Management Team (SMT), will approve an overall salary increase 'pot' for all staff. The recommended increase is reported to the NAB. The Chief Executive and two members of SMT will agree individual salaries of all staff. Staff will be advised of any salary increases as soon after the start of the new financial year as is practicable.

THE UK CAREER ACADEMY FOUNDATION

TRUSTEES' ANNUAL REPORT for the year ended 31 March 2019

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

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

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

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

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

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

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

Auditor

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

Statement as to disclosure of information to the auditor

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

THE UK CAREER ACADEMY FOUNDATION

TRUSTEES' ANNUAL REPORT for the year ended 31 March 2019

REFERENCE AND ADMINISTRATIVE DETAILS

The trustees of the charity, who are also directors of the company, have held office since 1 April 2018, as follows:

Mr Alexander Begbie	(elected Chairman February 2018)
Mr James Bardrick	(appointed Deputy Chairman 15 September 2015)
Mr Maurice Benisty	
Mr David Bucknall	
Ms Olivia Cole	
Ms Mary Macleod	(appointed 4 October 2018)
Mr David Trott	

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

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

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

The charity has made the following professional appointments:

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

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

Senior Management Team

Anne Spackman, Chief Executive

Mahad Ali, Director of Programmes

Mark Smith, Chief Operating Officer

Anne Wexelstein, Director for Scotland

Bethan Wood, Director of Fundraising and Business Development

Ian Nichol, Head of Logistics

Adam Smith, Head of Communications

Denise Campbell resigned as Depute Director Scotland in March 2018 and is being replaced by two existing members of staff, one from London and one from Scotland, who are splitting her role.

THE UK CAREER ACADEMY FOUNDATION

TRUSTEES' ANNUAL REPORT for the year ended 31 March 2019

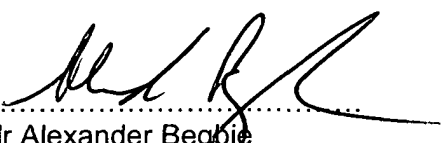
EXEMPTIONS FROM DISCLOSURE

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 18 September 2019, and was signed for and on behalf of the board by


.....
Mr Alexander Begbie
Chairman

18 SEPT 2019
..... 2019

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

Opinion

We have audited the financial statements of The UK Career Academy Foundation (the 'charitable company') for the year ended 31 March 2019, which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2019 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Basis for opinion

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

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

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matter prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

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

Responsibilities of Trustees

As explained more fully in the Statement of Trustees' Responsibilities set out on page 22, the trustees' (who are also the Directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

Use of our report

This report is made exclusively to the members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended). Our audit work has been undertaken so that we might state to the members and the charity'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.

RSM UK Audit LLP

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

16 October 2019

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

THE UK CAREER ACADEMY FOUNDATION

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

	Notes	Unrestricted Funds £	Restricted Funds £	TOTAL 2019 £	TOTAL 2018 £
INCOME FROM:					
Donations and legacies	3	799,091	1,557,717	2,356,808	1,687,720
Charitable activities:					
Support given to educational bodies to operate Career Academies	4	130,084	324,703	454,787	700,336
Investments	5	1,434	-	1,434	1,111
TOTAL		930,609	1,882,420	2,813,029	2,389,167
EXPENDITURE ON:					
Raising funds	6	(219,467)	-	(219,467)	(140,264)
Charitable activities:					
Support given to educational bodies to operate Career Academies	7	(849,244)	(1,714,642)	(2,563,886)	(2,228,520)
TOTAL		(1,068,711)	(1,714,642)	(2,783,353)	(2,368,784)
NET INCOME		(138,102)	167,778	29,676	20,383
Transfer between funds		(7,734)	7,734	-	-
NET MOVEMENT IN FUNDS		(145,836)	175,512	29,676	20,383
RECONCILIATION OF FUNDS					
Total funds brought forward at 1 April 2018		334,559	517,234	851,793	831,410
TOTAL FUNDS CARRIED FORWARD AT 31 MARCH 2019	14	188,723	692,746	881,469	851,793
		=====	=====	=====	=====

