

WALES QUALITY CENTRE

England & Wales · Charity number 1062140

Details

Status	Registered
Legal form	Charitable company
Company number	02239398
Registered	1997-04-29
Register	View on the Charity Commission register

Contact

Address	Waterton Technology Centre Waterton Industrial Estate Bridgend CF31 3WT
Phone	01656652063
Email	info@walesqualitycentre.org.uk
Website	www.walesqualitycentre.org.uk

Activities

Objects: TO PROMOTE THE EFFICIENCY OF INDUSTRY AND COMMERCE THROUGHOUT WALES, AND FOR THE PUBLIC BENEFIT TO ADVANCE THE EDUCATION AND TRAINING OF COMMERCIAL AND INDUSTRIAL PERSONNEL.

Activities: Corporate Membership, Training & Consultancy

Classification

- **How:** Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** Education/training
- **Who:** The General Public/mankind

Geography

- **Area of benefit:** WALES
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-06-30	£227,667	£295,957	-	-
2024-06-30	£225,609	£249,465	-	-
2023-06-30	£297,875	£323,358	-	-
2022-06-30	£412,391	£288,929	-	-
2021-06-30	£312,014	£265,549	-	-

Trustees

Name	Role	Appointed
Cari-Anne Quinn		2021-06-17
DENISE ANNE PHILLIPS		
Joanne Daniels		2018-10-25
Peter Yip		2018-10-25
Phillip Miers		2018-10-25
Simon Blunsdon		2026-03-03

WALES QUALITY CENTRE

England & Wales - Charity number 1062140

Accounts

COMPANY REGISTRATION NUMBER: 02239398
CHARITY REGISTRATION NUMBER: 1062140

Wales Quality Centre
Company Limited by Guarantee
Unaudited Financial Statements
30 June 2025

CARSTON ETL
Chartered accountants
1st Floor, Tudor House
16 Cathedral Road
Cardiff
CF11 9LJ

Wales Quality Centre
Company Limited by Guarantee
Financial Statements
Year ended 30 June 2025

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Wales Quality Centre
Company Limited by Guarantee
Trustees' Annual Report (Incorporating the Director's Report)
Year ended 30 June 2025

The trustees, who are also the directors for the purposes of company law, present their report and the unaudited financial statements of the charity for the year ended 30 June 2025.

Reference and administrative details

Registered charity name	Wales Quality Centre
Charity registration number	1062140
Company registration number	2239398
Principal office and registered office	Waterton Centre Waterton Industrial Estate Bridgend Rhondda Cynon Taff CF31 3WT

The trustees

D A Phillips	
P Yip	
P Miers	
J Daniels	
J Bowen	Resigned 3 September 2025
C Quinn	
H John	Appointed 14 May 2024

Senior management

D A Phillips	Resigned 30 May 2025
P Anthony	Appointed 19 May 2025

Independent examiner

Farzana Ahmed FCCA
Carston ETL
1st Floor, Tudor House
16 Cathedral Road
Cardiff
CF11 9LJ

Objectives and activities

The trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Wales Quality Centre aims and objectives and in planning future activities.

The charity's declared objective is to promote and improve the cause of quality management, innovation and organisational competence in Wales. The policy remains to provide advice to member and other organisations in Wales on quality and other related matters, to provide appropriate training services, to act as a focus for the spreading of best practice. The Centre's mission has been extended to promote and nurture a culture of innovative competitiveness which will give Wales a world class private and public sector.

Wales Quality Centre

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 30 June 2025

Achievements and performance

Wales Quality Centre maintained its position for providing first class training and business improvement support and advisory services, focusing on innovative thinking, to organisations throughout Wales. This is supported by the high level of positive customer feedback available for scrutiny by appropriate parties. We have continued to expand the portfolio of flexible, quality and organisational development services available to member organisations and the wider market. Our market spans a wide field of economic activity including manufacturing, service sector, health, education, local government, and public authorities.

The year under review, 12 months to June 2025, has continued to be a difficult year for Welsh businesses, there continues to be high levels of attrition and employee movement across all sectors, resulting in a skills and experiential challenge for businesses Demand for our services has been high.

We continue to support through implementation support, advice and training and have seen continued interest for our 6 Sigma efficiency savings programme, real projects undertaken by organisations as part of our training programme continues to realise substantial savings for organisations.

The importance of Wales Quality Centre's role to Wales Plc continues to be as relevant now as to any previous time. We have expanded our portfolio to meet changing needs and have worked flexibly to provide support in difficult times. Our portfolio of training continues to expand along with membership events and partnership working with organisations.

Financial review

We have continued to build on trading from the previous year and are encouraged by the resilience and innovation of Welsh Business.

It is reassuring to see such a high demand for our services, reflecting our Members planning and upskilling for future growth. It is testament to the mindset and culture of organisations who engage with the centre.

Our financial position is sound, as is future demand for our services, and we look forward to further supporting our customers through the coming year, it truly makes us proud to be Welsh.

Review of the financial position at the end of the accounting period

Total income during the year was £227,667 (2024: £225,609). Total expenditure amounted to £295,957 (2024: £249,465).

Overall a deficit of £68,290 (2024: £23,856) during the year, detailed breakdown of the income and expenditure forms part of the notes to the accounts.

Summary of Reserves

At the year end unrestricted reserves were £224,369 (2024: £292,659). The level of free reserves available was £223,593 (2024: £290,927).

Reserves Policy

The minimum reserves policy continues unchanged from the previous year, with this in mind, the governors have agreed to continue with the following policy:

The Board's policy is to maintain reserves at a level which would fund at least three months' expenditure in salaries and overheads without income. When expenditure levels reach and remain at a level which threatens that policy, action is taken, through restructuring and downsizing the organisation, to reduce expenditure accordingly.

Wales Quality Centre

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 30 June 2025

Having increased our reserve levels in recent years to provide operational flexibility in uncertain times, and to provide free services to support our members. We have now utilised some of this surplus to improve our Member experience, to further develop our website and digital operations and to deliver a high profile keynote Member event which was well attended and achieved a good level of customer appreciation.

We have no issues with our reserve levels, these have remained sufficient and stable. We planned for a trading loss of around £50K during the year to invest in the Members experiences and to deliver our Best Practice event. We delivered within budget and have retained our reserves.

Risk Management

It is the governors' responsibility to be conscious of and identify the major risks to which Wales Quality Centre is exposed and to review the systems and internal controls that have been established to mitigate those risks.

They are satisfied that the necessary systems and internal controls are put in place together with mechanisms to ensure that they continue to operate satisfactorily. All Board and senior management meeting agendas have been drawn up to ensure that strategic and operational risks in relation to the Business Plan are assessed and mitigating strategies put in place where necessary. Wales Quality Centre continually looks to strengthen its internal structure and senior management team to facilitate a more strategic and risk-based approach to planning, decision-making and operational delivery.

Ongoing business continuity planning continues to be a priority.

Plans for future periods

The outlook remains uncertain for Welsh business and remains volatile for the coming year.

Accordingly, we base our position for the coming year on maintaining a stable financial position.

The organisation will continue to focus on further development and sustainability within the context set out in its operational plan. The core capabilities and capacity of the organisation will continue to be broadened to meet customer demand, and opportunities for new projects will be explored and developed.

Resources will continue to be managed carefully and further consideration will be given to positioning the organisation to enable it to meet challenges and opportunities.

Going forward, the Wales Quality Centre will continue to develop strategic alliances with other complimentary service providers in Wales. The objective is to share knowledge to promote recent concepts behind business improvement and innovation, and raise awareness and competence across our customer base.

Wales Quality Centre

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 30 June 2025

Structure, governance and management

Wales Quality Centre is a company limited by guarantee, governed by its Memorandum and Articles of Association which were adopted 29 June 1989 and amended 1 December 1994. The company became a registered charity on 29 April 1997.

The Board of Governors is responsible for the overall governance of the charity. Governors, who can be invited to stand for election by the Chairman and, with the approval of the members, are elected to the Board. Invitations are also sent to member organisations to propose a representative to stand for election to the Board.

The governors are familiar with the work of the Wales Quality Centre, having been involved as members, customers and associates prior to joining the Board.

New governors are required to attend a training session covering the following:

- the management of the Centre, including the obligations of the Governing Board and Memorandum and Articles which set out the operational framework;
- the administration of the Centre including resources, membership support and service delivery;
- current financial position as set out in the published financial statements
- the future plans and strategy

Governors meet on a regular basis attending a minimum of four Board meetings a year. The Board's Executive Sub Committee, comprising the Chair and Vice Chair, with the Chief Executive, meets to monitor the performance of the Centre on a regular basis. At these meetings, the Board reviews strategy and operational performance and sets operating plans and budgets.

The Board delegates the exercise of certain powers regarding the management and administration of the charity as set out below. This is controlled by reporting to the Board so that all decisions made under delegated powers can be ratified by the Board in due course.

Executive Committee

The Executive Committee comprises the Chair and Vice Chair, with the Chief Executive. The committee meets periodically. It is charged with reviewing the strategy, policy and management of the charity's finance and resources and advising the Board accordingly. The committee ensures proper procedures are in place to manage financial resources prudently and ensures that HR policies and procedures are in line with current legislation and good practice.

Chief Executive

The Chief Executive is responsible for the day-to-day management of the charity's affairs and where appropriate, proposing and implementing policies agreed by the Board of Governors.

Small company provisions

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

The trustees' annual report was approved on 17-02-26 and signed on behalf of the board of trustees by:



Trustee

Phil Miers - Chair MR. PHILIP MIERS

Name

Wales Quality Centre

Company Limited by Guarantee

Independent Examiner's Report to the Trustees of Wales Quality Centre

Year ended 30 June 2025

I report to the trustees on my examination of the financial statements of Wales Quality Centre ('the charity') for the year ended 30 June 2025.

Responsibilities and basis of report

As the trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or
2. the financial statements do not accord with those records; or
3. the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
4. the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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



Farzana Ahmed FCCA
Independent Examiner
Carston ETL
1st Floor, Tudor House
16 Cathedral Road
Cardiff
CF11 9LJ

Date: 02/03/2026

Wales Quality Centre
Company Limited by Guarantee
Statement of Financial Activities
(including income and expenditure account)
Year ended 30 June 2025

		2025		2024
	Note	Unrestricted funds £	Total funds £	Total funds £
Income and endowments				
Donations and legacies	5	16,845	16,845	21,240
Charitable activities	6	207,190	207,190	200,021
Investment income	7	3,632	3,632	4,348
Total income		<u>227,667</u>	<u>227,667</u>	<u>225,609</u>
Expenditure				
Expenditure on charitable activities	8,9	295,957	295,957	249,465
Total expenditure		<u>295,957</u>	<u>295,957</u>	<u>249,465</u>
Net expenditure and net movement in funds		<u>(68,290)</u>	<u>(68,290)</u>	<u>(23,856)</u>
Reconciliation of funds				
Total funds brought forward		292,659	292,659	316,515
Total funds carried forward		<u>224,369</u>	<u>224,369</u>	<u>292,659</u>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The notes on pages 8 to 15 form part of these financial statements.

Wales Quality Centre
Company Limited by Guarantee
Notes to the Financial Statements
Year ended 30 June 2025

	Note	2025 £	£	2024 £
Fixed assets				
Tangible fixed assets	15		776	1,733
Current assets				
Debtors	16	66,051		22,724
Cash at bank and in hand		<u>230,827</u>		<u>315,960</u>
		<u>296,878</u>		<u>338,684</u>
Creditors: amounts falling due within one year	17	<u>73,285</u>		<u>47,758</u>
Net current assets			<u>223,593</u>	<u>290,926</u>
Total assets less current liabilities			<u>224,369</u>	<u>292,659</u>
Net assets			<u>224,369</u>	<u>292,659</u>
Funds of the charity				
Unrestricted funds			<u>224,369</u>	<u>292,659</u>
Total charity funds	19		<u>224,369</u>	<u>292,659</u>

For the year ending 30 June 2025 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.


Directors' responsibilities:

- The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

These financial statements were approved by the board of trustees and authorised for issue on 17 Feb 2026, and are signed on behalf of the board by:


 Trustee

Phil Miers - Chair 
 Name

Company registration number: 02239398

Wales Quality Centre
Company Limited by Guarantee
Notes to the Financial Statements
Year ended 30 June 2025

1. General information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is Waterton Centre, Waterton Industrial Estate, Bridgend, Rhondda Cynon Taff, CF31 3WT.

2. Statement of compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the 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) (Charities SORP (FRS 102)) and the Companies Act 2006.

3. Accounting policies

Basis of preparation

The financial statements have been prepared on the historical cost basis.

The financial statements are prepared in sterling, which is the functional currency of the entity.

