



Company registration number: 03426251

Charity registration number: 1066927

# ASDAN

(A company limited by guarantee)

Annual Report and Financial Statements

for the Year Ended 31 March 2023

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## Contents

Strategic Report	2 to 13
Trustees' Report	14 to 22
Reference and Administrative Details	23 to 24
Independent Auditors' Report	25 to 27
Statement of Financial Activities	28
Balance Sheet	29
Statement of Cash Flows	30
Notes to the Financial Statements	31 to 49

## **Strategic Report for the Year Ended 31 March 2023**

### **1. Foreword**

We are delighted to publish our annual report for 2022-23.

It has been an important year in laying the foundations for a new chapter in ASDAN's story. We are in the process of renewing our education strategy, holding to our values and underlying principles in the context of a changing, and rather uncertain, education landscape.

We have gone through an organisational re-design process and, with the support and confidence of trustees, invested in increasing ASDAN's capacity for innovation. We are continuing to take forward our aspiration to be a learning organisation, working closely and collaboratively with our members.

Most importantly, we are acutely aware of the growing inequalities in education achievement in the post pandemic period. We are focused on how our programmes and qualifications are designed, taught and assessed in order to re-engage and motivate young people and to provide a pathway to a fulfilling and successful future.

**Rik Boxer**  
**Chair of Trustees**

## **2. Introduction**

2022-23 has seen an improving picture in the total number of learners who have achieved with ASDAN – up by 40% on 2021-22 to 40,772. We are delighted to celebrate each and every one of their achievements, and hold them in high esteem, be they on regulated qualifications, or our programmes.

The majority of qualifications achievements (8,871) were awarded in the summer of 2022 based on the outcomes of largely one- or two-year programmes of study, started in either September 2021 or even September 2020. We have continued to see the impact of the Covid-19 pandemic on qualifications achievements, particularly in lower numbers of Level 1 and 2 achievements. We are working to understand the reasons for this as we consider how to configure our offer to meet the diverse needs of learners impacted by the Covid-19 pandemic.

Meanwhile, we are pleased that there has been an increase in the number of learners benefitting from ASDAN qualifications at Entry Levels 1-3 in 2022-23. We are also delighted to see more learners benefitting from ASDAN's programmes – a 56% increase over 2021-22. These programmes focus on developing vital personal and social skills and confidence and life skills for independent living. They are critical skills for transforming the life chances of young people at risk of being left behind their peers.

We know 2022-23 has been a challenging year for teachers and tutors, and are pleased that we have been able to consolidate our switch to webinar training which has enabled a further increase (14%) in the number of teachers and tutors trained to deliver our courses in 2022-23. Our engagement with and support for the dedicated teachers, tutors and teaching assistants who believe in, deliver and promote ASDAN courses is at the core of our future plans for investment in their professional development.

The care and commitment of the ASDAN team continues to be an inspiration – it is a privilege to work with such a professional and dedicated team. We are mindful of the risks of over stretching ourselves and are committed to creating and sustaining a working and learning environment which supports our wellbeing and unlocks our creativity and innovation. We have an ongoing intent to make space for innovation alongside business as usual, in order to serve sustainably ASDAN's charitable purpose for the future.

**Jenny Williams**  
**Chief Executive**



### **3. Overview of performance April 2022 to March 2023**

Between April 2022 and March 2023, ASDAN recognised the achievements of over 40,000 learners – 40,772 achieving a regulated qualification or an ASDAN programme. This was 11,568 more than in 2021-22, a 40 per cent increase in learners benefiting from ASDAN in 2022-23. Around 80 per cent of learners achieved an ASDAN programme. Qualifications achievements accounted for around 20% of our awards in 2022-23.

Our income position continued to improve, surpassing £3m to £3,163k – an increase of nearly £211k on the previous year.

2021-22 was the last academic year in which teachers and their learners had to navigate the Extended Extraordinary Regulatory Framework for vocational and technical qualifications awarding, with Special Considerations available for learners still impacted by the Covid-19 pandemic.

Personal and Social Development proved the most popular qualification over the year, with a third of full course certificated outcomes attributed to it. CoPE (Certificate of Personal Effectiveness) also performed strongly, with around 27 per cent of full course certificated outcomes. The majority of learners completing full qualifications with ASDAN are working at Entry 1 to Entry 3, 45 per cent. This is a small increase on the previous year when 38 per cent of learners completing qualifications were working at Entry 1 to Entry 3.

The Personal and Social Effectiveness evaluation project has proven invaluable in understanding how a small group of our members have introduced this new qualification, gaining feedback from their learners, and helping us shape improvements for the course in 2022/23.

In terms of Programmes, our My Independence programme for learners with SEND has also begun to show positive signs of uptake after a slow start in 2021.

In response to our record customer survey return from summer 2022, we responded to our members' request for more face-to-face training and meeting opportunities by running a series of workshops in London during the autumn. Despite the request, take up was relatively poor compared to training webinars, which continue to grow in popularity. While practitioners would like to come out and meet with us and their peers to learn together in person, we recognise that resources – time and financial – remain severely restricted in centres. We will try to honour the request and review our plans for face-to-face training in the summer of 2023.

We continue to report on performance against a broad set of measures relating to:

- Membership;
- Training; and
- Learners' achievements on both our regulated qualifications and non-regulated accredited programmes, in the UK and Internationally

### 3.1 Membership

For the first time in over four years we saw growth in the number of centres in membership, with 3,622 registered at the end of 2022-23.

	2022-23	2021-22	2020-21	2019-20
Registered centres in membership	3,622	3,501	3,539	3,578

Where previously a higher proportion of members in the UK were at our Qualifications level membership (approximately 42% in 2020-21) compared to our Programmes and Programmes Plus level membership types, there is now a much more even spread. Approximately 31% of members in the UK are Programmes level, and also 31% are Programmes Plus. The remaining 37% have Qualifications membership.

Internationally, our International Programmes members represent just over 1% of overall membership, with around 10% of overall membership represented by International Programmes Plus level members.

Around 40 members have our Customised level of membership, whereby ASDAN accredits a course developed by a centre. This figure has remained relatively constant over the past four years.

### 3.2 Training

Training for education practitioners to deliver ASDAN qualifications is a mandatory part of our quality framework. It is also highly recommended for practitioners to attend training for our programmes in order to enhance the quality of their delivery to benefit their learners.

As a result of the switch to webinars during the Covid-19 pandemic, we continue to see growth in the number of delegates trained to deliver ASDAN courses, year on year, 14 per cent higher than in 2021/22 and almost double the number of delegates trained in 2019/20.



	<b>2022/23</b>	<b>2021/22</b>	<b>2020/21</b>	<b>2019/20</b>
Delegates trained in webinars to deliver courses	1,699	1,486	1,066	883

Training to deliver our AoPE/CoPE (Award/Certificate of Personal Effectiveness) qualifications at Level 1 and 2, Employability and Personal and Social Development qualifications remains the most popular, alongside the Personal Development Programme. Positively, the My Independence programme launched in 2021, saw an uplift in the number of delegates trained compared to the previous year, up from 43 to 102 delegates.

In addition to our membership numbers increasing, we are noting a sizeable proportion of delegates coming from existing members, retraining existing or upskilling new staff to deliver an ASDAN course being delivered in the centre. We will continue to monitor this statistic in 2023-24 as we seek to understand how best to support our members.

Delegates continue to rate our training offer highly, with over 90 per cent feeding back to us that they considered the training very good or excellent.

Future plans for training continue to focus on the delivery of webinars, and the added benefit their flexibility of timing and location offer. We responded to feedback from members to offer face-to-face opportunities for training by offering three workshops in London in the Autumn Term. These did not attract the volume of delegates we anticipated based on the feedback so we will reflect on this as we plan our training offer for the upcoming year.