THE UK CAREER ACADEMY FOUNDATION

STATEMENT OF FINANCIAL ACTIVITIES (including an income and expenditure account) for the year ended 31 March 2018

	Notes	Unrestricted Funds £	Restricted Funds £	TOTAL 2018 £	TOTAL 2017 £
INCOME FROM:					
Donations and legacies	3	879,806	807,914	1,687,720	1,688,868
Charitable activities:					
Support given to educational bodies to operate Career Academies	4	350,333	350,003	700,336	640,452
Investments	5	1,111	-	1,111	4,369
TOTAL		1,231,250	1,157,917	2,389,167	2,333,689
EXPENDITURE ON:					
Raising funds	6	(140,264)	-	(140,264)	(80,365)
Charitable activities:					
Support given to educational bodies to operate Career Academies	7	(864,005)	(1,364,515)	(2,228,520)	(2,218,660)
TOTAL		(1,004,269)	(1,364,515)	(2,368,784)	(2,299,025)
NET INCOME/(EXPENDITURE)		226,981	(206,598)	20,383	34,664
Transfer between funds		(271,705)	271,705	-	-
NET MOVEMENT IN FUNDS		(44,724)	65,107	20,383	34,664
RECONCILIATION OF FUNDS					
Total funds brought forward at 1 April 2017		379,283	452,127	831,410	796,746
TOTAL FUNDS CARRIED FORWARD AT 31 MARCH 2018	14	334,559	517,234	851,793	831,410
		=====	=====	=====	=====

THE UK CAREER ACADEMY FOUNDATION

BALANCE SHEET as at 31 March 2019

Company Number: 04428178

	Notes	2019 £	2018 £
FIXED ASSETS			
Tangible assets	11	1,798	2,248
CURRENT ASSETS			
Debtors	12	447,645	416,450
Cash at bank and in hand		661,180	862,352
		<u>1,108,825</u>	<u>1,278,802</u>
LIABILITIES			
Creditors: Amounts falling due within one year	13	(229,154)	(429,257)
NET CURRENT ASSETS		<u>879,671</u>	<u>849,545</u>
TOTAL ASSETS LESS CURRENT LIABILITIES & NET ASSETS		<u>881,469</u> =====	<u>851,793</u> =====
THE FUNDS OF THE CHARITY			
Restricted income funds	14	692,746	517,234
Unrestricted income funds	14	188,723	334,559
TOTAL CHARITY FUNDS	15	<u>881,469</u> =====	<u>851,793</u> =====

The financial statements on pages 28 to 46 were approved by the trustees and authorised for issue on 18 September 2019, and are signed on their behalf by



.....
Mr James Bardrick
Deputy Chairman

.....18th September..... 2019

THE UK CAREER ACADEMY FOUNDATION

STATEMENT OF CASH FLOWS for the year ended 31 March 2019

	Notes	2019 £	2018 £
CASH FLOWS FROM OPERATING ACTIVITIES:			
Net cash (used in)/provided by operating activities	16	(202,606)	315,587
CASH FLOWS FROM INVESTING ACTIVITIES:			
Dividends, interest and rents from investments		1,434	1,111
Net cash provided by investing activities		<u>1,434</u>	<u>1,111</u>
CHANGE IN CASH AND CASH EQUIVALENTS IN THE REPORTING PERIOD		<u>(201,172)</u>	<u>316,698</u>
Cash and cash equivalents at the beginning of the reporting period		862,352	545,654
CASH AND CASH EQUIVALENTS AT THE END OF THE REPORTING PERIOD	17	<u>661,180</u> =====	<u>862,352</u> =====

THE UK CAREER ACADEMY FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2019

1. ACCOUNTING POLICIES

Company information

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

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

Basis of accounting

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the 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 been prepared in accordance with the accounting policies set out below and comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association of the charitable company, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

Going concern

On the basis of financial projections for the future cash flows of the charitable company, 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.