Going concern

There are no material uncertainties about the charity's ability to continue.

Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

There are no judgements or sources of estimation uncertainty that have a material effect on these accounts.

Fund accounting

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal, and fall into one of two sub-classes: restricted income funds or endowment funds.

Wales Quality Centre
Company Limited by Guarantee
Notes to the Financial Statements (continued)
Year ended 30 June 2025

3. Accounting policies (continued)

Incoming resources

All incoming resources are included in the statement of financial activities when entitlement has passed to the charity; it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- legacy income is recognised when receipt is probable and entitlement is established.
- income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.
- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

Resources expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

Operating leases

Lease payments are recognised as an expense over the lease term on a straight-line basis. The aggregate benefit of lease incentives is recognised as a reduction to expense over the lease term, on a straight-line basis.

Wales Quality Centre
Company Limited by Guarantee

Notes to the Financial Statements (continued)

Year ended 30 June 2025

3. Accounting policies (continued)

Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

An increase in the carrying amount of an asset as a result of a revaluation, is recognised in other recognised gains and losses, unless it reverses a charge for impairment that has previously been recognised as expenditure within the statement of financial activities. A decrease in the carrying amount of an asset as a result of revaluation, is recognised in other recognised gains and losses, except to which it offsets any previous revaluation gain, in which case the loss is shown within other recognised gains and losses on the statement of financial activities.

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Fixtures & fittings	- 25% straight line
Computer Equipment	- 25% straight line

Financial instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument. Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument. Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.

Defined contribution plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

4. Limited by guarantee

Each member of the Board of Trustees has undertaken to guarantee the Charity's debts to the sum of £1 each.

Wales Quality Centre
Company Limited by Guarantee
Notes to the Financial Statements (continued)
Year ended 30 June 2025

5. Donations and legacies

	Unrestricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Total Funds 2024 £
Subscriptions				
Subscriptions	16,845	<u>16,845</u>	<u>21,240</u>	<u>21,240</u>

6. Charitable activities

	Unrestricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Total Funds 2024 £
Training and business advisory services	207,190	<u>207,190</u>	<u>200,021</u>	<u>200,021</u>

7. Investment income

	Unrestricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Total Funds 2024 £
Bank interest received	3,632	<u>3,632</u>	<u>4,348</u>	<u>4,348</u>

8. Expenditure on charitable activities by fund type

	Unrestricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Total Funds 2024 £
Training and business advisory services	231,538	<u>231,538</u>	<u>203,468</u>	<u>203,468</u>
Support costs	64,419	<u>64,419</u>	<u>45,997</u>	<u>45,997</u>
	<u>295,957</u>	<u>295,957</u>	<u>249,465</u>	<u>249,465</u>

9. Expenditure on charitable activities by activity type

	Activities undertaken directly £	Support costs £	Total funds 2025 £	Total fund 2024 £
Training and business advisory services	231,538	61,168	<u>292,706</u>	<u>246,326</u>
Governance costs	-	3,251	<u>3,251</u>	<u>3,139</u>
	<u>231,538</u>	<u>64,419</u>	<u>295,957</u>	<u>249,465</u>

Wales Quality Centre
Company Limited by Guarantee
Notes to the Financial Statements *(continued)*
Year ended 30 June 2025

10. Analysis of support costs

	Analysis of support costs	Total 2025	Total 2024
	£	£	£
Staff costs	61,168	61,168	42,858
Governance costs	<u>3,251</u>	3,251	<u>3,140</u>
	64,419	64,419	45,998

11. Net expenditure

Net expenditure is stated after charging/(crediting):

	2025	2024
	£	£
Depreciation of tangible fixed assets	<u>957</u>	<u>672</u>

12. Independent examination fees

	2025	2024
	£	£
Fees payable to the independent examiner for: Independent examination of the financial statements	<u>3,250</u>	<u>3,140</u>

13. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2025	2024
	£	£
Wages and salaries	173,020	129,651
Social security costs	1,767	4,273
Employer contributions to pension plans	<u>4,585</u>	<u>3,267</u>
	179,372	137,191

The average head count of employees during the year was 3 (2024: 3). The average number of full-time equivalent employees during the year is analysed as follows:

	2025	2024
	No.	No.
Number of administration & charitable staff	<u>3</u>	<u>3</u>

The number of employees whose remuneration for the year fell within the following bands, were:

	2025	2024
	No.	No.
£70,000 to £79,999		1
£100,000 to £109,999	<u>1</u>	<u>1</u>
	1	1

Wales Quality Centre
Company Limited by Guarantee
Notes to the Financial Statements (continued)

Year ended 30 June 2025

Key Management Personnel

Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the charity. The total compensation paid to key management personnel for services provided to the charity was £124,408 (2024:£86,282).

14. Trustee remuneration and expenses

D A Phillips (existing trustee) was appointed as Chief Executive from the 1st August 2018 and also continues her position as a trustee. She resigned from her position as Chief Executive on the 30 May 2025. The total remuneration received by D A Phillips in her capacity as Chief Executives of the company amounted to £124,408 (2024: £86,282). No remuneration was received for any services provided as trustee.

No remuneration or other benefits from employment with the charity or a related entity were received by the other trustees.

No trustee expenses have been incurred.

15. Tangible fixed assets

	Fixtures and fittings £	Equipment £	Total £
Cost			
At 1 July 2024 and 30 June 2025	<u>6,196</u>	<u>18,910</u>	<u>25,106</u>
Depreciation			
At 1 July 2024	6,196	17,177	23,373
Charge for the year	–	957	957
At 30 June 2025	<u>6,196</u>	<u>18,134</u>	<u>24,330</u>
Carrying amount			
At 30 June 2025	<u>–</u>	<u>776</u>	<u>776</u>
At 30 June 2024	<u>–</u>	<u>1,733</u>	<u>1,733</u>

16. Debtors

	2025 £	2024 £
Trade debtors	63,482	19,600
Prepayments and accrued income	2,569	3,124
	<u>66,051</u>	<u>22,724</u>

Wales Quality Centre
Company Limited by Guarantee

Notes to the Financial Statements (continued)

Year ended 30 June 2025

17. Creditors: amounts falling due within one year

	2025	2024
	£	£
Trade creditors	9,947	8,265
Accruals and deferred income	47,344	31,489
Social security and other taxes	12,346	7,147
Other creditors	3,648	857
	<u>73,285</u>	<u>47,758</u>

18. Pensions and other post retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £4,585 (2024: £3,267).

19. Analysis of charitable funds

Unrestricted funds

	At 1 July 2024	Income	Expenditure	At 30 June 2025
	£	£	£	£
General funds	292,659	227,667	(295,957)	224,369

	At 1 July 2023	Income	Expenditure	At 30 June 2024
	£	£	£	£
General funds	316,515	225,609	(249,465)	292,659

20. Analysis of net assets between funds

	Unrestricted Funds	Total Funds
	£	£
Tangible fixed assets	776	776
Current assets	296,878	296,878
Creditors less than 1 year	(73,285)	(73,285)
Net assets	<u>224,369</u>	<u>224,369</u>

	Unrestricted Funds	Total Funds
	£	£
Tangible fixed assets	1,732	1,732
Current assets	338,683	338,683
Creditors less than 1 year	(47,756)	(47,756)
Net assets	<u>292,659</u>	<u>292,659</u>

Wales Quality Centre
Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 30 June 2025

21. Operating lease commitments

The total future minimum lease payments under non-cancellable operating leases are as follows:

	2025	2024
	£	£
Not later than 1 year	756	756
Later than 1 year and not later than 5 years	3,528	4,536
	<u>4,284</u>	<u>5,292</u>

22. Related parties

D A Phillips (existing trustee) was appointed as Chief Executive from the 1st August 2018 and also continues her position as a trustee. She resigned from her position as Chief executive on the 30 May 2025. The total remuneration received by D A Phillips in her capacity as Chief Executives of the company amounted to £124,408 (2023: £86,282). No remuneration was received for any services provided as trustee.

Members get 25% discount on consultancy and training.

WALES QUALITY CENTRE

England & Wales - Charity number 1062140

Accounts

COMPANY REGISTRATION NUMBER: 02239398
CHARITY REGISTRATION NUMBER: 1062140

Wales Quality Centre
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30 June 2024

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Wales Quality Centre
Company Limited by Guarantee
Trustees' Annual Report (Incorporating the Director's Report)
Year ended 30 June 2024

The trustees, who are also the directors for the purposes of company law, present their report and the unaudited financial statements of the charity for the year ended 30 June 2024.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered charity name	Wales Quality Centre	
Charity registration number	1062140	
Company registration number	2239398	
Principal office and registered office	Waterton Centre Waterton Industrial Estate Bridgend Rhondda Cynon Taff CF31 3WT	
The trustees	D A Phillips P Yip P Miers J Daniels J Bowen C Quinn C Thompson R O'Neill H John	Resigned 28 February 2024 Resigned 16 October 2024 Appointed 14 May 2024
Independent examiner	Farzana Ahmed FCCA Carston ETL 1st Floor, Tudor House 16 Cathedral Road Cardiff CF11 9LJ	

OBJECTIVES AND ACTIVITIES

The trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Wales Quality Centre aims and objectives and in planning future activities.

The charity's declared objective is to promote and improve the cause of quality management, innovation and organisational competence in Wales. The policy remains to provide advice to member and other organisations in Wales on quality and other related matters, to provide appropriate training services, to act as a focus for the spreading of best practice. The Centre's mission has been extended to promote and nurture a culture of innovative competitiveness which will give Wales a world class private and public sector.

Wales Quality Centre

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 30 June 2024

ACHIEVEMENTS AND PERFORMANCE

Wales Quality Centre maintained its position for providing first class training and business improvement support and advisory services, focusing on innovative thinking, to organisations throughout Wales. This is supported by the high level of positive customer feedback available for scrutiny by appropriate parties. We have continued to expand the portfolio of flexible, quality and organisational development services available to member organisations and the wider market. Our market spans a wide field of economic activity including manufacturing, service sector, health, education, local government, and public authorities.

The year under review, 12 months to June 2024, continued to be a difficult year for Welsh businesses, there continues to be high levels of attrition and employee movement across all sectors, resulting in a skills and experiential challenge for businesses Demand for our services has been high.

We continue to support through implementation support, advice and training and have seen increased interest in particular for our 6 Sigma efficiency savings programme, real projects undertaken by organisations as part of our training programme continues to realise achieved savings for organisation of £millions.

The importance of Wales Quality Centre's role to Wales Plc continues to be as relevant now as to any previous time. We have expanded our portfolio to meet changing needs and have worked flexibly to provide support in difficult times. Our portfolio of training continues to expand along with membership events and partnership working with organisations.

FINANCIAL REVIEW

We have continued to build on trading from the previous year and are encouraged by the resilience and innovation of Welsh Business.

It is reassuring to see such a high demand for our services, reflecting our Members planning and upskilling for future growth. It is testament to the mindset and culture of organisations who engage with the centre.

Our financial position is sound, as is future demand for our services, and we look forward to further supporting our customers through the coming year, it truly makes us proud to be Welsh.

Review of the financial position at the end of the accounting period

Total income during the year was £225,609 (2023: £297,875). Total expenditure amounted to £249,465 (2023: £323,358).

Overall a deficit of £23,856 (2023: £25,483) during the year, detailed breakdown of the income and expenditure forms part of the notes to the accounts.

Summary of Reserves

At the year-end unrestricted reserves were £292,659 (2023: £316,515). The level of free reserves available was £290,926 (2023: £315,026).

Reserves Policy

The minimum reserves policy continues unchanged from the previous year, with this in mind, the governors have agreed to continue with the following policy:

The Board's policy is to maintain reserves at a level which would fund at least three months' expenditure in salaries and overheads without income. When expenditure levels reach and remain at a level which threatens that policy, action is taken, through restructuring and downsizing the organisation, to reduce expenditure accordingly.

Wales Quality Centre

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 30 June 2024

We have increased our reserve levels in recent years to provide operational flexibility in uncertain times, and to provide free services to support our members. We have now utilised some of this surplus to improve our Member experience, to develop our website and digital operations and intend to deliver a high profile keynote Member event later in the year.

We have no issues with our reserve levels at present, these have remained sufficient and stable. We anticipated a reduction in our reserves of around £30,000 last year and our performance was in line with our projections. For the 2024 to 2025 year our intention is to further utilise our reserves for further improvements and events. We anticipate a trading loss of around £50,000 to achieve this.

Risk Management

It is the governors' responsibility to be conscious of and identify the major risks to which Wales Quality Centre is exposed and to review the systems and internal controls that have been established to mitigate those risks.