### **3.3 Learner achievement**

#### **3.3.1 Qualifications**

While the Extended Extraordinary Regulatory Framework came to an end after summer 2021 awarding, we still maintained the option to give learners Special Consideration for the legacy of disruption the pandemic left from the start of the 2021/22 academic year in which the bulk of qualification achievement reported here was logged.

Significant gains were made on year in Entry Level qualifications certification, growing 17 per cent on the previous year.

ASDAN's Level 3 offer, consisting of AoPE, CoPE and the Extended Project Qualification (EPQ), saw small growth (1.5 per cent). Overall, our Level 3 offer was sustained largely due to the take up of our EPQ by members in China during the pandemic.

Finally, unit accreditation, which is awarded to learners who pass some but not (yet) all units within a qualification, grew slightly by eight per cent on the previous year.

<b>Certification</b>	<b>Apr 22 - Mar 23</b>	<b>Apr 21 - Mar 22</b>	<b>Apr 20 - Mar 21</b>	<b>Apr 19 - Mar 20</b>
Learners achieving ASDAN regulated qualifications at Entry Level 1-3	3,277	2,795	2,948	3,677
Learners achieving ASDAN regulated qualifications at Level 1	1,460	1,636	1,611	2,622
Learners achieving ASDAN regulated qualifications at Level 2	1,852	2,218	2,536	3,192
Learners achieving ASDAN regulated qualifications at Level 3	751	739	427	1,662
<b>Full qualification total</b>	<b>7,340</b>	<b>7,388</b>	<b>7,522</b>	<b>11,153</b>
Unit only	1,531	1,423	1,022	1,884
<b>Total (including unit)</b>	<b>8,871</b>	<b>8,811</b>	<b>8,544</b>	<b>13,037</b>

### 3.3.2 Programmes

ASDAN offers a suite of accredited and non-accredited programmes. Learners' achievements are reported separately below.

#### Accredited programmes

The number of learners completing ASDAN's accredited programmes, Personal Development Programmes and Preparing for Adulthood, gained significantly on the previous year – 15 per cent on the previous year.

<b>Learners' achievements: All</b>	<b>Apr 22 - Mar 23</b>	<b>Apr 21 - Mar 22</b>	<b>Apr 20 - Mar 21</b>	<b>Apr 19 - Mar 20</b>
Learners achieving ASDAN accredited programmes	7,754	7,547	7,018	10,595

Removing the international element (reported below), UK accredited programme achievement has dropped slightly from 5,977 learners in 2012-22 to 5,718 in 2022-23 – a four per cent decrease.



## Non-accredited Programmes

ASDAN's non-accredited programmes provide accessible and motivating courses for students who may not have been engaged with their educational experiences to date. They include our popular Short Course suite of 33 titles, LifeSkills Challenge which is particularly suitable for young people with SEND, and customised programmes designed in partnership with social and community partners.

The number of learners completing ASDAN's non-accredited programmes grew by around 88 per cent on the previous year (53 per cent in the UK).

<b>Learners' achievements: All</b>	<b>Apr 22 - Mar 23</b>	<b>Apr 21 - Mar 22</b>	<b>Apr 20 - Mar 21</b>	<b>Apr 19 - Mar 20</b>
Learners achieving ASDAN non-accredited programmes	24,147	12,846	18,407	24,795

Numbers are slowly returning to pre-pandemic levels.

### 3.3.3 International

Although the pandemic was less impactful in the UK during 2022-23, our members across the world were still restricted in their work with learners. This was most keenly felt by SEED in China, with whom we hold a distribution agreement to deliver specified courses, who experienced a number of localised lockdowns during the year. Nevertheless, towards the end of 2022-23, the lifting of restrictions contributed to a bounce in non-accredited programmes outcomes.

As the strategic decision remains not to offer qualifications in more countries internationally, this then explains the low numbers achieving Entry Level 1 to Level 2 outcomes, the exception being the Level 3, where learner numbers have risen significantly due to a greater uptake of the Extended Project Qualification in China.

<b>Learners' achievements: International</b>	<b>Apr 22 – Mar 23</b>	<b>Apr 21 - Mar 22</b>	<b>Apr 20- Mar 21</b>	<b>Apr 19- Mar 20</b>
Learners achieving ASDAN accredited programmes	2,036	1,570	1,711	2,283
Learners achieving ASDAN non-accredited programmes	9,615	3,568	9,687	8,503
Learners achieving ASDAN regulated qualifications at Entry Level 1-3	35	14	19	11
Learners achieving ASDAN regulated qualifications at Level 1	28	35	47	19
Learners achieving ASDAN regulated qualifications at Level 2	98	124	72	91
Learners achieving ASDAN regulated qualifications at Level 3	672	482	137	277

#### **4. Strategic priorities**

Restoration and renewal continued to be key underpinning themes for us in 2022-23, as we focused on preparing for the future with:

- a renewed education strategy
- a new learning organisation model designed to maximise the value of our current offer and provide capacity for innovation
- re-focusing on supporting our members through professional learning

##### **4.1 Education strategy**

With a long Covid-19 tail, an increase in mental health issues for young people, a greater diversity and complexity in learners' needs, an exam grades race exacerbating inequalities and detracting from developing the kinds of qualities and skills that young people need to thrive in learning, work and life, and changes to the way in which post-16 qualifications will be funded and regulated from 2027, ASDAN has a series of choices to make on its overall education direction.

2022-23 has been a fact gathering year to provide the foundation on which to build an education strategy to lead ASDAN into its next chapter. Our Education Forum, bringing together staff and trustees, informed by the voices of members and wider stakeholders, will recommend a way forward, signed off by the Board in the autumn of 2023.



Informing this work has been a re-focus on the educational design principles for our qualifications and programmes, to ensure that we can continue to be confident about the quality, value and impact of ASDAN's courses for young people with diverse learning needs, as we seek to maximise the number of young people who benefit from our existing offer and concurrently develop new provision to meet future needs.

## **4.2 Organisational development and structure**

During 2022-23, we undertook an organisational redesign project, to enable a clearer focus on maximising the value of our existing business while building capacity for professional learning and innovation (see below), supported by an initial two-year commitment from the Charity's reserves. This has resulted in changes to the director team at ASDAN, and opportunities for progression for experienced and knowledgeable staff.

Alongside this, we have continued work to secure our longer-term organisational resilience over the last year. Building on the introduction of our new website in 2021-22, this has seen us introduce a new, fit for purpose finance and stock management system; outsource our digital network support to a local Bristol-based company; and shift from producing our publications in-house to third-party printing arrangements, although distribution is still managed from our premises in Bristol. We know these developments have, at times, presented operational challenges for staff and members, nevertheless they represent a significant investment in laying the foundations for our future responsiveness and sustainability and we look forward to reaping the benefits of the improvements we have made in 2023-24 and beyond.

In October 2022 we held our first post- Covid-19 all staff learning day in Bristol with a focus on celebrating connection. We were joined by the student welfare manager at Bath College to understand the mental health and wellbeing challenges facing young people in learning post-pandemic. Communication, collaboration and customer service were key themes, underpinned by a focus on becoming a learning organisation to support us in achieving the goals of our education strategy.

## **4.3 A pathway to professional learning and innovation**

We are continuing our journey to get closer to our members, understand their needs and wants and how we can work collaboratively to meet them, in order to engage, elevate and empower learners.



Work has progressed in 2022-23 to develop professional learning communities (PLC), continuing the trialling of a PLC model through the Personal and Social Effectiveness qualification evaluation project, and drawing on feedback and insight from how our members are operating in a post-pandemic environment.