Income

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

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

Gifts in kind donated for distribution and/or utilisation are included at valuation and recognised as income when the related projects are undertaken. Gifts donated for resale are included as income when sold. Donated facilities are included at the value to the charitable company, where this can be quantified, 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 2019

1. ACCOUNTING POLICIES (Continued)

Expenditure

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

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

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.

THE UK CAREER ACADEMY FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (Continued) for the year ended 31 March 2019

1. ACCOUNTING POLICIES (Continued)

Liabilities

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

Financial instruments

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

Financial assets and liabilities

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

Fund accounting

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

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

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

THE UK CAREER ACADEMY FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (Continued) for the year ended 31 March 2019

2. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

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

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

In the opinion of the trustees, 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 charitable company's financial statements.

3.	DONATION AND LEGACIES	Unrestricted funds £	Restricted funds £	Total 2019 £	Total 2018 £
	Donations from funders	603,554	1,557,717	2,161,271	1,504,452
	Donations in kind	195,537	-	195,537	183,268
		799,091	1,557,717	2,356,808	1,687,720
		=====	=====	=====	=====
4.	INCOME FROM SUPPORT GIVEN TO EDUCATIONAL BODIES TO OPERATE CAREER ACADEMIES	Unrestricted funds £	Restricted funds £	Total 2019 £	Total 2018 £
	Schools and colleges	98,280	-	98,280	208,758
	Public sector funding	12	105,104	105,116	303,969
	Other supporters	31,792	219,599	251,391	187,609
		130,084	324,703	454,787	700,336
		=====	=====	=====	=====
5.	INVESTMENTS	Unrestricted funds £	Restricted funds £	Total 2019 £	Total 2018 £
	Bank interest receivable on short term cash deposits	1,434	-	1,434	1,111
		=====	=====	=====	=====

THE UK CAREER ACADEMY FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (Continued) for the year ended 31 March 2019

6.	RAISING FUNDS	Unrestricted funds £	Restricted funds £	Total 2019 £	Total 2018 £
	Staff costs (see note 8)	149,686	-	149,686	110,359
	Support costs (see note 9)	69,781	-	69,781	29,905
		219,467	-	219,467	140,264
		=====		=====	=====
7.	COSTS OF SUPPORT GIVEN TO EDUCATIONAL BODIES TO OPERATE CAREER ACADEMIES	Unrestricted funds £	Restricted funds £	Total 2019 £	Total 2018 £
	Direct costs:				
	Student placements	1,425	148,893	150,318	153,562
	Student travel	-	35,766	35,766	19,406
	Grant funding provided	-	46,277	46,277	38,967
	Bursaries and awards	34	24,682	24,716	16,966
	Event costs	47,615	58,377	105,992	88,239
	Printing and publications	22,775	5,501	28,276	18,538
	Video production	270	13,751	14,021	2,151
	Marketing and public relations	1,243	9,171	10,414	1,731
	Subscriptions	2,310	300	2,610	3,892
	Travel and subsistence	35,758	61,103	96,861	99,833
	Staff welfare	188	175	363	447
	Website and internet costs	23,009	18,844	41,853	36,172
	Bank charges	4,697	-	4,697	2,656
	Bad debt	39,293	5,910	45,203	21,339
	Indirect costs:				
	Insurance	6,033	-	6,033	4,244
	Auditor's remuneration:				
	Accountancy and advisory	4,135	-	4,135	4,295
	Staff costs (see note 8)	433,333	1,265,482	1,698,815	1,413,258
	Support costs (see note 9)	168,974	20,410	189,384	133,964
	Governance costs (see note 10)	58,152	-	58,152	168,860
		849,244	1,714,642	2,563,886	2,228,520
		=====		=====	=====

THE UK CAREER ACADEMY FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (Continued) for the year ended 31 March 2019