They are satisfied that the necessary systems and internal controls are put in place together with mechanisms to ensure that they continue to operate satisfactorily. All Board and senior management meeting agendas have been drawn up to ensure that strategic and operational risks in relation to the Business Plan are assessed and mitigating strategies put in place where necessary. Wales Quality Centre continually looks to strengthen its internal structure and senior management team to facilitate a more strategic and risk-based approach to planning, decision-making and operational delivery.

We continue to digitise and upgrade our operations for business continuity planning.

Plans for future periods

The outlook remains uncertain for Welsh business and remains volatile for the coming year..

Accordingly, we base our position for the coming year on maintaining a stable financial position, whilst investing in our Member experience.

The organisation will continue to focus on further development and sustainability within the context set out in its operational plan. The core capabilities and capacity of the organisation will continue to be broadened to meet customer demand, and opportunities for new projects will be explored and developed.

Resources will continue to be managed carefully and further consideration will be given to positioning the organisation to enable it to meet challenges and opportunities.

Going forward, the Wales Quality Centre will continue to develop strategic alliances with other complimentary service providers in Wales. The objective is to share knowledge to promote recent concepts behind business improvement and innovation, and raise awareness and competence across our customer base.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Wales Quality Centre is a company limited by guarantee, governed by its Memorandum and Articles of Association which were adopted 29 June 1989 and amended 1 December 1994. The company became a registered charity on 29 April 1997.

The Board of Governors is responsible for the overall governance of the charity. Governors, who can be invited to stand for election by the Chairman and, with the approval of the members, are elected to the Board. Invitations are also sent to member organisations to propose a representative to stand for election to the Board.

Wales Quality Centre

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 30 June 2024

The governors are familiar with the work of the Wales Quality Centre, having been involved as members, customers and associates prior to joining the Board.

New governors are required to attend a training session covering the following:

- the management of the Centre, including the obligations of the Governing Board and Memorandum and Articles which set out the operational framework;
- the administration of the Centre including resources, membership support and service delivery;
- current financial position as set out in the published financial statements
- the future plans and strategy

Governors meet on a regular basis attending a minimum of four Board meetings a year. The Board's Executive Sub Committee, comprising the Chair and Vice Chair, with the Chief Executive, meets to monitor the performance of the Centre on a regular basis. At these meetings, the Board reviews strategy and operational performance and sets operating plans and budgets.

The Board delegates the exercise of certain powers regarding the management and administration of the charity as set out below. This is controlled by reporting to the Board so that all decisions made under delegated powers can be ratified by the Board in due course.

Executive Committee

The Executive Committee comprises the Chair and Vice Chair, with the Chief Executive. The committee meets periodically. It is charged with reviewing the strategy, policy and management of the charity's finance and resources and advising the Board accordingly. The committee ensures proper procedures are in place to manage financial resources prudently and ensures that HR policies and procedures are in line with current legislation and good practice.

Chief Executive

The Chief Executive is responsible for the day-to-day management of the charity's affairs and where appropriate, proposing and implementing policies agreed by the Board of Governors.

Small company provisions

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

The trustees' annual report was approved on 11/02/2025 and signed on behalf of the board of trustees by:



Trustee

Philip S. W. Niens

Name

Wales Quality Centre

Company Limited by Guarantee

Independent Examiner's Report to the Trustees of Wales Quality Centre

Year ended 30 June 2024

I report to the trustees on my examination of the financial statements of Wales Quality Centre ('the charity') for the year ended 30 June 2024.

Responsibilities and basis of report

As the trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or
2. the financial statements do not accord with those records; or
3. the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
4. the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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

Carston ETL

Farzana Ahmed FCCA
Independent Examiner
Carston ETL
1st Floor, Tudor House
16 Cathedral Road
Cardiff
CF11 9LJ

Date: 17/02/2025

Wales Quality Centre
Company Limited by Guarantee
Statement of Financial Activities
(including income and expenditure account)

Year ended 30 June 2024

	Note	2024		2023
		Unrestricted funds £	Total funds £	Total funds £
Income and endowments				
Donations and legacies	5	21,240	21,240	16,152
Charitable activities	6	200,021	200,021	279,566
Investment income	7	4,348	4,348	2,157
Total income		<u>225,609</u>	<u>225,609</u>	<u>297,875</u>
Expenditure				
Expenditure on charitable activities	8,9	<u>249,465</u>	<u>249,465</u>	<u>323,358</u>
Total expenditure		<u>249,465</u>	<u>249,465</u>	<u>323,358</u>
Net expenditure and net movement in funds		<u>(23,856)</u>	<u>(23,856)</u>	<u>(25,483)</u>
Reconciliation of funds				
Total funds brought forward		316,515	316,515	341,998
Total funds carried forward		<u>292,659</u>	<u>292,659</u>	<u>316,515</u>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The notes on pages 8 to 15 form part of these financial statements.

Wales Quality Centre
Company Limited by Guarantee
Statement of Financial Position
30 June 2024

	Note	2024 £	2023 £
Fixed assets			
Tangible fixed assets	15	1,733	1,489
Current assets			
Debtors	16	22,724	49,388
Cash at bank and in hand		<u>315,960</u>	<u>322,996</u>
		338,684	372,384
Creditors: amounts falling due within one year	17	<u>47,758</u>	<u>57,358</u>
Net current assets		290,926	315,026
Total assets less current liabilities		<u>292,659</u>	<u>316,515</u>
Net assets		<u>292,659</u>	<u>316,515</u>
Funds of the charity			
Unrestricted funds		<u>292,659</u>	<u>316,515</u>
Total charity funds	19	<u>292,659</u>	<u>316,515</u>

For the year ending 30 June 2024 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

These financial statements were approved by the board of trustees and authorised for issue on 11/02/2025 February 2025, and are signed on behalf of the board by:



Trustee

Philip John Mills

Name

Company registration number: 02239398

The notes on pages 8 to 15 form part of these financial statements.

Wales Quality Centre
Company Limited by Guarantee
Notes to the Financial Statements
Year ended 30 June 2024

1. General information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is Waterton Centre, Waterton Industrial Estate, Bridgend, Rhondda Cynon Taff, CF31 3WT.

2. Statement of compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the 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) (Charities SORP (FRS 102)) and the Companies Act 2006.

3. Accounting policies

Basis of preparation

The financial statements have been prepared on the historical cost basis.

The financial statements are prepared in sterling, which is the functional currency of the entity.

Going concern

There are no material uncertainties about the charity's ability to continue.

Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

There are no judgements or sources of estimation uncertainty that have a material effect on these accounts.

Fund accounting

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal, and fall into one of two sub-classes: restricted income funds or endowment funds.

Wales Quality Centre
Company Limited by Guarantee
Notes to the Financial Statements *(continued)*
Year ended 30 June 2024

3. Accounting policies *(continued)*

Incoming resources

All incoming resources are included in the statement of financial activities when entitlement has passed to the charity; it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- legacy income is recognised when receipt is probable and entitlement is established.
- income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.
- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

Resources expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

Operating leases

Lease payments are recognised as an expense over the lease term on a straight-line basis. The aggregate benefit of lease incentives is recognised as a reduction to expense over the lease term, on a straight-line basis.

Wales Quality Centre
Company Limited by Guarantee
Notes to the Financial Statements *(continued)*
Year ended 30 June 2024

3. Accounting policies *(continued)*

Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

An increase in the carrying amount of an asset as a result of a revaluation, is recognised in other recognised gains and losses, unless it reverses a charge for impairment that has previously been recognised as expenditure within the statement of financial activities. A decrease in the carrying amount of an asset as a result of revaluation, is recognised in other recognised gains and losses, except to which it offsets any previous revaluation gain, in which case the loss is shown within other recognised gains and losses on the statement of financial activities.

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Fixtures & fittings	-	25% straight line
Computer Equipment	-	25% straight line

Financial instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument. Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument. Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.

Defined contribution plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

4. Limited by guarantee

Each member of the Board of Trustees has undertaken to guarantee the Charity's debts to the sum of £1 each.

Wales Quality Centre
Company Limited by Guarantee
Notes to the Financial Statements *(continued)*
Year ended 30 June 2024

5. Donations and legacies

	Unrestricted Funds £	Total Funds 2024 £	Unrestricted Funds £	Total Funds 2023 £
Subscriptions				
Subscriptions	<u>21,240</u>	<u>21,240</u>	<u>16,152</u>	<u>16,152</u>

6. Charitable activities

	Unrestricted Funds £	Total Funds 2024 £	Unrestricted Funds £	Total Funds 2023 £
Training and business advisory services	<u>200,021</u>	<u>200,021</u>	<u>279,566</u>	<u>279,566</u>

7. Investment income

	Unrestricted Funds £	Total Funds 2024 £	Unrestricted Funds £	Total Funds 2023 £
Bank interest received	<u>4,348</u>	<u>4,348</u>	<u>2,157</u>	<u>2,157</u>

8. Expenditure on charitable activities by fund type

	Unrestricted Funds £	Total Funds 2024 £	Unrestricted Funds £	Total Funds 2023 £
Training and business advisory services	203,467	203,467	278,245	278,245
Support costs	<u>45,998</u>	<u>45,998</u>	<u>45,113</u>	<u>45,113</u>
	<u>249,465</u>	<u>249,465</u>	<u>323,358</u>	<u>323,358</u>

9. Expenditure on charitable activities by activity type

	Activities undertaken directly £	Support costs £	Total funds 2024 £	Total fund 2023 £
Training and business advisory services	203,468	42,857	246,325	320,657
Governance costs	-	3,140	<u>3,140</u>	<u>2,701</u>
	<u>203,468</u>	<u>45,997</u>	<u>249,465</u>	<u>323,358</u>

Wales Quality Centre
Company Limited by Guarantee
Notes to the Financial Statements *(continued)*
Year ended 30 June 2024

10. Analysis of support costs

	Analysis of support costs	Total 2024	Total 2023
	£	£	£
Staff costs	42,858	42,858	42,412
Governance costs	3,140	3,140	2,701
	<u>45,998</u>	<u>45,998</u>	<u>45,113</u>

11. Net expenditure

Net expenditure is stated after charging/(crediting):

	2024	2023
	£	£
Depreciation of tangible fixed assets	<u>672</u>	<u>1,412</u>

12. Independent examination fees

	2024	2023
	£	£
Fees payable to the independent examiner for: Independent examination of the financial statements	<u>2,900</u>	<u>2,700</u>

13. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2024	2023
	£	£
Wages and salaries	129,651	146,937
Social security costs	4,273	4,496
Employer contributions to pension plans	3,267	3,440
	<u>137,191</u>	<u>154,873</u>

The average head count of employees during the year was 3 (2023: 4). The average number of full-time equivalent employees during the year is analysed as follows:

	2024	2023
	No.	No.
Number of administration & charitable staff	<u>3</u>	<u>4</u>

The number of employees whose remuneration for the year fell within the following bands, were:

	2024	2023
	No.	No.
£60,000 to £69,999	-	1
£70,000 to £79,999	<u>1</u>	<u>-</u>
	<u>1</u>	<u>1</u>

Key Management Personnel

Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the charity. The total compensation paid to key management personnel for services provided to the charity was £86,282 (2023:£84,434).

Wales Quality Centre
Company Limited by Guarantee
Notes to the Financial Statements *(continued)*
Year ended 30 June 2024

14. Trustee remuneration and expenses

D A Phillips (existing trustee) was appointed as Chief Executive from the 1st August 2018 and also continues her position as a trustee. The total remuneration received by D A Phillips in her capacity as Chief Executives of the company amounted to £86,282 (2023: £84,434). No remuneration was received for any services provided as trustee.

No remuneration or other benefits from employment with the charity or a related entity were received by the other trustees.

No trustee expenses have been incurred.