Recruitment to the new Associate Director of Professional Learning and Innovation, and an Associate Head of Professional Learning commenced in spring 2023, with a remit to grow ASDAN's future by leading a strategic, cross-organisational programme of professional learning and innovation to develop new courses to achieve our mission to engage, elevate and empower learners.

Work will also begin in spring/summer 2023 to update our approach to EDI (equality, diversity and inclusion) for the organisation, integrating the learning from the Education Forum and expertise from trustees to ensure there is a shared commitment across ASDAN for this vital area.

## **5. Risk statement**

The trustees monitor the dynamics of the educational, political and international environment in which ASDAN operates, and continue to take steps to secure the organisation and to make plans to invest reserves to grow the business and extend impact.

The trustees believe that they have identified the major risks to which the Charity is exposed. These include the agility needed in response to its dynamic external environment, maintaining our good reputation in conducting our various charitable activities, financial stability and operational resilience. As an educational awarding body, ASDAN's risk registers are additionally mapped against the regulators' Conditions of Recognition.

Risks have been categorised both by the likelihood of their occurring and by their potential impact on the Charity. Trustees review the adequacy of protection against these risks and, where this appears insufficient, put in place appropriate procedures to mitigate them. In some instances, protection is provided by insurance cover; in others by monitoring, reporting, continually assessing the risks concerned and developing contingency plans. The Performance, Audit, Risk and Compliance Committee (PARC) of the Board of Trustees regularly reviews the identification and mitigation of both new and existing risks and is currently exploring how the planned exposure to a certain level of risk can lead to new business opportunities.

## **6. Financial matters**

ASDAN has remained financially resilient in 2022-23. We have been able to both make a surplus on general funds this year and also maintain a net asset level of over £4m, despite the very difficult trading environment which arose from disruption in schools (during and beyond Covid-19) and from volatile investment markets. We are pleased to have returned to annual levels of turnover in excess of £3m, similar to the income levels we had been achieving prior to the pandemic.

ASDAN primarily operates in the UK, with 85% of all income arising in the UK in 2022-23. The majority of our international work takes place in countries outside Europe and so ASDAN was not greatly affected by the UK's departure from the European Union.

We have continued to market and launch new products; continued to assess and award our learners' achievements (in a constantly changing awarding environment); and continued to provide a high level of customer service to the best of our ability.

We have made significant improvements to digital infrastructure, operating systems and digital security during the year, with the help of strategic partners who are expert in their particular fields. These stronger foundations will enable us to focus upon future responsiveness and overall sustainability in the coming year and we look forward to reaping the benefits of these improvements in 2023/24 and beyond. This work has been funded primarily from operational savings, with the balance being funded from designated fund reserves set aside for the purpose during the year.

The reserves position remains strong. We plan to designate funds at the beginning of the new financial year to enact the pathway to professional learning and innovation outlined in section 4.3. By this means, financial plans have been put in place to support investment in renewing our courses for learners, our professional development for education practitioners, and our overall profile, to secure ASDAN on a course towards stronger ongoing profitability in the coming years. We aim to enable the Charity to face the future with confidence and support our members to engage, elevate and empower more young people in need.

The strategic report was approved by the trustees of the charity on 7 December 2023 and signed on its behalf by:



.....  
R P Boxer (Chair of Trustees)  
Trustee



## **Trustees' Report (including Directors' Report) for the Year Ended 31 March 2023**

The trustees (who are directors for the purposes of company law), present their annual report together with the financial statements and auditors' report of the charitable company for the period ended 31 March 2023.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard 102.

### **1. Objects**

ASDAN's aim is the advancement of education, by providing opportunities for all learners to develop their personal and social attributes and levels of achievement through the use and attainment of ASDAN awards and qualifications and the relief of poverty, where poverty inhibits such opportunities for learners.

### **2. Structure, governance and management**

ASDAN is a charitable company limited by guarantee, incorporated on 28 August 1997 and registered as a charity on 17 December 1997.

The charitable company was formed under a memorandum of association which established the objectives and powers of the charitable company and it is governed under its articles of association. These were revised in March 2004 and in September 2016.

The charity's board of trustees has a minimum number of three individuals. Although not stated in the memorandum and articles of association, the preferred maximum number of individuals is set at twelve but trustees agreed this could be expanded to fourteen to allow for succession planning in recruiting further Trustees with the necessary skills and expertise. The existing members of the board appoint new trustees.

The chair and vice chairs review the mix of skills among the trustees, identify gaps and undertake recruitment where necessary, particularly in newer strategy areas. When filling vacancies, the board takes into account the experience needed to maintain the board's ability to effectively direct the full range of the charity's activities. The board arranges appropriate induction for any new trustee. Inductions involve tailored meetings with key trustees and staff, and review of key documentation. Trustees undertake an ongoing training programme covering current subjects, delivered by subject matter experts with opportunities for discussion.

The Board of Trustees meets at least four times a year.

Trustees include education specialists with representation from across the sector, as well as representatives from a range of industries, with both commercial and charitable experience.

Our Chair of Trustees, Rik Boxer, is a former strategic education leader with considerable experience in Special Educational Needs and Disability (SEND) and alternative provision. He has a track record of improving outcomes for underachieving and vulnerable groups.

### **3. Changes to Trustees**

There were six changes to the composition of the Board of Trustees between 1 April 2022 and 31 March 2023:

- Linda Peck resigned from the board on 19 May 2022
- Pauline Trapp resigned from the board on 19 May 2022
- Asher Craig resigned from the board on 13 September 2022
- Stephen Fahey resigned from the board on 1 December 2022
- Jaswinder Kaur joined the board on 29 September 2022
- Dr Kala Parasuram joined the board on 29 September 2022

A further Trustee resigned after the year end and three new Trustees have been appointed.

- Chris Smith resigned from the board on 18 May 2023
- Elsa Mari-Ann Hogan was appointed 28 September 2023
- Jamie Diwell was appointed 28 September 2023
- Dr Dean Smart was appointed 28 September 2023

#### **3.1 Board of Trustees**

The charity's trustees at the date these financial statements were approved and those who served as a trustee in the financial year ended 31 March 2023 are as follows:

Rik Boxer (Chair)***	Education consultant, former Deputy Director of Children's Services, Executive Coach
Asher Craig***	Councillor, St George West and Deputy Mayor, City of Bristol (resigned 13 September 2022)
Marian Curran***	Principal, St Brendan's Sixth Form College



Brian Doidge (Vice-Chair)* ***	Chair of Governors, Barwick and Stoford Community Primary School. Examiner, Chartered Institute of Marketing. Lecturer, Yeovil College
Stephen Fahey* ***	Content Strategy Director, Oxford University Press (resigned 1 December 2022)
Jemma Hancock** *** ****	Head of Strategic HR Business Partnering, Great Western Railway
Linda Peck**	Education Consultant and Ofsted Inspector, former Headteacher and Senior School Improvement Officer for Bristol LA (resigned 19 May 2022)
Jack Price* ***	Managing Director, Computershare
Peter Scholey (Vice-Chair)***	Former secondary school Headteacher, Local Authority Officer and Education Consultant (stepped down as Vice-Chair September 2022)
Chris Smith*** ****	Company Director, Tydi Ltd and Hobbs House Bakery Ltd. Chair of the Board, The British Corner Shop Ltd. South West Regional Council Member, CBI (resigned 18 May 2023)
Pauline Trapp**	Education Consultant, former SENCO and Assistant Headteacher (resigned 19 May 2022)
Victoria FitzGerald* ***	Director and Financial Consultant, Briarsmead Ltd. Trustee, Bristol Old Vic Theatre School. Member, Trust in Learning (Academies)
Jaswinder Kaur***	Headteacher