8. STAFF COSTS	2019	2018
The average monthly number of persons working with the charitable company (excluding Trustees) during the year was:	No.	No.
Employed	46	41
Donated and seconded	1	2
	<u>47</u>	<u>43</u>
	=====	=====
	£	£
Staff costs for the above persons:		
Wages and salaries	1,596,854	1,396,641
Temporary staff costs	49,721	45,648
Social security costs	164,745	138,360
Health and other pension costs	78,822	66,505
	<u>1,890,142</u>	<u>1,647,154</u>
	=====	=====
Staff costs are allocated in the financial statements, as follows:		
Costs of generating voluntary income		
– specific staff (2017/18: 6.7%)	149,686	110,359
Support given to educational bodies to operate Career Academies		
Unrestricted funds – balance of staff costs	433,333	395,180
Restricted funds – based on specific staff activity	1,265,482	1,018,078
Governance costs		
– based on specific staff activity (2017/18: 7.5%)	41,641	123,537
	<u>1,890,142</u>	<u>1,647,154</u>
	=====	=====

During the year, two employees received emoluments in the range £90,001 to £100,000 (2017/18: one employee in the range £80,001 - £90,000). In respect of those employees, total pension contributions payable during the year amounted to £9,083 (2017/18: £5,178).

The total amount of employee benefits received by key management personnel for their services to the charitable company during the year amounted to £465,435 (2017/18: £349,982) and the charitable company incurred employers' national insurance contribution costs of a further £52,121 (2017/18: £38,521) in relation to the employment of these same members of staff.

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

THE UK CAREER ACADEMY FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (Continued) for the year ended 31 March 2019

8. STAFF COSTS (Continued)

The use of volunteers and donated services

The charitable company makes considerable use of the services of volunteers in order to not only manage the charitable company at trustee level but also to deliver services and other similar project outcomes and benefits to beneficiaries. The charitable company 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.

9. SUPPORT COSTS

Support given to educational bodies to operate Career Academies

	Raising funds £	Unrestricted funds £	Restricted funds £	Governance costs £	Total 2019 £	Total 2018 £
Accommodation costs:						
Based on staff activity	7,463	81,358	-	2,076	90,897	79,937
Other costs:						
Specifically allocated	54,281	-	20,410	-	74,691	15,418
Based on staff activity	8,000	87,213	-	2,225	97,438	101,425
Depreciation:						
Owned assets	37	403	-	10	450	562
	69,781	168,974	20,410	4,311	263,476	197,342
	=====	=====	=====	=====	=====	=====

10. GOVERNANCE COSTS

	Unrestricted funds £	Restricted funds £	Total 2019 £	Total 2018 £
Staff costs (see note 8)	41,641	-	41,641	123,537
Support costs (see note 9)	4,311	-	4,311	33,473
Auditor's remuneration:				
Audit fees	12,200	-	12,200	11,850
	58,152	-	58,152	168,860
	=====	=====	=====	=====

THE UK CAREER ACADEMY FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (Continued) for the year ended 31 March 2019

11. TANGIBLE ASSETS	Office Equipment £	
Cost: 1 April 2018 and 31 March 2019		10,550
Depreciation: 1 April 2018 Charge in the year	8,302 450	
31 March 2019	8,752	
Net book value: 31 March 2019	1,798	=====
31 March 2018	2,248	=====
12. DEBTORS	2019 £	2018 £
Amounts falling due within one year:		
Trade debtors	78,770	139,814
Other debtors	-	24,676
Prepayments and accrued income	368,875	251,960
	447,645	416,450
	=====	=====

THE UK CAREER ACADEMY FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (Continued) for the year ended 31 March 2019

13. CREDITORS	2019 £	2018 £
Amounts falling due within one year:		
Trade creditors	69,576	7,226
Other taxes and social security costs	50,368	37,787
Pension contributions payable	9,369	5,366
Other creditors	1,741	47
Accruals	15,100	29,831
Deferred income	83,000	349,000
	<u>229,154</u>	<u>429,257</u>
	=====	=====
Deferred income relating to funding for specific future projects:		
Deferred income brought forward	349,000	-
Deferred income released to the statement of financial activities	(349,000)	-
Income received in advance during the period	83,000	349,000
	<u>83,000</u>	<u>349,000</u>
	=====	=====