15. Tangible fixed assets

	Fixtures and fittings £	Equipment £	Total £
Cost			
At 1 July 2023	6,196	17,994	24,190
Additions	—	916	916
At 30 June 2024	<u>6,196</u>	<u>18,910</u>	<u>25,106</u>
Depreciation			
At 1 July 2023	6,196	16,505	22,701
Charge for the year	—	672	672
At 30 June 2024	<u>6,196</u>	<u>17,177</u>	<u>23,373</u>
Carrying amount			
At 30 June 2024	<u>—</u>	<u>1,733</u>	<u>1,733</u>
At 30 June 2023	<u>—</u>	<u>1,489</u>	<u>1,489</u>

16. Debtors

	2024 £	2023 £
Trade debtors	19,600	46,778
Prepayments and accrued income	3,124	1,457
Other debtors	—	1,153
	<u>22,724</u>	<u>49,388</u>

17. Creditors: amounts falling due within one year

	2024 £	2023 £
Trade creditors	8,265	23,841
Accruals and deferred income	31,489	29,738
Social security and other taxes	7,147	2,540
Other creditors	857	1,239
	<u>47,758</u>	<u>57,358</u>

Wales Quality Centre
Company Limited by Guarantee
Notes to the Financial Statements *(continued)*
Year ended 30 June 2024

18. Pensions and other post-retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £3,267 (2023: £3,440).

19. Analysis of charitable funds

Unrestricted funds

	At 1 July 2023	Income	Expenditure	At 30 June 2024
	£	£	£	£
General funds	316,515	225,609	(249,465)	<u>292,659</u>
	At 1 July 2022	Income	Expenditure	At 30 June 2023
	£	£	£	£
General funds	341,998	297,875	(323,358)	<u>316,515</u>

20. Analysis of net assets between funds

	Unrestricted Funds	Total Funds
	£	£
Tangible fixed assets	1,733	1,733
Current assets	338,684	338,684
Creditors less than 1 year	(47,758)	(47,758)
Net assets	<u>292,659</u>	<u>292,659</u>
	Unrestricted Funds	Total Funds
	£	£
Tangible fixed assets	1,489	1,489
Current assets	372,384	372,384
Creditors less than 1 year	(57,358)	(57,358)
Net assets	<u>316,515</u>	<u>316,515</u>

Wales Quality Centre
Company Limited by Guarantee
Notes to the Financial Statements *(continued)*
Year ended 30 June 2024

21. Operating lease commitments

The total future minimum lease payments under non-cancellable operating leases are as follows:

	2024	2023
	£	£
Not later than 1 year	756	793
Later than 1 year and not later than 5 years	<u>4,536</u>	<u>—</u>
	<u>5,292</u>	<u>793</u>

22. Related parties

D A Phillips (existing trustee) was appointed as Chief Executive from the 1st August 2018 and also continues her position as a trustee. The total remuneration received by D A Phillips in her capacity as Chief Executives of the company amounted to £86,282 (2023: £84,434). No remuneration was received for any services provided as trustee.

Members get 25% discount on consultancy and training.

WALES QUALITY CENTRE

England & Wales - Charity number 1062140

Accounts

COMPANY REGISTRATION NUMBER: 2239398
CHARITY REGISTRATION NUMBER: 1062140

Wales Quality Centre
Company Limited by Guarantee
Unaudited Financial Statements
30 June 2023

CARSTON
Chartered accountants
1st Floor, Tudor House
16 Cathedral Road
Cardiff
CF11 9LJ

Wales Quality Centre
Company Limited by Guarantee
Financial Statements
Year ended 30 June 2023

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Wales Quality Centre
Company Limited by Guarantee
Trustees' Annual Report (Incorporating the Director's Report)
Year ended 30 June 2023

The trustees, who are also the directors for the purposes of company law, present their report and the unaudited financial statements of the charity for the year ended 30 June 2023.

Reference and administrative details

Registered charity name	Wales Quality Centre
Charity registration number	1062140
Company registration number	2239398
Principal office and registered office	Waterton Centre Waterton Industrial Estate Bridgend Rhondda Cynon Taff CF31 3WT

The trustees

D A Phillips	
P Yip	
P Miers	
J Daniels	
C Thompson	(Appointed 23-Apr-2023)
J Bowen	
C Quinn	
R O'Neill	

Senior management	D A Phillips – Chief Executive
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Independent examiner	Farzana Ahmed FCCA Carston Chartered Accountants 1st Floor, Tudor House 16 Cathedral Road Cardiff CF11 9LJ
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Objectives and activities

The trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Wales Quality Centre aims and objectives and in planning future activities.

The charity's declared objective is to promote and improve the cause of quality management, innovation and organisational competence in Wales. The policy remains to provide advice to member and other organisations in Wales on quality and other related matters, to provide appropriate training services, to act as a focus for the spreading of best practice. The Centre's mission has been extended to promote and nurture a culture of innovative competitiveness which will give Wales a world class private and public sector.

Wales Quality Centre
Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 30 June 2023

Achievements and performance

Wales Quality Centre maintained its position for providing first class training and business improvement support and advisory services, focusing on innovative thinking, to organisations throughout Wales. This is supported by the high level of positive customer feedback available for scrutiny by appropriate parties. We have continued to expand the portfolio of flexible, quality and organisational development services available to member organisations and the wider market. Our market spans a wide field of economic activity including manufacturing, service sector, health, education, local government, and public authorities.

The year under review, 12 months to June 2023, continued to be a difficult year for Welsh businesses, there continues to be high levels of attrition and employee movement across all sectors, resulting in a skills and experiential challenge for businesses Demand for our services has been high.

We continue to support through implementation support, advice and training and have seen increased interest in particular for our 6 Sigma efficiency savings programme, real projects undertaken by organisations as part of our training programme continues to realise achieved savings for organisation of £millions.

The importance of Wales Quality Centre's role to Wales Plc continues to be as relevant now as to any previous time. We have expanded our portfolio to meet changing needs and have worked flexibly to provide support in difficult times. Our portfolio of training continues to expand along with membership events and partnership working with organisations.

Financial review

We have continued to build on trading from the previous year, and are encouraged by the resilience and innovation of Welsh Business.

It is reassuring to see such a high demand for our services, reflecting our Members planning and upskilling for future growth. It is testament to the mindset and culture of organisations who engage with the centre.

Our financial position is sound, as is future demand for our services, and we look forward to further supporting our customers through the coming year, it truly makes us proud to be Welsh.

Review of the financial position at the end of the accounting period

Total income during the year was £297,875 (2022: £412,391).

Total expenditure amounted to £323,358 (2022: £288,929).

Overall a deficit of £25,483 (2022: surplus £123,462) during the year, detailed breakdown of the income and expenditure forms part of the notes to the accounts.

Summary of Reserves

At the year end unrestricted reserves were £316,515 (2022: £341,998). The level of free reserves available was £315,026.

Reserves Policy

The minimum reserves policy continues unchanged from the previous year, with this in mind, the governors have agreed to continue with the following policy:

The Board's policy is to maintain reserves at a level which would fund at least three months' expenditure in salaries and overheads without income. When expenditure levels reach and remain at a level which threatens that policy, action is taken, through restructuring and downsizing the organisation, to reduce expenditure accordingly.

Wales Quality Centre

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 30 June 2023

We have increased our reserve levels in recent years to provide operational flexibility in uncertain times, and to provide free services to support our members. We will continue to operate with higher reserve levels for the coming year, as this enables us to build more flexibility into our 6 Sigma programme deliveries which are achieving significant savings and benefits for participants. The higher reserves enable trading confidence within this environment, and we will continue to build on our digital transformation to further upgrade our digital footprint and operating efficiency.

We have no issues with our reserve levels at present, these have remained sufficient and stable. We anticipate a reduction in our reserves of around £60,000 within the next year as we utilise these for further improvements and events.

Risk Management

It is the governors' responsibility to be conscious of and identify the major risks to which Wales Quality Centre is exposed and to review the systems and internal controls that have been established to mitigate those risks.

They are satisfied that the necessary systems and internal controls are put in place together with mechanisms to ensure that they continue to operate satisfactorily. All Board and senior management meeting agendas have been drawn up to ensure that strategic and operational risks in relation to the Business Plan are assessed and mitigating strategies put in place where necessary. Wales Quality Centre continually looks to strengthen its internal structure and senior management team to facilitate a more strategic and risk-based approach to planning, decision-making and operational delivery.

We continue to digitise and upgrade our operations for business continuity planning.

Wales Quality Centre
Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 30 June 2023

Plans for future periods

The outlook remains uncertain for Welsh business and is volatile for the coming year, with continued shortages of raw materials across sectors affecting production schedules.

Accordingly, we base our position for the coming year on maintaining a stable financial position, whilst supporting our customer base to improve their business practices and achieve savings and efficiencies.

The organisation will continue to focus on further development and sustainability within the context set out in its operational plan. The core capabilities and capacity of the organisation will continue to be broadened to meet customer demand, and opportunities for new projects will be explored and developed.

Resources will continue to be managed carefully and further consideration will be given to positioning the organisation to enable it to meet challenges and opportunities.

Going forward, the Wales Quality Centre will continue to develop strategic alliances with other complimentary service providers in Wales. The objective is to share knowledge to promote recent concepts behind business improvement and innovation, and raise awareness and competence across our customer base.

Structure, governance and management

Wales Quality Centre is a company limited by guarantee, governed by its Memorandum and Articles of Association which were adopted 29 June 1989 and amended 1 December 1994. The company became a registered charity on 29 April 1997.

The Board of Governors is responsible for the overall governance of the charity. Governors, who can be invited to stand for election by the Chairman and, with the approval of the members, are elected to the Board. Invitations are also sent to member organisations to propose a representative to stand for election to the Board.

The governors are familiar with the work of the Wales Quality Centre, having been involved as members, customers and associates prior to joining the Board.

New governors are required to attend a training session covering the following:

- the management of the Centre, including the obligations of the Governing Board and Memorandum and Articles which set out the operational framework;
- the administration of the Centre including resources, membership support and service delivery;
- current financial position as set out in the published financial statements
- the future plans and strategy

Governors meet on a regular basis attending a minimum of four Board meetings a year. The Board's Executive Sub Committee, comprising the Chair and Vice Chair, with the Chief Executive, meets to monitor the performance of the Centre on a regular basis. At these meetings, the Board reviews strategy and operational performance and sets operating plans and budgets.

The Board delegates the exercise of certain powers regarding the management and administration of the charity as set out below. This is controlled by reporting to the Board so that all decisions made under delegated powers can be ratified by the Board in due course.

Wales Quality Centre

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 30 June 2023

EXECUTIVE COMMITTEE

The Executive Committee comprises the Chair and Vice Chair, with the Chief Executive. The committee meets periodically. It is charged with reviewing the strategy, policy and management of the charity's finance and resources and advising the Board accordingly. The committee ensures proper procedures are in place to manage financial resources prudently and ensures that HR policies and procedures are in line with current legislation and good practice.

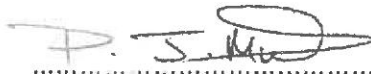
CHIEF EXECUTIVE

The Chief Executive is responsible for the day-to-day management of the charity's affairs and where appropriate, proposing and implementing policies agreed by the Board of Governors.

Small company provisions

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

The trustees' annual report was approved on27/02/24..... and signed on behalf of the board of trustees by:


.....
Trustee

Philip John Meac
.....
Name

Wales Quality Centre
Company Limited by Guarantee

Independent Examiner's Report to the Trustees of Wales Quality Centre

Year ended 30 June 2023

I report to the trustees on my examination of the financial statements of Wales Quality Centre ('the charity') for the year ended 30 June 2023.

Responsibilities and basis of report

As the trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales (ICAEW), which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or
2. the financial statements do not accord with those records; or
3. the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
4. the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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



Farzana Ahmed FCCA
Independent Examiner
Carston Chartered Accountants
1st Floor, Tudor House
16 Cathedral Road
Cardiff
CF11 9LJ

28th Feb 2024

Wales Quality Centre
Company Limited by Guarantee
Statement of Financial Activities
(including income and expenditure account)

Year ended 30 June 2023

		2023		2022
	Note	Unrestricted funds £	Total funds £	Total funds £
Income and endowments				
Donations and legacies	5	16,152	16,152	16,758
Charitable activities	6	279,566	279,566	395,550
Investment income	7	2,157	2,157	83
Total income		<u>297,875</u>	<u>297,875</u>	<u>412,391</u>
Expenditure				
Expenditure on charitable activities	8,9	323,358	323,358	288,929
Total expenditure		<u>323,358</u>	<u>323,358</u>	<u>288,929</u>
Net (expenditure)/income and net movement in funds		<u>(25,483)</u>	<u>(25,483)</u>	<u>123,462</u>
Reconciliation of funds				
Total funds brought forward		341,998	341,998	218,536
Total funds carried forward		<u>316,515</u>	<u>316,515</u>	<u>341,998</u>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The notes on pages 9 to 16 form part of these financial statements.

Wales Quality Centre
Company Limited by Guarantee
Notes to the Financial Statements
Year ended 30 June 2023

	Note	2023 £	£	2022 £
Fixed assets				
Tangible fixed assets	15		1,489	2,901
Current assets				
Debtors	16	49,388		83,911
Cash at bank and in hand		<u>322,996</u>		<u>336,263</u>
		<u>372,384</u>		420,174
Creditors: amounts falling due within one year	17	<u>57,358</u>		81,077
Net current assets			<u>315,026</u>	<u>339,097</u>
Total assets less current liabilities			<u>316,515</u>	<u>341,998</u>
Net assets			<u>316,515</u>	<u>341,998</u>
Funds of the charity				
Unrestricted funds			<u>316,515</u>	<u>341,998</u>
Total charity funds	19		<u>316,515</u>	<u>341,998</u>


For the year ending 30 June 2023 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

23 These financial statements were approved by the board of trustees and authorised for issue on February 2024, and are signed on behalf of the board by:



Trustee

Philip John Micks

Name

Company Registration Number: 0223938

Wales Quality Centre
Company Limited by Guarantee
Notes to the Financial Statements

Year ended 30 June 2023

1. General information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is Waterton Centre, Waterton Industrial Estate, Bridgend, Rhondda Cynon Taff, CF31 3WT.