Dr Kala Parasuram (Dr Kala Parasuram Shrikanth) * ***	Senior Manager, Equity and Inclusion Education, International Baccalaureate
Elsa Mari-Ann Hogan	Fleet and Operations Executive, Rolls-Royce Plc
Jamie Diwell	Education Manager, A Wilderness Way
Dr Dean Smart	Senior Lecturer, School of Education and Childhood, University of the West of England, Bristol, Trustee of Bristol Area Quaker Meeting (registered charity no: 249725)

\* Members of the Performance, Audit, Risk and Compliance Committee (PARC)

\*\* Members of the Education Advisory Group (EAG) (until September 2022)

\*\*\* Members of the Education Forum (from June 2022)

\*\*\*\* Members of the HR Policy Review Group

### 3.2 Key Management Personnel

The key management personnel (as defined by FRS 102) are the trustees and the senior management of the charity. The senior management of the charity (to whom the responsibility for the planning, directing and controlling of the activities of the charity has been delegated by trustees) have been as follows during the financial period: the Chief Executive Officer, Jenny Williams; Education Director, Martina Veale (until February 2023); Membership and Marketing Director (from February 2023 Operations Director), James Foyle; and Finance and Resources Director, Gillian Palmer. The directors deputise for the Chief Executive Officer where appropriate. A scheme of delegation is in place to confirm the responsibilities devolved to the Chief Executive Officer and directors by the board of trustees. The pay and remuneration of key management personnel is set by the trustees, benchmarked against posts being recruited locally for similar roles.

Trustees regularly review their performance against the Charity Code of Governance. Trustees engaged in a review of board arrangements in 2022-23 and an action plan was approved. The following actions have been completed:

- A change from two Vice-Chairs to one with effect from September 2022
- Disbanded the Education Advisory Group in September 2022
- Established the Education Forum with a wider remit and membership from June 2022
- Broadened PARC Terms of Reference to include qualifications compliance from January 2023

- Review of governance arrangements to fully align with Memorandum and Articles of Association

Planned actions for 2023-24 include:

- Induction for new trustees
- Equality, Diversity and Inclusion development
- Development of the trustee role in external communications
- Establishment of new processes for reviewing board and trustee performance against the Charity Governance Code 2020
- Development of a trustee library

#### **4. Delivering Public Benefit**

We continue to pursue our charitable objective:

'ASDAN's aim is the advancement of education, by providing opportunities for all learners to develop their personal and social attributes and levels of achievement through the use and attainment of ASDAN awards and qualifications and the relief of poverty, where poverty inhibits such opportunities for learners'.

Trustees have referred to the guidance from the Charity Commission on public benefit when reviewing the charity's strategic and business plans and budget.

During 2022-23, we have continued to support young people in greatest need, in response to the growing educational and social inequalities exacerbated by the exam grades race and amplified by the Covid-19 pandemic. Evidence indicates it will take ten years to return the attainment gaps between disadvantaged students and others to pre-pandemic levels<sup>1</sup>. The number of young people in England only with SEND is over 1.5 million in 2023, an increase of 87,000 from 2022<sup>2</sup> – and the complexity of needs and neurodiversity amongst the young continues to grow.

Our mission is to engage, elevate and empower young people in greatest need, with a focus on developing their personal and social skills, qualities and confidence. In 2022-23, we enabled the achievements of over 40,000 young people, in the UK and internationally.

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<sup>1</sup> [Public Accounts Committee, Education recovery in schools in England, May 2023](#)

<sup>2</sup> [DfE SEND Statistics, June 2023](#)



As such, ASDAN delivers public benefits in the following ways:

- By the design and provision of educational programmes and qualifications that are engaging, motivating and accessible, specifically to young people in greatest need aged 11-25, distinctively above and beyond those otherwise available;
- By designing in to learning programmes opportunities for young people to establish the kinds of connections and solidarity that hold the potential to reduce inequalities and achieve more equitable social outcomes, thereby not only benefiting young people in greatest need, but all young people;
- Through the evidence from case studies, surveys and evaluations with our members which demonstrates that engagement with ASDAN courses has led to the re-engagement of learners in education, leading in turn to them progressing to further study, work and/or independent living;
- Because our courses recognise achievements in personal and social development and in a range of work-related skills. We know the development and recognition of these skills is vital because:
  - They are particularly effective in re-engaging young people in greatest need
  - Strengthening these abilities supports academic and vocational learning
  - They are important for accessing further learning at work
  - They are especially important for entry level work
  - They equip learners with the confidence and qualities to live well and make full use of their talents and abilities
- By striving to be a values-led learning organisation that exemplifies a commitment to personal and social effectiveness and EDI in its relationships with staff and members. Regular customer and staff surveys monitor progress toward this ambition.

## **5. Reserves Policy**

As at 31 March 2023, general (uncommitted) funds were just under £4m (2022 - £3.90m), designated funds were £0.1m (2022 - £0.1m). However, £1.16m (2022 - £1.16m) of the general funds represent fixed assets and property in the balance sheet, leaving £2.83m of free reserves (2022 - £2.74m).

Our prudent reserves policy is to maintain an accessible financial contingency reserve of £0.65m plus the level of costs which would be required in the unlikely event of a decision to voluntarily wind up the company, which as at 31 March 2023 we estimated to be £0.7m.



The trustees are confident that the £2.83m reserves level is sufficient for current and proposed levels of activity. Holding £1.48m of reserves over and above the baseline reserves policy of £1.35m enables the Trustees to prudently and confidently plan ahead to invest in the development of new and updated products in order to address the existing and emerging needs of those facing educational and social inequality. A designated fund of £0.5m will be set aside in April 2023 to enact the pathway to professional learning and innovation outlined in section 4.3 of the Strategic Report. Financial plans have therefore been put in place to support investment in renewing our courses for students, our professional development for teachers, and our overall profile to secure ASDAN on a course towards stronger ongoing profitability in the coming years so that the charity can face the future with confidence and support our members to engage, elevate and empower more young people in need.

In line with best practice guidance, the trustees review the reserves policy every year.

## **6. Investment Policy and Performance**

A total of £0.75m (2022 - £0.75m) is held in business and charity deposit accounts earning between 0.1% and 2% interest within the period.

We invest in a managed fund utilising ethical screening. At the end of March 2022 our investment was valued at £2.2m. The investment income for this fund was £19.7k, however realised and unrealised losses were £99.7k. At 31 March 2023 the valuation of this fund had reduced to £2.09m.

The charity's PARC committee monitors the performance of the invested assets using defined criteria, taking ethical considerations into account. The equity and cash asset allocations are counterbalanced by the sizeable investment property holdings.

## **7. Staff**

We have a paid workforce of 49 full time equivalent staff (2022 – 50), who are based mainly in Bristol but also across the UK. The work of the charity is based on the professionalism and dedication of a committed, hard working group of colleagues, together with our extended team of external quality assurers and contractors. Our members continue to inspire us all.

ASDAN continues to strive to be an exemplary employer, providing an attractive reward and recognition package for staff, and a safe, healthy and creative working environment to encourage learning and innovation.

During 2022-23 staff invested in the post-pandemic work of restoring and renewing our organisation and culture through a programme of workshops which led to our first post-pandemic all staff learning day in October 2022. Positive feedback from staff informed a second



learning day held in April 2023, building on the key themes from October. Twice-yearly all staff learning days are becoming established as part of our learning organisation approach to connecting and collaborating as we continue to embed our post-pandemic hybrid working arrangements.