THE UK CAREER ACADEMY FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (Continued) for the year ended 31 March 2019

14. THE FUNDS OF THE CHARITY

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

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

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

THE UK CAREER ACADEMY FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (Continued) for the year ended 31 March 2019

14. THE FUNDS OF THE CHARITY (Continued)

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

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

The Mentoring Fund covers a new programme of mentoring for 14-16 year-olds in hard to reach areas. The younger age group was based on the evidence that 14 is the age when students, particularly boys, are at highest risk of disengaging from education. It has funding from the Careers & Enterprise Company and St James's Place Foundation for work in Stoke, the Black Country, Essex and London.

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

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

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

The Think Build Fund was created to promote opportunities and increase awareness of professional careers in construction and the built environment and help students develop the skills needed to access them. It is supported by Wates, Arcadis and the CITB.

The Think Law Fund was created to give students access to a range of legal firms and opportunities in Newcastle, Leeds and Manchester, with a particular focus on apprenticeship entry routes.

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

THE UK CAREER ACADEMY FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (Continued) for the year ended 31 March 2019

14. THE FUNDS OF THE CHARITY (Continued)

	1 April 2017 £	Income £	Expenditure £	Transfers between funds £	31 March 2018 £
Restricted income funds:					
Regional Development Fund	306,312	-	-	(306,312)	-
Partner in Excellence (PiXL) Fund	3,500	-	-	(3,500)	-
DHL Logistics Fund	19,528	-	-	(19,528)	-
Wates Fund	20,713	-	-	(20,713)	-
Arcadis Fund	15,290	-	-	(15,290)	-
Student Placements Fund	17,035	-	-	(17,035)	-
Digital Improvements Fund	45,168	-	-	(45,168)	-
Edge Fund	14,639	-	-	(14,639)	-
Let's Do Business Fund	9,942	-	-	(9,942)	-
Awards Fund	-	60,379	(260,291)	208,784	8,872
Employability For All Fund	-	508,440	(471,606)	174,360	211,194
Parents Project Fund	-	34,873	-	-	34,873
Health Education England Fund	-	30,965	(30,965)	-	-
Mentoring Fund	-	43,527	(43,093)	7,865	8,299
School Placements Fund	-	37,330	(37,330)	-	-
Scotland Fund	-	139,936	(293,507)	175,657	22,086
STEM Fund	-	72,269	(93,567)	117,286	95,988
Think Build Fund	-	125,198	(92,491)	20,352	53,059
Think Law fund	-	5,000	(5,000)	-	-
Think Logistics Fund	-	100,000	(36,665)	19,528	82,863
	<u>452,127</u>	<u>1,157,917</u>	<u>(1,364,515)</u>	<u>271,705</u>	<u>517,234</u>
Unrestricted income funds:					
General Fund	379,283	1,231,250	(1,004,269)	(271,705)	334,559
	<u>831,410</u>	<u>2,389,167</u>	<u>(2,368,784)</u>	<u>-</u>	<u>851,793</u>
	=====	=====	=====	=====	=====

THE UK CAREER ACADEMY FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (Continued) for the year ended 31 March 2019

14. THE FUNDS OF THE CHARITY (Continued)

Restructuring of funds

During 2017/18, Career Ready fundamentally revised its internal management reporting, and as a result, the charity's funds for statutory financial reporting purposes were fully restructured to better reflect the organisation's current activities and the streams of income from the funders who support that work.

The principle change was from a large Regional Development Fund based on areas where we work, to a set of funds based on the programmes and activities which we run across the England, Wales and Northern Ireland. Scotland funding remains geography based, as our funders are explicitly supporting Career Ready in Scotland.

In implementing the restructuring of funds in 2017/18, all the brought forward reserves balances at 1 April 2017 were analysed in detail with all unspent funds project-by-project being reallocated into the appropriate new fund as transfers between funds.