2. Statement of compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the 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) (Charities SORP (FRS 102)) and the Companies Act 2006.

3. Accounting policies

Basis of preparation

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities and investment properties measured at fair value through income or expenditure.

The financial statements are prepared in sterling, which is the functional currency of the entity.

Going concern

There are no material uncertainties about the charity's ability to continue.

Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

There are no judgements or sources of estimation uncertainty that have a material effect on these accounts.

Fund accounting

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal, and fall into one of two sub-classes: restricted income funds or endowment funds.

Wales Quality Centre
Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 30 June 2023

3. Accounting policies *(continued)*

Incoming resources

All incoming resources are included in the statement of financial activities when entitlement has passed to the charity; it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- legacy income is recognised when receipt is probable and entitlement is established.
- income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.
- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

Resources expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

Operating leases

Lease payments are recognised as an expense over the lease term on a straight-line basis. The aggregate benefit of lease incentives is recognised as a reduction to expense over the lease term, on a straight-line basis.

Wales Quality Centre
Company Limited by Guarantee
Notes to the Financial Statements *(continued)*
Year ended 30 June 2023

3. Accounting policies *(continued)*

Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

An increase in the carrying amount of an asset as a result of a revaluation, is recognised in other recognised gains and losses, unless it reverses a charge for impairment that has previously been recognised as expenditure within the statement of financial activities. A decrease in the carrying amount of an asset as a result of revaluation, is recognised in other recognised gains and losses, except to which it offsets any previous revaluation gain, in which case the loss is shown within other recognised gains and losses on the statement of financial activities.

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Fixtures & fittings	-	25% straight line
Computer Equipment	-	25% straight line

Financial instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument. Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument. Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.

Defined contribution plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

4. Limited by guarantee

Each member of the Board of Trustees has undertaken to guarantee the Charity's debts to the sum of £1 each.

Wales Quality Centre
Company Limited by Guarantee
Notes to the Financial Statements *(continued)*

Year ended 30 June 2023

5. Donations and legacies

	Unrestricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Total Funds 2022 £
Grants				
Government CJRS grant	-	-	1,565	1,565
Subscriptions				
Subscriptions	<u>16,152</u>	<u>16,152</u>	<u>15,193</u>	<u>15,193</u>
	<u>16,152</u>	<u>16,152</u>	<u>16,758</u>	<u>16,758</u>

6. Charitable activities

	Unrestricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Total Funds 2022 £
Training and business advisory services	<u>279,566</u>	<u>279,566</u>	<u>395,550</u>	<u>395,550</u>

7. Investment income

	Unrestricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Total Funds 2022 £
Bank interest received	<u>2,157</u>	<u>2,157</u>	<u>83</u>	<u>83</u>

8. Expenditure on charitable activities by fund type

	Unrestricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Total Funds 2022 £
Training and business advisory services	278,245	278,245	249,279	249,279
Support costs	45,113	45,113	39,650	39,650
	<u>323,358</u>	<u>323,358</u>	<u>288,929</u>	<u>288,929</u>

9. Expenditure on charitable activities by activity type

	Activities undertaken directly £	Support costs £	Total funds 2023 £	Total fund 2022 £
Training and business advisory services	278,245	42,412	320,657	286,328
Governance costs	-	2,701	2,701	2,601
	<u>278,245</u>	<u>45,113</u>	<u>323,358</u>	<u>288,929</u>

Wales Quality Centre
Company Limited by Guarantee
Notes to the Financial Statements *(continued)*

Year ended 30 June 2023

10. Analysis of support costs

	Analysis of support costs £	Total 2023 £	Total 2022 £
Staff costs	42,412	42,412	37,049
Governance costs	2,701	2,701	2,601
	<u>45,113</u>	<u>45,113</u>	<u>39,650</u>

11. Net (expenditure)/income

Net (expenditure)/income is stated after charging/(crediting):

	2023 £	2022 £
Depreciation of tangible fixed assets	<u>1,412</u>	<u>1,229</u>

12. Independent examination fees

	2023 £	2022 £
Fees payable to the independent examiner for: Independent examination of the financial statements	<u>2,700</u>	<u>2,690</u>

13. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2023 £	2022 £
Wages and salaries	146,937	137,529
Social security costs	4,496	3,149
Employer contributions to pension plans	3,440	3,231
	<u>154,873</u>	<u>143,909</u>

The average head count of employees during the year was 4 (2022: 4). The average number of full-time equivalent employees during the year is analysed as follows:

	2023 No.	2022 No.
Number of administration & charitable staff	<u>4</u>	<u>4</u>

The number of employees whose remuneration for the year fell within the following bands, were:

	2023 No.	2022 No.
£60,000 to £69,999	<u>1</u>	<u>1</u>

Key Management Personnel

Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the charity. The total compensation paid to key management personnel for services provided to the charity was £84,434 (2022:£86,486).

Wales Quality Centre
Company Limited by Guarantee
Notes to the Financial Statements *(continued)*

Year ended 30 June 2023

14. Trustee remuneration and expenses

D A Phillips (existing trustee) was appointed as Chief Executive from the 1st August 2018 and also continues her position as a trustee. The total remuneration received by D A Phillips in her capacity as Chief Executives of the company amounted to £84,434 (2022: £86,488). No remuneration was received for any services provided as trustee.

No remuneration or other benefits from employment with the charity or a related entity were received by the other trustees.

No trustee expenses have been incurred.

15. Tangible fixed assets

	Fixtures and fittings £	Equipment £	Total £
Cost			
At 1 July 2022 and 30 June 2023	6,196	17,994	24,190
Depreciation			
At 1 July 2022	6,196	15,093	21,289
Charge for the year	—	1,412	1,412
At 30 June 2023	<u>6,196</u>	<u>16,505</u>	<u>22,701</u>
Carrying amount			
At 30 June 2023	—	1,489	1,489
At 30 June 2022	<u>—</u>	<u>2,901</u>	<u>2,901</u>

16. Debtors

	2023 £	2022 £
Trade debtors	46,778	82,317
Prepayments and accrued income	1,457	1,594
Other debtors	1,153	—
	<u>49,388</u>	<u>83,911</u>

Wales Quality Centre
Company Limited by Guarantee
Notes to the Financial Statements *(continued)*
Year ended 30 June 2023

17. Creditors: amounts falling due within one year

	2023	2022
	£	£
Trade creditors	23,841	11,936
Accruals and deferred income	29,738	47,076
Social security and other taxes	2,540	19,833
Other creditors	1,239	2,232
	<u>57,358</u>	<u>81,077</u>

18. Pensions and other post retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £3,440 (2022: £3,231).

19. Analysis of charitable funds

Unrestricted funds

	At 1 July 2022	Income	Expenditure	At 30 June 2022
	£	£	£	£
General funds	<u>341,998</u>	<u>297,875</u>	<u>(323,358)</u>	<u>316,515</u>

	At 1 July 2021	income	Expenditure	At 30 June 2022
	£	£	£	£
General funds	<u>218,536</u>	<u>412,391</u>	<u>(288,929)</u>	<u>341,998</u>

20. Analysis of net assets between funds

	Unrestricted Funds	Total Funds 2023
	£	£
Tangible fixed assets	1,489	1,489
Current assets	372,384	372,384
Creditors less than 1 year	(57,358)	(57,358)
Net assets	<u>316,515</u>	<u>316,515</u>

	Unrestricted Funds	Total Funds 2022
	£	£
Tangible fixed assets	2,901	2,901
Current assets	420,174	420,174
Creditors less than 1 year	(81,077)	(81,077)
Net assets	<u>341,998</u>	<u>341,998</u>

Wales Quality Centre
Company Limited by Guarantee
Notes to the Financial Statements *(continued)*
Year ended 30 June 2023

21. Operating lease commitments

The total future minimum lease payments under non-cancellable operating leases are as follows:

	2023	2022
	£	£
Not later than 1 year	793	1,586
Later than 1 year and not later than 5 years	—	1,561
	<u>793</u>	<u>3,147</u>

22. Related parties

D A Phillips (existing trustee) was appointed as Chief Executive from the 1st August 2018 and also continues her position as a trustee. The total remuneration received by D A Phillips in her capacity as Chief Executives of the company amounted to £84,434 (2022: £86,488). No remuneration was received for any services provided as trustee.

Members get 25% discount on consultancy and training.

WALES QUALITY CENTRE

England & Wales - Charity number 1062140

Accounts

COMPANY REGISTRATION NUMBER: 02239398
CHARITY REGISTRATION NUMBER: 1062140

Wales Quality Centre
Company Limited by Guarantee
Unaudited Financial Statements
30 June 2022

CARSTON

Chartered accountants
1st Floor, Tudor House
16 Cathedral Road
Cardiff
CF11 9LJ

Wales Quality Centre
Company Limited by Guarantee
Financial Statements
Year ended 30 June 2022

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Wales Quality Centre
Company Limited by Guarantee
Trustees' Annual Report (Incorporating the Director's Report)
Year ended 30 June 2022

The trustees, who are also the directors for the purposes of company law, present their report and the unaudited financial statements of the charity for the year ended 30 June 2022.

Reference and administrative details

Registered charity name	Wales Quality Centre
Charity registration number	1062140
Company registration number	02239398
Principal office and registered office	Waterton Centre Waterton Industrial Estate Bridgend Rhondda Cynon Taff CF31 3WT
The trustees	D A Phillips J Daniels P Miers M Roscrow P Yip R O'Neill C Quinn J Bowen
Senior management	D A Phillips – Chief Executive
Independent examiner	Farzana Ahmed FCCA Carston Chartered Accountants 1st Floor, Tudor House 16 Cathedral Road Cardiff CF11 9LJ

Objectives and activities

The trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Wales Quality Centre aims and objectives and in planning future activities.

The charity's declared objective is to promote and improve the cause of quality management, innovation and organisational competence in Wales. The policy remains to provide advice to member and other organisations in Wales on quality and other related matters, to provide appropriate training services, to act as a focus for the spreading of best practice. The Centre's mission has been extended to promote and nurture a culture of innovative competitiveness which will give Wales a world class private and public sector.

Wales Quality Centre

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 30 June 2022

Achievements and performance

Wales Quality Centre maintained its position for providing first class training and business improvement support and advisory services, focusing on innovative thinking, to organisations throughout Wales. This is supported by the high level of positive customer feedback available for scrutiny by appropriate parties. We have continued to expand the portfolio of flexible, quality and organisational development services available to member organisations and the wider market. Our market spans a wide field of economic activity including manufacturing, service sector, health, education, local government, and public authorities.

The year under review, 12 months to June 2022, continued to be a difficult year for Welsh businesses as 'business as usual' is adapting to the new normal. Demand for our services has been high, this has been fuelled in part by a new awareness around business continuity issues, combined with high levels of attrition and employee movement across all sectors.

It is not anticipated that the coming year will be any less difficult for Welsh business, as they recover from the impact of the pandemic, they are faced with high utility bills and skills and resource shortages.

We continue to support through implementation support, advice and training and have seen increased interest in particular for our 6 Sigma efficiency savings programme, real projects undertaken by organisations as part of our training programme achieved savings for organisation of £millions.

The importance of Wales Quality Centre's role to Wales Plc continues to be as relevant now as to any previous time. We have expanded our portfolio to meet changing needs and have worked flexibly to provide support in difficult times. Our portfolio of training continues to expand along with membership events and partnership working with organisations has further increased.

Financial review

We have continued to build on trading from the previous year, and are encouraged by the resilience and innovation of Welsh Business

It is reassuring to see such a high demand for our services, reflecting our Members planning and upskilling for future growth. It is testament to the mindset and culture of organisations who engage with the centre.

Our financial position is sound, as is future demand for our services, and we look forward to further supporting our customers through the coming year, it truly makes us proud to be Welsh

Review of the financial position at the end of the accounting period

Total income during the year was £412,391 (2021: £312,014).

Total expenditure amounted to £288,929 (2021: £265,549).

Overall a surplus of £123,462 (2021: £46,465) was made during the year, detailed breakdown of the income and expenditure forms part of the notes to the accounts.