Our renewal work continues with the introduction of an organisational learning plan in 2023-24, and the creation of a pathway towards equality, diversity and inclusion maturity which will be a whole organisation project, involving trustees and staff. We are also committed to reviewing our reward and recognition arrangements in the coming year as part of our plans to be fit for the implementation of our future facing education strategy.

## **8. Fundraising**

ASDAN currently only fundraises for the charity through grant-making institutions, gifts, companies and commercial trading. ASDAN adheres to the fundraising code of practice. For the year to 31 March 2023 ASDAN received no complaints in relation to its fundraising activities. Via written policies and training, staff receive guidance regarding Data Protection (including GDPR) and safeguarding.

## **9. Statement of Trustee Responsibilities**

The trustees (who are also the directors of ASDAN for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the trustees are required to:

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



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

The trustees are responsible for the maintenance and integrity of the charity and financial information included on the charity's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements.


#### **10. Disclosure of information to auditor**

Each trustee has taken steps that they ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information. The trustees confirm that there is no relevant information that they know of and of which they know the auditor is unaware.

#### **11. Reappointment of auditor**

Milsted Langdon LLP have indicated their willingness to continue in office and, in accordance with the provisions of the Companies Act, it is proposed that they be reappointed auditors for the ensuing year.

The annual report was approved by the trustees of the charity on 7 December 2023 and signed on its behalf by:

  
.....  
R P Boxer (Chair of Trustees)  
Trustee

**Reference and Administrative Details****Trustees as at 31 March 2023**

R P Boxer (Chair of Trustees)  
B S Doidge (Vice-Chair)  
M Curran  
V A FitzGerald  
J P Hancock  
Jaswinder Kaur  
Dr Kala Parasuram (Dr Kala Parasuram  
Shrikanth)  
J E Price  
P A Scholey  
C W K Smith

**Senior Management / Leadership  
Team**

J Williams, Chief Executive Officer  
  
G Palmer, Director of Finance and  
Resources  
M Veale, Director of Education (to: 15  
February 2023)  
J Foyle, Operations Director (from: 15  
February 2023), previously Director of  
Membership and Marketing

**Principal Office/Registered Office**

Wainbrook House  
Hudds Vale Road  
St George, Bristol  
BS5 7HY

Website: [www.asdan.org.uk](http://www.asdan.org.uk)

**Company Registration Number**

03426251

**Charity Registration Number**

1066927

**Solicitors**

Harper James Solicitors  
Velocity Tower, 1 St Mary's Square  
Sheffield  
S1 4LP



**Bankers**

HSBC Bank  
4th Floor, 3 Temple Quay  
Bristol  
BS1 6DZ

Triodos  
Deanery Road  
Bristol  
BS1 5AS

**Auditor**

Milsted Langdon LLP  
Freshford House  
Redcliffe Way  
Bristol  
BS1 6NL

**Investment Manager**

Investec Wealth & Investment Limited  
Midland House  
2 Poole Road  
Bournemouth  
BH2 5QY

## **Independent Auditor's Report to the Members of ASDAN**

### **Opinion**

We have audited the financial statements of ASDAN (the 'charity') for the year ended 31 March 2023, which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cash Flows, and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is United Kingdom Accounting Standards, comprising Charities SORP - FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and applicable law (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### **Basis for opinion**

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

### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements were authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

### **Other information**

The trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other



## **Independent Auditor's Report to the Members of ASDAN**

information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

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

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

In the light of our knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report and the Trustees' Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Act 2011 requires us to report to you if, in our opinion:

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

### **Responsibilities of trustees**

As explained more fully in the Statements of trustees' responsibilities (set out on pages 21 and 22), the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being



## **Independent Auditor's Report to the Members of ASDAN**

satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

### **Auditor responsibilities for the audit of the financial statements**

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

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the audit engagement team:

- obtained an understanding of the nature of the industry and sector, including the legal and regulatory framework that the company operates in and how the charitable company is complying with the legal and regulatory framework;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks or irregularities, including known and actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

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

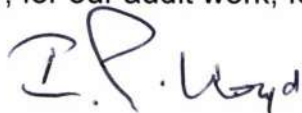
### **Use of our report**

This report is made solely to the charitable company's trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not



### **Independent Auditor's Report to the Members of ASDAN**

accept or assume responsibility to anyone other than the charitable company and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.



.....  
Ian Lloyd (Senior Statutory Auditor)  
For and on behalf of Milsted Langdon LLP, Statutory Auditor  
Chartered Accountants and Statutory Auditor  
Freshford House  
Redcliffe Way  
Bristol  
BS1 6NL

Date: 8 December 2023

**Statement of Financial Activities for the Year Ended 31 March 2023**  
**(Including Income and Expenditure Account)**

	Note	Unrestricted £	Designated funds £	Year ended 2023 £	Year ended 2022 £
<b>Income and Endowments from:</b>					
Charitable activities	3	3,063,113	-	3,063,113	2,889,146
Investment income	4	95,097	-	95,097	59,025
Other income		4,500	-	4,500	3,845
Total income		3,162,710	-	3,162,710	2,952,016
<b>Expenditure on:</b>					
Charitable activities	5	(2,896,350)	(111,639)	(3,007,989)	(3,017,701)
Total expenditure		(2,896,350)	(111,639)	(3,007,989)	(3,017,701)
Gains on investment assets	10	(103,999)	-	(103,999)	58,747
Net income/(expenditure)		162,361	(111,639)	50,722	(6,938)
Transfers between funds		(67,059)	67,059	-	-
Net movement in funds		95,302	(44,580)	50,722	(6,938)
<b>Reconciliation of funds</b>					
Total funds brought forward		3,899,249	110,703	4,009,952	4,016,890
Total funds carried forward	16	3,994,551	66,123	4,060,674	4,009,952

There were no other gains or losses other than those stated above.

All of the charity's activities derive from continuing operations.



**(Registration number: 03426251)**  
**Balance Sheet as at 31 March 2023**

	Note	Year ended 2023 £	Year ended 2022 £
<b>Fixed assets</b>			
Tangible assets	9	670,391	672,474
Investment properties	10	490,000	490,000
Listed investments	10	2,091,167	2,204,035
		<u>3,251,558</u>	<u>3,366,509</u>
<b>Current assets</b>			
Stocks		87,395	22,006
Debtors	11	455,655	246,412
Cash at bank and in hand	12	1,241,596	1,354,644
		<u>1,784,646</u>	<u>1,623,062</u>
<b>Creditors: Amounts falling due within one year</b>	13	<u>(975,530)</u>	<u>(979,619)</u>
<b>Net current assets</b>		<u>809,116</u>	<u>643,443</u>
<b>Net assets</b>		<u>4,060,674</u>	<u>4,009,952</u>
<b>Funds of the charity:</b>			
<b>Unrestricted income funds</b>			
General Funds		3,994,551	3,899,249
Designated funds		<u>66,123</u>	<u>110,703</u>
<b>Total funds</b>	16	<u>4,060,674</u>	<u>4,009,952</u>

The financial statements on pages 29 to 49 were approved by the trustees, and authorised for issue on ~~7 December 2023~~ and signed on their behalf by:



.....  
R P Boxer (Chair of Trustees)  
Trustee

## Statement of Cash Flows for the Year Ended 31 March 2023

		Year ended 31 March 2023 £	Year ended 31 March 2022 £
	Note		
<b>Cash flows from operating activities</b>			
Net cash income/(expenditure)		50,722	(6,938)
<b>Adjustments to cash flows from non-cash items</b>			
Depreciation	9	36,807	37,188
Investment income	4	(95,097)	(59,025)
Revaluation of investments		151,341	(117,875)
		<u>143,773</u>	<u>(146,650)</u>
<b>Working capital adjustments</b>			
Increase in stocks		(65,389)	(772)
(Increase)/decrease in debtors	11	(209,243)	2,170
(Decrease)/increase in creditors	13	(4,089)	13,305
Net cash flows from operating activities		<u>(134,948)</u>	<u>(131,947)</u>
<b>Cash flows from investing activities</b>			
Interest receivable and similar income	4	95,097	59,025
Purchase of tangible fixed assets	9	(34,724)	(536)
Purchase of investments	10	(178,056)	(258,373)
Sale of investments	10	139,583	330,622
Net cash flows from investing activities		<u>21,900</u>	<u>130,738</u>
Net decrease in cash and cash equivalents		(113,048)	(1,209)
Cash and cash equivalents at 1 April		<u>1,354,644</u>	<u>1,355,853</u>
Cash and cash equivalents at 31 March		<u>1,241,596</u>	<u>1,354,644</u>

All of the cash flows are derived from continuing operations during the above two periods.