15. ANALYSIS OF NET ASSETS BETWEEN FUNDS

As at 31 March 2019:	Fixed assets £	Current assets £	Current liabilities £	Total £
Restricted income funds:				
Awards Fund	-	10,462	-	10,462
Employability For All Fund	-	339,959	-	339,959
Parents Project Fund	-	21,329	-	21,329
Health Education England Fund	-	7,033	-	7,033
Scotland Fund	-	112,647	-	112,647
STEM Fund	-	119,953	-	119,953
Think Logistics Fund	-	81,363	-	81,363
Unrestricted income funds:				
General Fund	1,798	427,079	(240,154)	188,723
NET ASSETS	<u>1,798</u> =====	<u>1,119,825</u> =====	<u>(240,154)</u> =====	<u>881,469</u> =====

THE UK CAREER ACADEMY FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (Continued) for the year ended 31 March 2019

15. ANALYSIS OF NET ASSETS BETWEEN FUNDS (Continued)

As at 31 March 2018:	Fixed assets £	Current assets £	Current liabilities £	Total £
Restricted income funds:				
Awards Fund	-	8,872	-	8,872
Employability For All Fund	-	211,194	-	211,194
Parents Project Fund	-	34,873	-	34,873
Mentoring Fund	-	8,299	-	8,299
Scotland Fund	-	22,086	-	22,086
STEM Fund	-	95,988	-	95,988
Think Build Fund	-	53,059	-	53,059
Think Logistics Fund	-	82,863	-	82,863
Unrestricted income funds:				
General Fund	2,248	761,568	(429,257)	334,559
NET ASSETS	<u>2,248</u> =====	<u>1,278,802</u> =====	<u>(429,257)</u> =====	<u>851,793</u> =====

16. RECONCILIATION OF NET INCOME TO NET CASH PROVIDED BY OPERATING ACTIVITIES

	2019 £	2018 £
Net income for the reporting period	29,676	20,383
Adjustments for:		
Dividends, interest and rents from investments	(1,434)	(1,111)
Depreciation charges	450	562
Increase in debtors	(31,194)	(63,872)
(Decrease)/increase in creditors	(200,104)	359,625
Net cash used in operating activities	<u>(202,606)</u> =====	<u>315,587</u> =====

17. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2019 £	2018 £
Cash at bank and in hand	<u>661,180</u> =====	<u>862,532</u> =====

THE UK CAREER ACADEMY FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (Continued) for the year ended 31 March 2019

18. FINANCIAL INSTRUMENTS	2019 £	2018 £
Carrying amount of financial assets:		
Debt instruments measured at amortised cost	401,421	378,646
	=====	=====
Carrying amount of financial liabilities:		
Measured at amortised cost	84,676	37,057
	=====	=====

19. PENSION COMMITMENTS

The charitable company makes contributions into defined contribution pension schemes on behalf of certain employees. The assets of the schemes are held separately from those of the charitable company in independently administered funds. The amount charged to the statement of financial activities in respect of pension costs (as shown in note 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 charitable company received the following donations from trustees and organisations in which trustees are involved:

- Freshfields Bruckhaus Deringer LLP, a partnership of which Mr D Trott is a partner, provided a donation of £15,000 (2017/18: £15,000) and supplied legal services free of charge which would otherwise have cost £6,412 for general services and £53,311.50 for services related to the IFF negotiations (2017/18: £Nil).
- Citigroup Global Markets Limited, an organisation of which Mr J Bardrick is an employee, provided £74,460 (2017/18: £74,460) for office space within its London building.
- Standard Life Employee Services Limited, a company of which Mr A Begbie is a director, provided a donation amounting to £166,000 (2017/18: £85,986), as well as £13,000 (2017/18: £10,500) as prizes for award winners and £7,775 of donated office space and printing services (2017/18: £1,500 in relation to support costs).
- BP Global Investments Limited, a company of which Mr D Bucknall is a director, provided a donation amounting to £32,800 (2017/18: £30,438).
- One (2017/18: Two) of the trustees provided an individual donation amounting to £25,000 (2017/18: £50,000).