Summary of Reserves

At the year end unrestricted reserves were £341,998 (2021: £218,536). The level of free reserves available was £339,097

Reserves Policy

The minimum reserves policy continues unchanged from the previous year, with this in mind, the governors have agreed to continue with the following policy:

Wales Quality Centre

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 30 June 2022

The Board's policy is to maintain reserves at a level which would fund at least three months' expenditure in salaries and overheads without income. When expenditure levels reach and remain at a level which threatens that policy, action is taken, through restructuring and downsizing the organisation, to reduce expenditure accordingly.

We have increased our reserve levels in recent years to provide operational flexibility in uncertain times, and to provide free services to support our members. We will continue to operate with higher reserve levels for the coming year, to enable trading confidence, and to use reserves over the next 2 years to further upgrade our digital footprint and operating efficiency.

We have no issues with our reserve levels at present, these have remain sufficient and stable.

Risk Management

It is the governors' responsibility to be conscious of and identify the major risks to which Wales Quality Centre is exposed and to review the systems and internal controls that have been established to mitigate those risks.

They are satisfied that the necessary systems and internal controls are put in place together with mechanisms to ensure that they continue to operate satisfactorily. All Board and senior management meeting agendas have been drawn up to ensure that strategic and operational risks in relation to the Business Plan are assessed and mitigating strategies put in place where necessary. Wales Quality Centre continually looks to strengthen its internal structure and senior management team to facilitate a more strategic and risk-based approach to planning, decision-making and operational delivery.

Plans for future periods

The outlook remains uncertain for Welsh business and is volatile for the coming year, it remains difficult to create a strategy based on normal assumptions and risks.

Accordingly, we base our position for the year on maintaining a stable financial position, whilst supporting our customer base to improve their business practices and achieve savings and efficiencies.

The organisation will continue to focus on further development and sustainability within the context set out in its operational plan. The core capabilities and capacity of the organisation will continue to be broadened to meet customer demand, and opportunities for new projects will be explored and developed.

Resources will continue to be managed carefully and further consideration will be given to positioning the organisation to enable it to meet challenges and opportunities.

Going forward, the Wales Quality Centre will continue to develop strategic alliances with other complimentary service providers in Wales. The objective is to share knowledge and access each others' membership and client base to promote the more recent concepts behind business improvement and innovation.

Wales Quality Centre

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 30 June 2022

Structure, governance and management

Wales Quality Centre is a company limited by guarantee, governed by its Memorandum and Articles of Association which were adopted 29 June 1989 and amended 1 December 1994. The company became a registered charity on 29 April 1997.

The Board of Governors is responsible for the overall governance of the charity. Governors, who can be invited to stand for election by the Chairman and, with the approval of the members, are elected to the Board. Invitations are also sent to member organisations to propose a representative to stand for election to the Board.

The governors are familiar with the work of the Wales Quality Centre, having been involved as members, customers and associates prior to joining the Board.

New governors are required to attend a training session covering the following:

- the management of the Centre, including the obligations of the Governing Board and Memorandum and Articles which set out the operational framework;
- the administration of the Centre including resources, membership support and service delivery;
- current financial position as set out in the published financial statements
- the future plans and strategy

Governors meet on a regular basis attending a minimum of four Board meetings a year. The Board's Executive Sub Committee, comprising the Chair and Vice Chair, with the Chief Executive, meets to monitor the performance of the Centre on a regular basis. At these meetings, the Board reviews strategy and operational performance and sets operating plans and budgets.

The Board delegates the exercise of certain powers regarding the management and administration of the charity as set out below. This is controlled by reporting to the Board so that all decisions made under delegated powers can be ratified by the Board in due course.

EXECUTIVE COMMITTEE

The Executive Committee comprises the Chair and Vice Chair, with the Chief Executive. The committee meets periodically. It is charged with reviewing the strategy, policy and management of the charity's finance and resources and advising the Board accordingly. The committee ensures proper procedures are in place to manage financial resources prudently and ensures that HR policies and procedures are in line with current legislation and good practice.

CHIEF EXECUTIVE

The Chief Executive is responsible for the day-to-day management of the charity's affairs and where appropriate, proposing and implementing policies agreed by the Board of Governors.

Wales Quality Centre

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 30 June 2022

Small company provisions

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

The trustees' annual report was approved on17/2/23..... and signed on behalf of the board of trustees by:



.....
Trustee

Phil Miers (Chair)

.....
Name

Wales Quality Centre

Company Limited by Guarantee

Independent Examiner's Report to the Trustees of Wales Quality Centre

Year ended 30 June 2022

I report to the trustees on my examination of the financial statements of Wales Quality Centre ('the charity') for the year ended 30 June 2022.

Responsibilities and basis of report

As the trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

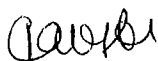
Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Association of Chartered Certified Accountants (ACCA), which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or
2. the financial statements do not accord with those records; or
3. the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
4. the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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



Farzana Ahmed FCCA
Independent Examiner
Carston Chartered Accountants
1st Floor, Tudor House
16 Cathedral Road
Cardiff
CF11 9LJ

17/02/2023

Wales Quality Centre
Company Limited by Guarantee
Statement of Financial Activities
(including income and expenditure account)
Year ended 30 June 2022

	Note	2022		2021
		Unrestricted funds £	Total funds £	Total funds £
Income and endowments				
Donations and legacies	5	16,758	16,758	43,076
Charitable activities	6	395,550	395,550	268,920
Investment income	7	83	83	18
Total income		<u>412,391</u>	<u>412,391</u>	<u>312,014</u>
Expenditure				
Expenditure on charitable activities	8,9	<u>288,929</u>	<u>288,929</u>	<u>265,549</u>
Total expenditure		<u>288,929</u>	<u>288,929</u>	<u>265,549</u>
Net income and net movement in funds		<u>123,462</u>	<u>123,462</u>	<u>46,465</u>
Reconciliation of funds				
Total funds brought forward		<u>218,536</u>	<u>218,536</u>	<u>172,071</u>
Total funds carried forward		<u>341,998</u>	<u>341,998</u>	<u>218,536</u>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The notes on pages 9 to 17 form part of these financial statements.

Wales Quality Centre
Company Limited by Guarantee
Statement of Financial Position

30 June 2022

	Note	2022 £	2021 £
Fixed assets			
Tangible fixed assets	15	2,901	1,922
Current assets			
Debtors	16	83,911	76,142
Cash at bank and in hand		<u>336,263</u>	<u>207,743</u>
		420,174	283,885
Creditors: amounts falling due within one year	17	<u>81,077</u>	<u>67,271</u>
Net current assets		<u>339,097</u>	<u>216,614</u>
Total assets less current liabilities		<u>341,998</u>	<u>218,536</u>
Net assets		<u>341,998</u>	<u>218,536</u>
Funds of the charity			
Unrestricted funds		<u>341,998</u>	<u>218,536</u>
Total charity funds	20	<u>341,998</u>	<u>218,536</u>


For the year ending 30 June 2022 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

These financial statements were approved by the board of trustees and authorised for issue on 17th February 2022, and are signed on behalf of the board by:



Trustee

Phil Miers (Chair)

.....
 Name

Company Registration Number: 0223938

The notes on pages 9 to 17 form part of these financial statements.

Wales Quality Centre
Company Limited by Guarantee
Notes to the Financial Statements
Year ended 30 June 2022

1. General information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is Waterton Centre, Waterton Industrial Estate, Bridgend, Rhondda Cynon Taff, CF31 3WT.

2. Statement of compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the 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) (Charities SORP (FRS 102)) and the Companies Act 2006.

3. Accounting policies

Basis of preparation

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities and investment properties measured at fair value through income or expenditure.

The financial statements are prepared in sterling, which is the functional currency of the entity.

Going concern

There are no material uncertainties about the charity's ability to continue.

Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

There are no judgements or sources of estimation uncertainty that have a material effect on these accounts.

Fund accounting

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal, and fall into one of two sub-classes: restricted income funds or endowment funds.

Wales Quality Centre
Company Limited by Guarantee
Notes to the Financial Statements *(continued)*
Year ended 30 June 2022

3. Accounting policies *(continued)*

Incoming resources

All incoming resources are included in the statement of financial activities when entitlement has passed to the charity; it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- legacy income is recognised when receipt is probable and entitlement is established.
- income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.
- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

Resources expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

Operating leases

Lease payments are recognised as an expense over the lease term on a straight-line basis. The aggregate benefit of lease incentives is recognised as a reduction to expense over the lease term, on a straight-line basis.

Wales Quality Centre
Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 30 June 2022

3. Accounting policies *(continued)*

Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

An increase in the carrying amount of an asset as a result of a revaluation, is recognised in other recognised gains and losses, unless it reverses a charge for impairment that has previously been recognised as expenditure within the statement of financial activities. A decrease in the carrying amount of an asset as a result of revaluation, is recognised in other recognised gains and losses, except to which it offsets any previous revaluation gain, in which case the loss is shown within other recognised gains and losses on the statement of financial activities.

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Fixtures & fittings	-	25% straight line
Computer Equipment	-	25% straight line

Government grants

Government grants are recognised at the fair value of the asset received or receivable. Grants are not recognised until there is reasonable assurance that the charity will comply with the conditions attaching to them and the grants will be received.

Where the grant does not impose specified future performance-related conditions on the recipient, it is recognised in income when the grant proceeds are received or receivable. Where the grant does impose specified future performance-related conditions on the recipient, it is recognised in income only when the performance-related conditions have been met. Where grants received are prior to satisfying the revenue recognition criteria, they are recognised as a liability.

Financial instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument. Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument. Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.

Defined contribution plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

Wales Quality Centre
Company Limited by Guarantee
Notes to the Financial Statements *(continued)*

Year ended 30 June 2022

3. Accounting policies *(continued)*

Defined contribution plans *(continued)*

When contributions are not expected to be settled wholly within 12 months of the end of the reporting date in which the employees render the related service, the liability is measured on a discounted present value basis. The unwinding of the discount is recognised as an expense in the period in which it arises.

4. Limited by guarantee

Each member of the Board of Trustees has undertaken to guarantee the Charity's debts to the sum of £1 each.

5. Donations and legacies

	Unrestricted Funds £	Total Funds 2022 £	Unrestricted Funds £	Total Funds 2021 £
Grants				
Government CJRS grant	1,565	1,565	12,427	12,427
Government grant income	-	-	10,000	10,000
Subscriptions				
Subscriptions	15,193	15,193	20,649	20,649
	<u>16,758</u>	<u>16,758</u>	<u>43,076</u>	<u>43,076</u>

6. Charitable activities

	Unrestricted Funds £	Total Funds 2022 £	Unrestricted Funds £	Total Funds 2021 £
Training and business advisory services	395,550	395,550	268,920	268,920
	<u>395,550</u>	<u>395,550</u>	<u>268,920</u>	<u>268,920</u>

7. Investment income

	Unrestricted Funds £	Total Funds 2022 £	Unrestricted Funds £	Total Funds 2021 £
Bank interest received	83	83	18	18
	<u>83</u>	<u>83</u>	<u>18</u>	<u>18</u>

Wales Quality Centre

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 30 June 2022

8. Expenditure on charitable activities by fund type

	Unrestricted Funds £	Total Funds 2022 £	Unrestricted Funds £	Total Funds 2021 £
Training and business advisory services	249,279	249,279	231,493	231,493
Support costs	39,650	39,650	34,056	34,056
	<u>288,929</u>	<u>288,929</u>	<u>265,549</u>	<u>265,549</u>

9. Expenditure on charitable activities by activity type

	Activities undertaken directly £	Support costs £	Total funds 2022 £	Total fund 2021 £
Training and business advisory services	249,279	37,049	286,328	262,858
Governance costs	–	2,601	2,601	2,691
	<u>249,279</u>	<u>39,650</u>	<u>288,929</u>	<u>265,549</u>

10. Analysis of support costs

	Analysis of support costs £	Total 2022 £	Total 2021 £
Staff costs	37,049	37,049	31,365
Governance costs	2,601	2,601	2,691
	<u>39,650</u>	<u>39,650</u>	<u>34,056</u>

11. Net income

Net income is stated after charging/(crediting):

	2022 £	2021 £
Depreciation of tangible fixed assets	1,229	683

12. Independent examination fees

	2022 £	2021 £
Fees payable to the independent examiner for: Independent examination of the financial statements	2,690	2,690

Wales Quality Centre
Company Limited by Guarantee
Notes to the Financial Statements *(continued)*
Year ended 30 June 2022

13. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2022	2021
	£	£
Wages and salaries	137,529	110,903
Social security costs	3,149	1,831
Employer contributions to pension plans	3,231	3,217
	<u>143,909</u>	<u>115,951</u>

The average head count of employees during the year was 4 (2021: 4). The average number of full-time equivalent employees during the year is analysed as follows:

	2022	2021
	No.	No.
Number of administration & charitable staff	<u>4</u>	<u>4</u>

The number of employees whose remuneration for the year fell within the following bands, were:

	2022	2021
	No.	No.
£60,000 to £69,999	<u>1</u>	<u>—</u>

Key Management Personnel

Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the charity. The total compensation paid to key management personnel for services provided to the charity was £86,488 (2021: £62,730).