## **Notes to the Financial Statements for the Year Ended 31 March 2023**

### **1 Charity status**

The charity is incorporated in England and Wales as a company limited by guarantee, and consequently does not have share capital. Each of the trustees is liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation.

The address of its registered office is:

Wainbrook House  
Hudds Vale Road  
St George  
Bristol  
BS5 7HY

### **2 Accounting policies**

#### **Summary of significant accounting policies and key accounting estimates**

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

#### **Statement of compliance**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

#### **Basis of preparation**

ASDAN meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value as modified for certain fixed assets as well as certain financial assets and liabilities as stated in the relevant accounting policy notes.

#### **Going concern**

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

## **Notes to the Financial Statements for the Year Ended 31 March 2023**

### **Income and endowments**

All income is included in the statement of financial activities when the charity is entitled to the income, the receipt is probable, and the amount can be measured with sufficient reliability.

Monies received from training organisations are accounted for by the charity when receivable.

Where income is received specifically for expenditure in a future accounting period, that amount is deferred.

Investment income is accounted for on an accrual basis.

### **Expenditure**

All expenditure is recognised once there is a legal or constructive obligation to that expenditure, it is probable settlement is required and the amount can be measured reliably. All costs are allocated to the applicable expenditure heading that aggregate similar costs to that category. Where costs cannot be directly attributed to particular headings, they have been allocated on a basis consistent with the use of resources, with central staff costs allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Other support costs are allocated based on a percentage of income.

All resources expended are inclusive of irrecoverable VAT.

### **Charitable activities**

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

### **Support costs**

Support costs include central functions and have been allocated to activity cost categories based on a percentage of income.

### **Governance costs**

These include the costs attributable to the charity's compliance with constitutional and statutory requirements, including audit, strategic management and trustees' meetings and reimbursed expenses. These have been allocated to charitable activities.

### **Taxation**

The charity is exempt from corporation tax to the extent that any other income or gains are applied in furtherance of the charitable objectives.

### **Tangible fixed assets**

Tangible fixed assets costing £500 or more are initially recorded at cost, less any subsequent accumulated depreciation and subsequent accumulated impairment losses.



## Notes to the Financial Statements for the Year Ended 31 March 2023

### Depreciation and amortisation

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

Asset class	Depreciation method and rate
Freehold land and buildings	2% straight line
Fixtures and fittings	20% straight line
Computer equipment	20-33% straight line

### Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If such an indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

### Investment properties

Investment property is carried at fair value, derived from the current market prices for comparable real estate determined when deemed necessary by the trustees, who appoint external valuers accordingly. The valuers use observable market prices, adjusted if necessary for any difference in the nature, location or condition of the specific asset. Changes in fair value are recognised through the Statement of Financial Activities. Where the change in market value is assessed by the trustees to be insignificant to the carrying value, no changes are made.

### Fixed asset investments

Fixed asset investments are included at market value at the balance sheet date. Realised gains and losses on investments are calculated as the difference between sales proceeds and their market value at the start of the year, or their subsequent cost, and are charged or credited to the Statement of Financial Activities in the period of disposal.

Unrealised gains and losses represent the movement in market values during the period and are credited or charged to the Statement of Financial Activities based on the market value at the period end.

### Stock

Stock is valued at the lower of cost and estimated selling price less costs to complete and sell (NRV), after due regard for obsolete and slow moving stocks. Cost is determined using the first-in, first-out basis (FIFO).

### Trade debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid.

Financial assets are impaired when there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flow have been affected. The impairment loss is recognised in the Statement of Financial Activities.

## **Notes to the Financial Statements for the Year Ended 31 March 2023**

### **Cash and cash equivalents**

Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

### **Trade creditors**

Trade creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. These are normally recognised at their settlement amount after allowing for any discount due.

Financial liabilities are only derecognised when, and only when, the charity's obligations are discharged, cancelled or expire.

### **Foreign exchange**

Transactions in foreign currencies are recorded at the rate of exchange at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies at the balance sheet date are reported at the rates of exchange prevailing at that date.

### **Fund structure**

Unrestricted income funds are general funds that are available for use at the trustees' discretion in furtherance of the objectives of the charity.

Designated funds are unrestricted funds set aside for specific purposes at the discretion of the trustees.

### **Pensions and other post retirement obligations**

The charity contributes towards a defined contribution scheme for certain employees and the costs charged in the financial statements represent the contributions payable by the charity during the period. The scheme assets are separately administered from the charity.

Certain staff employed by the charity are eligible for membership with the Teachers' Pension Scheme (TPS), which is now closed to new entrants. This is a multi-employer defined benefit scheme for which insufficient information is available to enable the charity to identify its share of scheme assets and liabilities. Consequently, contributions to the scheme are treated as if they were made to a defined contribution plan.

### **Operating leases**

Leases in which substantially all the risks and rewards of ownership are retained by the lessor are classified as operating leases. Rentals payable under operating leases are charged in the Statement of Financial Activities on a straight line basis over the lease term.

### **Redundancy pay**

Redundancy pay is recognised immediately as an expense when the charity can demonstrate its commitment to terminate the employment of an employee or to provide termination benefits in accordance with contractual arrangements. Payments are calculated in accordance with statutory redundancy guidelines published by HM Government.



## Notes to the Financial Statements for the Year Ended 31 March 2023

### Other employee benefits

The cost of any unused holiday entitlement is recognised as an expense in the period in which the employees service is received.

### 3 Income from charitable activities

	Year ended 2023 £	Year ended 2022 £
External projects	-	90
Customer support	1,377,757	1,298,338
Accreditation	793,227	687,977
Publishing & development	540,368	565,363
Promotional activities	351,761	337,378
	<u>3,063,113</u>	<u>2,889,146</u>

All income recognised within this classification in the current and preceding financial period is accounted for in unrestricted funds.

### 4 Investment income

	Year ended 2023 £	Year ended 2022 £
Interest receivable and similar income	22,772	16,099
Income from rents	72,325	42,926
	<u>95,097</u>	<u>59,025</u>

All income recognised within this classification in the current and preceding financial period is accounted for in unrestricted funds.