14. Trustee remuneration and expenses

D A Phillips (existing trustee) was appointed as Chief Executive from the 1st August 2018 and also continues her position as a trustee. The total remuneration received by D A Phillips in her capacity as Chief Executives of the company amounted to £86,488 (2021: £62,730). No remuneration was received for any services provided as trustee.

No remuneration or other benefits from employment with the charity or a related entity were received by the other trustees.

No trustee expenses have been incurred.

Wales Quality Centre
Company Limited by Guarantee
Notes to the Financial Statements *(continued)*
Year ended 30 June 2022

15. Tangible fixed assets

	Fixtures and fittings £	Equipment £	Total £
Cost			
At 1 July 2021	6,196	15,786	21,982
Additions	–	2,208	2,208
At 30 June 2022	<u>6,196</u>	<u>17,994</u>	<u>24,190</u>
Depreciation			
At 1 July 2021	6,196	13,864	20,060
Charge for the year	–	1,229	1,229
At 30 June 2022	<u>6,196</u>	<u>15,093</u>	<u>21,289</u>
Carrying amount			
At 30 June 2022	<u>–</u>	<u>2,901</u>	<u>2,901</u>
At 30 June 2021	–	1,922	1,922

16. Debtors

	2022 £	2021 £
Trade debtors	82,317	74,765
Prepayments and accrued income	1,594	1,377
	<u>83,911</u>	<u>76,142</u>

17. Creditors: amounts falling due within one year

	2022 £	2021 £
Trade creditors	11,936	34,226
Accruals and deferred income	47,076	19,877
Social security and other taxes	19,833	11,964
Other creditors	2,232	1,204
	<u>81,077</u>	<u>67,271</u>

18. Pensions and other post retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £3,231 (2021: £3,217).

Wales Quality Centre
Company Limited by Guarantee
Notes to the Financial Statements *(continued)*
Year ended 30 June 2022

19. Government grants

The amounts recognised in the financial statements for government grants are as follows:

	2022	2021
	£	£
Recognised in income from donations and legacies:		
Government grants income	<u>–</u>	<u>10,000</u>

20. Analysis of charitable funds

Unrestricted funds

	At 1 July 2021	Income	Expenditure	At 30 June 2022
	£	£	£	£
General funds	<u>218,536</u>	<u>412,391</u>	<u>(288,929)</u>	<u>341,998</u>

	At 1 July 2020	Income	Expenditure	At 30 June 2021
	£	£	£	£
General funds	<u>172,071</u>	<u>312,014</u>	<u>(265,549)</u>	<u>218,536</u>

21. Analysis of net assets between funds

	Unrestricted Funds	Total Funds
	£	£
Tangible fixed assets	2,901	2,901
Current assets	420,174	420,174
Creditors less than 1 year	(81,077)	(81,077)
Net assets	<u>341,998</u>	<u>341,998</u>

	Unrestricted Funds	Total Funds
	£	£
Tangible fixed assets	1,922	1,922
Current assets	283,885	283,885
Creditors less than 1 year	(67,271)	(67,271)
Net assets	<u>218,536</u>	<u>218,536</u>

22. Operating lease commitments

The total future minimum lease payments under non-cancellable operating leases are as follows:

	2022	2021
	£	£
Not later than 1 year	1,586	1,813
Later than 1 year and not later than 5 years	1,561	2,152
	<u>3,147</u>	<u>3,965</u>

Wales Quality Centre

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 30 June 2022

23. Related parties

D A Phillips (existing trustee) was appointed as Chief Executive from the 1st August 2018 and also continues her position as a trustee. The total remuneration received by D A Phillips in her capacity as Chief Executives of the company amounted to £86,488 (2021: £62,730). No remuneration was received for any services provided as trustee.

Members get 25% discount on consultancy and training.

WALES QUALITY CENTRE

England & Wales - Charity number 1062140

Accounts

COMPANY REGISTRATION NUMBER: 02239398
CHARITY REGISTRATION NUMBER: 1062140

Wales Quality Centre
Company Limited by Guarantee
Unaudited Financial Statements
30 June 2021

CARSTON
Chartered accountants
1st Floor, Tudor House
16 Cathedral Road
Cardiff
CF11 9LJ

Wales Quality Centre
Company Limited by Guarantee
Financial Statements
Year ended 30 June 2021

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Wales Quality Centre
Company Limited by Guarantee
Trustees' Annual Report (Incorporating the Director's Report)
Year ended 30 June 2021

The trustees, who are also the directors for the purposes of company law, present their report and the unaudited financial statements of the charity for the year ended 30 June 2021.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered charity name	Wales Quality Centre	
Charity registration number	1062140	
Company registration number	2239398	
Principal office and registered office	Waterton Centre Waterton Industrial Estate Bridgend Rhondda Cynon Taff CF31 3WT	
The trustees	D A Phillips J Daniels P Miers M Roscrow P Yip R Cater D J Phillips J F Ashburner R O'Neill C Quinn J Bowen	(Retired 25 February 2021) (Retired 25 February 2021) (Retired 17 June 2021) (Appointed 17 June 2021) (Appointed 17 June 2021) (Appointed 28 October 2021)
Senior management	D A Phillips – Chief Executive	
Independent examiner	Farzana Ahmed FCCA 1st Floor, Tudor House 16 Cathedral Road Cardiff CF11 9LJ	

OBJECTIVES AND ACTIVITIES

The trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Wales Quality Centre aims and objectives and in planning future activities.

The charity's declared objective is to promote and improve the cause of quality management, innovation and organisational competence in Wales. The policy remains to provide advice to member and other organisations in Wales on quality and other related matters, to provide appropriate training services, to act as a focus for the spreading of best practice. The Centre's mission has been extended to promote and nurture a culture of innovative competitiveness which will give Wales a world class private and public sector.

Wales Quality Centre

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 30 June 2021

ACHIEVEMENTS AND PERFORMANCE

Wales Quality Centre maintained its position for providing first class training and business advisory services, focusing on innovative thinking, to organisations throughout Wales. This is supported by the high level of positive customer feedback available for scrutiny by appropriate parties. We have continued to expand the portfolio of flexible quality and organisational development services available to member organisations and the wider market. Our market spans a wide field of economic activity including manufacturing, the service sector, health, education, local government, and public authorities.

The year under review, 12 months to June 2021, continued to be a difficult year for Welsh businesses.

During this period the world has suffered a pandemic from the Covid-19 Corona virus in various mutations, and the impact on industry and the economy has been significant. This has been particularly difficult for service and hospitality sectors but has also impacted on manufacturing and business and consumer confidence. Remote working and changes to operational processes have had an impact on most businesses and Wales Quality Centre is no exception.

We have continued to be busy in the medical devices sector which is to be expected, providing advice and resource for route to market for Covid necessary products such as ventilators, PPE and lateral flow Covid testing, and have facilitated impact assessment and route to market for lateral flow testing.

We have continued to support Welsh businesses, through this difficult time with schedules of free courses available to all. This has enabled upskilling of employees at no cost to employers and without barriers for individuals, these have been exceptionally well attended. We have additionally supported WG in ensuring effective dissemination of information and opportunities relating to the pandemic. It is not anticipated that the coming year will be any less difficult for Welsh business, the pandemic continues to provide challenges for businesses, and it is likely that the effects of the Covid Pandemic will continue for some time. Budgeting uncertainty will be an issue going forward, whilst it is possible to have a strategy in place to mitigate risk, forward budget planning with any degree of accuracy is impossible.

The importance of Wales Quality Centre's role to Wales Plc continues to be as relevant now as to any previous time. We have expanded our portfolio to meet changing needs and have worked flexibly to provide support in difficult times. Our portfolio of training continues to expand along with membership events and partnership working with organisations has further increased.

Wales Quality Centre

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 30 June 2021

FINANCIAL REVIEW

We have continued to build on trading from the previous year, and are encouraged by the resilience and innovation of Welsh Business. It is unclear to what extent the pandemic will impact on our members or the Centre, going forward, but to date Wales PLC appears to have weathered the storm with minimal casualties.

Reassuringly our Membership has not been adversely impacted by the Pandemic, whilst there has been some attrition, this is normal and reflects reasons for joining, we have welcomed new members and have engaged with a new customer base.

The Automotive Sector in Wales was previously disproportionately impacted, with capital investment for new technologies being located elsewhere, suffered Covid related challenges, and subsequently shortages of raw materials. Where training in this sector had largely stalled, we have seen a rebound with respect to training and positioning themselves for sustainable growth.

Demand for our support has increased and we continue to offer remote deliveries and crucially the flexibility organisations require to manage with workforce absences and attrition resulting from the pandemic.

Review of the financial position at the end of the accounting period

Total income during the year was £312,014 (2020: £251,092).

Total expenditure amounted to £265,549 (2020: £239,401).

Overall a surplus of £46,465 (2020: £11,691) was made during the year, detailed breakdown of the income and expenditure forms part of the notes to the accounts.

Summary of Reserves

At the year-end unrestricted reserves were £218,536 (2020: £172,071). The level of free reserves available was £216,614.

Reserves Policy

The minimum reserves policy continues unchanged from the previous year, with this in mind, the governors have agreed to continue with the following policy:

The Board's policy is to maintain reserves at a level which would fund at least three months' expenditure in salaries and overheads without income. When expenditure levels reach and remain at a level which threatens that policy, action is taken, through restructuring and downsizing the organisation, to reduce expenditure accordingly.

It is recommended that we look to maintain current reserve levels for the coming year, to enable trading confidence, to provide a cushion during the Pandemic, and to enable the Centre to provide additional support as needed. We maintain some additional reserves to ensure operational flexibility in uncertain times.

We have no issues with our reserve levels at present, these have increased and remain sufficient and stable. We have built our reserves to previous levels to enable us the operational flexibility to provide the ability to re-engage when normality returns to working life.

Risk Management

It is the governors' responsibility to be conscious of and identify the major risks to which Wales Quality Centre is exposed and to review the systems and internal controls that have been established to mitigate those risks.

Wales Quality Centre

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 30 June 2021

They are satisfied that the necessary systems and internal controls are put in place together with mechanisms to ensure that they continue to operate satisfactorily. All Board and senior management meeting agendas have been drawn up to ensure that strategic and operational risks in relation to the Business Plan are assessed and mitigating strategies put in place where necessary. Wales Quality Centre continually looks to strengthen its internal structure and senior management team to facilitate a more strategic and risk-based approach to planning, decision-making and operational delivery.

PLANS FOR FUTURE PERIODS

The outlook remains volatile for the coming year, with unknowns surrounding the impact and longevity of the Pandemic, it remains difficult to create a strategy based on normal assumptions and risks.

It is reassuring that we have not seen significant Member attrition this year, but it remains difficult to predict when life will return to normal, or the impact of current constraints on our customer base.

Accordingly, we base our position for the year on maintaining our financial position without any undue attrition, the organisation will continue to focus on its further development and sustainability within the context set out in its operational plan. The core capabilities and capacity of the organisation will continue to be broadened and strengthened and opportunities for new projects will be explored and developed.

Resources will continue to be managed carefully and further consideration will be given to positioning the organisation to enable it to meet challenges and opportunities. The Centre will continue to recruit additional associates that will enable the portfolio of services to expand to meet business needs.

Going forward, the Wales Quality Centre will continue to develop strategic alliances with other complimentary service providers in Wales. The objective is to share knowledge and access each other's membership and client base to promote the more recent concepts behind business improvement and innovation.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Wales Quality Centre is a company limited by guarantee, governed by its Memorandum and Articles of Association which were adopted 29 June 1989 and amended 1 December 1994. The company became a registered charity on 29 April 1997.

The Board of Governors is responsible for the overall governance of the charity. Governors, who can be invited to stand for election by the Chairman and, with the approval of the members, are elected to the Board. Invitations are also sent to member organisations to propose a representative to stand for election to the Board.

The governors are familiar with the work of the Wales Quality Centre, having been involved as members, customers and associates prior to joining the Board.

New governors are required to attend a training session covering the following:

- the management of the Centre, including the obligations of the Governing Board and Memorandum and Articles which set out the operational framework;
- the administration of the Centre including resources, membership support and service delivery;
- current financial position as set out in the published financial statements
- the future plans and strategy

Wales Quality Centre

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 30 June 2021

Governors meet on a regular basis attending a minimum of four Board meetings a year. The Board's Executive Sub Committee, comprising the Chair and Vice Chair, with the Chief Executive, meets to monitor the performance of the Centre on a regular basis. At these meetings, the Board reviews strategy and operational performance and sets operating plans and budgets.

The Board delegates the exercise of certain powers regarding the management and administration of the charity as set out below. This is controlled by reporting to the Board so that all decisions made under delegated powers can be ratified by the Board in due course.

Executive Committee

The Executive Committee comprises the Chair and Vice Chair, with the Chief Executive. The committee meets periodically. It is charged with reviewing the strategy, policy and management of the charity's finance and resources and advising the Board accordingly. The committee ensures proper procedures are in place to manage financial resources prudently and ensures that HR policies and procedures are in line with current legislation and good practice.

Chief Executive

The Chief Executive is responsible for the day-to-day management of the charity's affairs and where appropriate, proposing and implementing policies agreed by the Board of Governors.

Events after the end of the reporting period

Particulars of events after the reporting date are detailed in note 23 to the financial statements.

Small company provisions

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

The trustees' annual report was approved on 16/2/2022 and signed on behalf of the board of trustees by:



Trustee

Name

Phil Miers
Chair

Wales Quality Centre

Company Limited by Guarantee

Independent Examiner's Report to the Trustees of Wales Quality Centre

Year ended 30 June 2021

I report to the trustees on my examination of the financial statements of Wales Quality Centre ('the charity') for the year ended 30 June 2021.

Responsibilities and basis of report

As the trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Association of Chartered Certified Accountants (ACCA), which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or
2. the financial statements do not accord with those records; or
3. the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
4. the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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

Farzana Ahmed FCCA
Independent Examiner

1st Floor, Tudor House
16 Cathedral Road
Cardiff
CF11 9LJ

Dated:

Wales Quality Centre
Company Limited by Guarantee
Statement of Financial Activities
(including income and expenditure account)
Year ended 30 June 2021

		2021		2020
	Note	Unrestricted funds £	Total funds £	Total funds £
Income and endowments				
Donations and legacies	5	43,076	43,076	30,264
Charitable activities	6	268,920	268,920	220,553
Investment income	7	18	18	275
	
Total income		312,014	312,014	251,092
		=	=	=
Expenditure				
Expenditure on charitable activities	8,9	265,549	265,549	239,401
	
Total expenditure		265,549	265,549	239,401
		=	=	=
	
Net income and net movement in funds		46,465	46,465	11,691
		=	=	=
Reconciliation of funds				
Total funds brought forward		172,071	172,071	160,380
	
Total funds carried forward		218,536	218,536	172,071
		=	=	=

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The notes on pages 9 to 16 form part of these financial statements.

Wales Quality Centre
Company Limited by Guarantee
Statement of Financial Position

30 June 2021

	Note	2021 £	£	2020 £
Fixed assets				
Tangible fixed assets	15		1,922	1,664
Current assets				
Debtors	16	76,142		39,646
Cash at bank and in hand		207,742		174,638
		<u>283,885</u>		<u>214,284</u>
Creditors: amounts falling due within one year	17	67,271		43,877
Net current assets			<u>216,614</u>	<u>170,407</u>
Total assets less current liabilities			<u>218,536</u>	<u>172,071</u>
Net assets			<u>218,536</u>	<u>172,071</u>
Funds of the charity				
Unrestricted funds			<u>218,536</u>	<u>172,071</u>
Total charity funds	20		<u>218,536</u>	<u>172,071</u>

For the year ending 30 June 2021 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

These financial statements were approved by the board of trustees and authorised for issue on 16 February 2022, and are signed on behalf of the board by:



.....
Trustee

Name

Phil Miers Chair

Company Registration Number: 02239398

The notes on pages 9 to 16 form part of these financial statements.

Wales Quality Centre
Company Limited by Guarantee
Notes to the Financial Statements
Year ended 30 June 2021

1. General information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is Waterton Centre, Waterton Industrial Estate, Bridgend, Rhondda Cynon Taff, CF31 3WT.

2. Statement of compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the 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) (Charities SORP (FRS 102)) and the Companies Act 2006.

3. Accounting policies

Basis of preparation

The financial statements have been prepared on the historical cost basis. The financial statements are prepared in sterling, which is the functional currency of the entity.

Going concern

As at 30 June 2021 the charitable company had unrestricted reserves of £218,536, of which £216,614 are free reserves. The trustees have considered the going concern position in some detail and are satisfied that in the immediate future the steps that they have already taken to review costs and secure funding for the next financial year should be sufficient to keep the charity operational for at least 12 months, although they acknowledge that the pandemic has caused worldwide uncertainty. The detailed justification for this has been included in the trustees' annual report. On this basis the trustees are satisfied that no adjustments are required to the accounts at 30 June 2021 to reflect any uncertainty in going concern.

Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

There are no judgements or sources of estimation uncertainty that have a material effect on these accounts.

Fund accounting

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal, and fall into one of two sub-classes: restricted income funds or endowment funds.

Wales Quality Centre

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 30 June 2021

3. Accounting policies *(continued)*

Incoming resources

All incoming resources are included in the statement of financial activities when entitlement has passed to the charity; it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- legacy income is recognised when receipt is probable and entitlement is established.
- income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.
- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

Resources expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

Operating leases

Lease payments are recognised as an expense over the lease term on a straight-line basis. The aggregate benefit of lease incentives is recognised as a reduction to expense over the lease term, on a straight-line basis.

Wales Quality Centre
Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 30 June 2021

3. Accounting policies *(continued)*

Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

An increase in the carrying amount of an asset as a result of a revaluation, is recognised in other recognised gains and losses, unless it reverses a charge for impairment that has previously been recognised as expenditure within the statement of financial activities. A decrease in the carrying amount of an asset as a result of revaluation, is recognised in other recognised gains and losses, except to which it offsets any previous revaluation gain, in which case the loss is shown within other recognised gains and losses on the statement of financial activities.

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Fixtures & fittings	-	25% straight line
Computer Equipment	-	25% straight line

Government grants

Government grants are recognised at the fair value of the asset received or receivable. Grants are not recognised until there is reasonable assurance that the charity will comply with the conditions attaching to them and the grants will be received.

Where the grant does not impose specified future performance-related conditions on the recipient, it is recognised in income when the grant proceeds are received or receivable. Where the grant does impose specified future performance-related conditions on the recipient, it is recognised in income only when the performance-related conditions have been met. Where grants received are prior to satisfying the revenue recognition criteria, they are recognised as a liability.

Financial instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument. Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument. Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.

Defined contribution plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

4. Limited by guarantee

Each member of the Board of Trustees has undertaken to guarantee the Charity's debts to the sum of £1 each.

Wales Quality Centre

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 30 June 2021

5. Donations and legacies

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2020 £
Grants				
Government CJRS grant	12,427	12,427	6,269	6,269
Government grant income	10,000	10,000	–	–
Subscriptions				
Subscriptions	20,649	20,649	23,995	23,995
	43,076	43,076	30,264	30,264
	=	=	=	=

6. Charitable activities

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2020 £
Training and business advisory services	268,920	268,920	220,553	220,553
	=	=	=	=

7. Investment income

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2020 £
Bank interest received	18	18	275	275
	=	=	=	=

8. Expenditure on charitable activities by fund type

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2020 £
Training and business advisory services	231,494	231,494	212,438	212,438
Support costs	34,055	34,055	26,963	26,963
	265,549	265,549	239,401	239,401
	=	=	=	=

9. Expenditure on charitable activities by activity type

	Activities undertaken directly £	Support costs £	Total funds 2021 £	Total fund 2020 £
Training and business advisory services	231,494	31,365	262,859	237,001
Governance costs	–	2,690	2,690	2,400
	231,494	34,055	265,549	239,401
	=	=	=	=

Wales Quality Centre

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 30 June 2021

10. Analysis of support costs

	Analysis of support costs	Total 2021	Total 2020
	£	£	£
Staff costs	31,365	31,365	24,563
	=	=	=

11. Net income

Net income is stated after charging/(crediting):

	2021	2020
	£	£
Depreciation of tangible fixed assets	683	417
	=	=

12. Independent examination fees

	2021	2020
	£	£
Fees payable to the independent examiner for: Independent examination of the financial statements	2,690	2,400
	=	=

13. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2021	2020
	£	£
Wages and salaries	110,903	105,300
Social security costs	1,831	7,859
Employer contributions to pension plans	3,217	4,916
	115,951	118,075
	=	=

The average head count of employees during the year was 4 (2020: 4). The average number of full-time equivalent employees during the year is analysed as follows:

	2021	2020
	No.	No.
Number of administration & charitable staff	4	4
	=	=

No employee received employee benefits of more than £60,000 during the year (2020: Nil).

Key Management Personnel

Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the charity. The total compensation paid to key management personnel for services provided to the charity was £62,730 (2020: £57,204).

Wales Quality Centre

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 30 June 2021

14. Trustee remuneration and expenses

D.A. Phillips (existing trustee) was appointed as Chief Executive from the 1st August 2018 and also continues her position as a trustee. The total remuneration received by D.A. Phillips, in her capacity as Chief Executive of the charitable company, amounted to £62,730. No remuneration was received for any services provided as trustee.

No remuneration or other benefits from employment with the charity or a related entity were received by the other trustees.

No trustee expenses have been incurred.

15. Tangible fixed assets

	Fixtures and fittings £	Equipment £	Total £
Cost			
At 1 July 2020	6,196	14,845	21,041
Additions	–	941	941
At 30 June 2021	<u>6,196</u>	<u>15,786</u>	<u>21,982</u>
	=	=	=
Depreciation			
At 1 July 2020	6,196	13,181	19,377
Charge for the year	–	683	683
At 30 June 2021	<u>6,196</u>	<u>13,864</u>	<u>20,060</u>
	=	=	=
Carrying amount			
At 30 June 2021	–	1,922	1,922
	=	=	=
At 30 June 2020	–	1,664	1,664
	=	=	=

16. Debtors

	2021 £	2020 £
Trade debtors	74,765	34,668
Prepayments and accrued income	1,377	4,978
	<u>76,142</u>	<u>39,646</u>
	=	=

17. Creditors: amounts falling due within one year

	2021 £	2020 £
Trade creditors	34,225	1,315
Accruals and deferred income	19,877	29,879
Social security and other taxes	11,964	12,683
Other creditors	1,205	–
	<u>67,271</u>	<u>43,877</u>
	=	=

Wales Quality Centre
Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 30 June 2021

18. Pensions and other post-retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £3,217 (2020: £4,916).

19. Government grants

The amounts recognised in the financial statements for government grants are as follows:

	2021	2020
	£	£
Recognised in income from donations and legacies:		
Government grants income	12,427	6,269
	=	=

20. Analysis of charitable funds

Unrestricted funds

	At 1 July 2020	Income	Expenditure	At 30 June 2021
	£	£	£	£
General funds	172,071	312,014	(265,549)	218,536
	=	=	=	=

	At 1 July 2019	Income	Expenditure	At 30 June 2020
	£	£	£	£
General funds	160,380	251,092	(239,401)	172,071
	=	=	=	=

21. Analysis of net assets between funds

	Unrestricted Funds	Total Funds
	£	2021 £
Tangible fixed assets	1,922	1,922
Current assets	283,885	283,885
Creditors less than 1 year	(67,271)	(67,271)
Net assets	218,536	218,536
	=	=

	Unrestricted Funds	Total Funds
	£	2020 £
Tangible fixed assets	1,664	1,664
Current assets	214,284	214,284
Creditors less than 1 year	(43,877)	(43,877)
Net assets	172,071	172,071
	=	=

Wales Quality Centre

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 30 June 2021

22. Operating lease commitments

The total future minimum lease payments under non-cancellable operating leases are as follows:

	2021	2020
	£	£
Not later than 1 year	1,813	5,368
Later than 1 year and not later than 5 years	2,152	4,646
	<u>3,965</u>	<u>10,014</u>
	=	=

23. Post balance sheet events

The COVID-19 pandemic has had a significant negative impact on the UK economy, and whilst the consequences of COVID-19 on the charity has been limited during the year and since the year end, the trustees recognise that in the longer term its effect may be more significant. At this point in time any long-term effect on the charity is unknown, but the trustees remain confident of the financial position of the charity. The trustees believe that the charity has sufficient reserves to withstand any further economic downturns created by the pandemic and are confident that it is correct to prepare the accounts on a going concern basis.

24. Related parties

D.A. Phillips (existing trustee) was appointed as Chief Executive from the 1st August 2018 and also continues her position as a trustee. The total remuneration received by D.A. Phillips in her capacity as Chief Executives of the company amounted to £62,730. No remuneration was received for any services provided as trustee.

Members get 20% discount on consultancy and training.