## Notes to the Financial Statements for the Year Ended 31 March 2023

### 5 Expenditure on charitable activities

	Unrestricted funds		Year ended
	Designated	General	31 March 2023
	£	£	£
Customer and centre support	-	126,520	126,520
Accreditation	-	365,094	365,094
Premises and publication	-	537,031	537,031
Marketing and communications	-	118,812	118,812
Property development and maintenance	1,830	-	1,830
Management and admin	-	786,907	786,907
Information technology	-	374,188	374,188
Design and product development	-	88,338	88,338
Sales and relationship management	-	499,401	499,401
Transition to outsourcing of printer activity fund	67,059	43	67,102
Professional Learning Communities fund	42,750	16	42,766
	<u>111,639</u>	<u>2,896,350</u>	<u>3,007,989</u>

	Unrestricted funds		Year ended
	Designated	General	31 March 2022
	£	£	£
Customer and centre support	-	133,940	133,940
Accreditation	-	334,500	334,500
Premises and publication	-	496,158	496,158
Marketing and communications	-	127,729	127,729
Digital strategy	30,058	-	30,058
Financial assistance	38,256	-	38,256
Property development and maintenance	18,168	-	18,168
Research and development	18,155	-	18,155
PSE qualification	13,510	-	13,510
Management and admin	-	758,495	758,495
Information technology	-	433,891	433,891
Design and product development	-	137,988	137,988
Sales and relationship management	-	476,853	476,853
	<u>118,147</u>	<u>2,899,554</u>	<u>3,017,701</u>



## Notes to the Financial Statements for the Year Ended 31 March 2023

		Governance costs	Support costs	Year ended 2023	Year ended 2022
	Basis	£	£	£	£
Staff costs	A	-	1,900,353	1,900,353	1,926,456
Depreciation	A	-	36,807	36,807	37,188
Training	B	-	1,882	1,882	10,079
Computer and IT costs	B	-	53,699	53,699	75,114
Communications	B	-	57,232	57,232	36,032
Premises	B	-	72,750	72,750	49,625
Legal & professional	B	-	42,786	42,786	44,973
Insurance	B	-	20,227	20,227	22,585
Other management and admin	B	-	220,584	220,584	139,067
Post, stationery and admin	B	-	133,107	133,107	113,053
Audit and accounting	A	12,992	-	12,992	11,770
Management fees	B	-	-	-	638
		12,992	2,539,427	2,552,419	2,466,580

### Basis of allocation

Reference	Method of allocation
A	% of income
B	Directly attributable

## 6 Net incoming resources

Net incoming/(outgoing) resources for the year include:

	Year ended 31 March 2023	Year ended 31 March 2022
	£	£
Depreciation of fixed assets	36,807	37,188
Fees payable to the charitable company's auditor - Audit	12,992	11,770
Rentals payable under operating leases	121,455	136,712

## 7 Trustees remuneration and expenses

During the year the charity made the following transactions with trustees:

£1,177 (2022: £468) of expenses were reimbursed to 4 (2022: 2) trustees during the year.

No trustees, nor any persons connected with them, have received any remuneration from the charity during the year.

## Notes to the Financial Statements for the Year Ended 31 March 2023

### 8 Staff costs

The aggregate payroll costs were as follows:

	Year ended 31 March 2023 £	Year ended 31 March 2022 £
<b>Staff costs during the year were:</b>		
Wages and salaries	1,578,767	1,592,302
Social security costs	168,714	163,853
Pension costs	152,871	170,301
	<u>1,900,352</u>	<u>1,926,456</u>

During the year, 1 member of staff (2022 - 2) received £22,167 ex gratia in termination payments (2022 - £9,894) in compensation for loss of office.

The monthly average number of persons (including senior management team) employed by the charity during the year expressed as full time equivalents was as follows:

	Year ended 31 March 2023 No	Year ended 31 March 2022 No
Customer and centre support	5	5
Management and admin	11	11
Design and product development	3	3
Information technology	5	6
Premises and publishing	2	2
Accreditation	9	11
Marketing and communication	4	4
Sales and relationship management	10	8
	<u>49</u>	<u>50</u>



## Notes to the Financial Statements for the Year Ended 31 March 2023

The number of employees whose annualised emoluments fell within the following bands was:

	Year ended 31 March 2023 No	Year ended 31 March 2022 No
£60,001 - £70,000	2	3
£70,001 - £80,000	1	-
£80,001 - £90,000	1	1
£90,001 - £100,000	-	-

During the year, remuneration to key management personnel amounted to £282,197 (2022 - £268,420).

The trustees consider that key management personnel comprise of:

- Chief Executive Officer
- Director of Finance and Resources
- Director of Education
- Director of Membership and Marketing

Contributions totalling £59,201 (2022 - £14,020) were made to defined contribution pension schemes on behalf of employees whose emoluments exceed £60,000.

### 9 Tangible fixed assets

	Freehold land and buildings £	Fixtures and fittings £	Computer equipment £	Total £
<b>Cost</b>				
At 1 April 2022	862,608	129,096	245,003	1,236,707
Additions	-	-	34,724	34,724
At 31 March 2023	862,608	129,096	279,727	1,271,431
<b>Depreciation</b>				
At 1 April 2022	216,184	122,778	225,271	564,233
Charge for the period	17,252	3,118	16,437	36,807
At 31 March 2023	233,436	125,896	241,708	601,040
<b>Net book value</b>				
At 31 March 2023	629,172	3,200	38,019	670,391
At 31 March 2022	646,424	6,318	19,732	672,474

## Notes to the Financial Statements for the Year Ended 31 March 2023

### 10 Fixed asset investments

	Year ended 31 March 2023 £	Year ended 31 March 2022 £
Investment properties	490,000	490,000
Listed investments	2,091,167	2,204,035
	<u>2,581,167</u>	<u>2,694,035</u>

### Investment properties

	Investment properties £
<b>Cost or Valuation</b>	
At 1 April 2022	<u>490,000</u>
<b>Net book value</b>	
At 31 March 2023	<u>490,000</u>
At 31 March 2022	<u>490,000</u>

The investment property is included in the balance sheet at the fair value as at 31 March 2023. The fair value was previously arrived at on the basis of a valuation carried out in May 2015 by ETP Property Consultants, who were not connected to the charity. The basis of this valuation was the market value of similar properties in the area.

The trustees do not consider any difference between fair value and previously determined market value to be material to the financial statements and accordingly no adjustment has been made.



## Notes to the Financial Statements for the Year Ended 31 March 2023

### Listed investments

	Total £
<b>Cost or Valuation</b>	
At 1 April 2022	2,204,035
Revaluation	(103,999)
Movements on the cash investment in the portfolio	(47,342)
Additions	178,056
Disposals	(139,583)
At 31 March 2023	<u>2,091,167</u>
<b>Net book value</b>	
At 31 March 2023	<u>2,091,167</u>
At 31 March 2022	<u>2,204,035</u>

The historic cost of investments at 31 March 2023 amounted to £1,991,202 (2022 - £1,933,745).

The fair value of the investment portfolio was determined using quoted market prices. Included within the valuation of the portfolio was a cash balance of £18,714 at the year end (2022 - £70,310).

Investments held, exceeding 5% of the portfolio value at 31 March 2022, comprise of:

- Valu-trac Investment Protean Capital Elder A at 5.51% (2022 - 5.07%).

### 11 Debtors

	Year ended 2023 £	Year ended 2022 £
Trade debtors	353,302	212,115
Prepayments and accrued income	82,526	34,297
Other debtors	19,827	-
	<u>455,655</u>	<u>246,412</u>

Trade debtors are stated after provision for impairment of £57,994 (2021 - £49,292).

## Notes to the Financial Statements for the Year Ended 31 March 2023

### 12 Cash and cash equivalents

	Year ended 31 March 2023 £	Year ended 31 March 2022 £
Cash on hand	132	502
Cash at bank	1,241,464	1,354,142
	<u>1,241,596</u>	<u>1,354,644</u>

### 13 Creditors: amounts falling due within one year

	Year ended 2023 £	Year ended 2022 £
Trade creditors	69,572	83,039
Other taxation and social security	64,513	63,004
Other creditors	25,888	34,331
Accruals	53,339	72,533
Deferred income	762,218	726,712
	<u>975,530</u>	<u>979,619</u>

	Year ended 31 March 2023 £	Year ended 31 March 2022 £
Deferred income at 1 April 2022	726,712	711,207
Resources deferred in the period	762,218	726,712
Amounts released from previous periods	<u>(726,712)</u>	<u>(711,207)</u>
Deferred income at period end	<u>762,218</u>	<u>726,712</u>

### 14 Pension obligations

The employees of the charity belong to two principle pension schemes: The Teachers' Pension Scheme, a multi-employer defined benefit scheme, for academic and related staff; and an independently administered defined contributory pension scheme.

There were no outstanding or prepaid contributions at either the beginning or the end of the financial period in respect of the independently administered defined contributory pension scheme.



## **Notes to the Financial Statements for the Year Ended 31 March 2023**

### **Teachers' Pension Scheme**

The Teachers' Pension Scheme (TPS) is a statutory, unfunded, defined benefit occupational scheme, governed by the Teachers' Pensions Regulations 2010 (as amended), the Teachers' Pension Scheme Regulations 2014 (as amended) and the Teachers' Pensions Regulations 2019. Membership is automatic for full-time teachers and lecturers and, from 1 January 2007, automatic too for teachers and lecturers in part-time employment following appointment or a change of contract. Teachers and lecturers are able to opt out of the TPS.

The TPS scheme is an unfunded scheme and members contribute on a 'pay-as-you-go' basis. These contributions along with those made by employers are credited to the Exchequer under arrangements governed by the above Acts. Retirement and other pension benefits are credited with a real rate of return as determined by the Government actuary.

#### *Valuation of the Teachers' Pension Scheme*

The latest actuarial valuation of the TPS was carried out to 31 March 2016, the effective date. The key elements of the valuation and subsequent consultation, now effective were:

- Employer contribution rates increased to 23.68% of pensionable pay from September 2019 having been previously 16.48% since taking effect in September 2015;
- An administration levy of 0.08% is included within the revised rate effective from September 2019;
- Notional assets (estimated future contributions together with notional investments held at the valuation date) were £196.1bn;
- Total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date were £218.1bn;
- The scheme has a notional past service deficit of £22bn;
- An employer cost cap of 7.3% of pensionable pay will be applied to future valuations from 1 April 2019 until 31 March 2023;
- The assumed real rate of return is 2.8% in excess of prices;
- The rate of real earnings growth is assumed to be 4.2%, at 2.2% pa in excess of assumed CPI of 2%; and
- The assumed nominal rate of return is 4.45%

The next valuation of the TPS is scheduled to be based on data to 31 March 2020, whereupon the impact on scheme costs is expected to be implemented from April 2023. The results of the expected valuation have not been made public at the date the financial statements were approved.

The employers pension costs paid to TPS in the period amounted to £27,846 (2022 - £38,144).

## Notes to the Financial Statements for the Year Ended 31 March 2023

### 15 Operating lease commitments

#### Operating lease commitments

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

	Year ended 31 March 2023 £	Year ended 31 March 2022 £
<b>Other</b>		
Within one year	-	54,611

At the end of 2022 the leased commercial printers were returned to the lessor as print production had been outsourced. There are therefore now no operating leases.



## Notes to the Financial Statements for the Year Ended 31 March 2023

### 16 Funds

	Balance at 1 April 2022 £	Incoming resources £	Resources expended £	Transfers £	Other recognised gains/(losses) £	Balance at 31 March 2023 £
<b>Unrestricted funds</b>						
<i><b>General</b></i>						
General funds	3,899,249	3,162,710	(2,896,349)	(67,060)	(103,999)	3,994,551
<i><b>Designated</b></i>						
Financial assistance fund	42,450	-	-	-	-	42,450
Property development and maintenance fund	2,770	-	(1,830)	-	-	940
Research and development fund	61,849	-	-	(47,760)	-	14,089
Professional Learning Communities fund	-	-	(42,750)	47,760	-	5,010
PSE qualification fund	2,890	-	-	-	-	2,890
New Phone system fund	744	-	-	-	-	744
Transition to outsourcing of printer activity fund	-	-	(67,060)	67,060	-	-
	110,703	-	(111,640)	67,060	-	66,123
<b>Total funds</b>	4,009,952	3,162,710	(3,007,989)	-	(103,999)	4,060,674

## Notes to the Financial Statements for the Year Ended 31 March 2023

	Balance at 1 April 2021 £	Incoming resources £	Resources expended £	Transfers £	Other recognised gains/(losses) £	Balance at 31 March 2022 £
<b>Unrestricted funds</b>						
<i><b>General</b></i>						
General funds	3,902,740	2,952,016	(2,899,554)	(114,700)	58,747	3,899,249
<i><b>Designated</b></i>						
Financial assistance fund	42,450	-	-	-	-	42,450
Property development and maintenance fund	938	-	(18,168)	20,000	-	2,770
Research and development fund	24,304	-	(18,155)	55,700	-	61,849
Professional Learning Communities fund	30,058	-	(30,058)	-	-	-
PSE qualification fund	16,400	-	(13,510)	-	-	2,890
New Phone system fund	-	-	(4,256)	5,000	-	744
New Finance system fund	-	-	(34,000)	34,000	-	-
	114,150	-	(118,147)	114,700	-	110,703
<b>Total funds</b>	4,016,890	2,952,016	(3,017,701)	-	58,747	4,009,952

## **Notes to the Financial Statements for the Year Ended 31 March 2023**

### **Unrestricted funds**

Unrestricted funds include all funds received and expended in the furtherance of the charity's objects.

### **Designated funds**

The funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes. All designated funds, with the exception of the financial assistance fund, are expected to be expended within the next 12 months.

#### **Digital strategy fund**

Designated for the development of online resources and to increase capacity in order to remain current with new technologies.

#### **Financial assistance fund**

Designated to enhance provision for students following ASDAN programs and qualifications.

#### **Property development and maintenance fund**

Designated to provide a fund for major repairs as and when necessary to Wainbrook House (formerly known as the property improvement fund).

#### **Research and development fund**

Designated to fund major development of ASDAN products and services (formerly known as the development fund).

#### **PSE qualification development fund**

Designated for the development of a new qualification that launched in September 2021.

#### **Professional Learning Communities fund**

Designated for the design and creation of professional learning communities, for the co-creation of future products and services to fulfil the needs of learners.

#### **Development and improvement of systems funds**

The new phone system fund, the new finance system fund and the transition to outsourcing of printing activity fund are all examples of funds set aside for the strengthening of our core systems.



## Notes to the Financial Statements for the Year Ended 31 March 2023

### 17 Analysis of net assets between funds

	Unrestricted funds		Total funds at
	General	Designated	31 March
	£	£	2023
Tangible fixed assets	670,391	-	670,391
Fixed asset investments	2,581,167	-	2,581,167
Current assets	1,639,694	66,123	1,705,817
Current liabilities	(955,703)	-	(955,703)
Total net assets	3,935,549	66,123	4,001,672

	Unrestricted funds		Total funds at
	General	Designated	31 March
	£	£	2022
Tangible fixed assets	672,474	-	672,474
Fixed asset investments	2,694,035	-	2,694,035
Current assets	1,518,059	105,003	1,623,062
Current liabilities	(979,619)	-	(979,619)
Total net assets	3,904,949	105,003	4,009,952

### 18 Analysis of net funds

	At 1 April 2022	Financing cash flows	At 31 March 2023
	£	£	£
Cash at bank and in hand	1,354,644	(113,048)	1,241,596
Net funds / (debt)	1,354,644	(113,048)	1,241,596

	At 1 April 2021	Financing cash flows	At 31 March 2022
	£	£	£
Cash at bank and in hand	1,355,853	(1,209)	1,354,644
Net funds / (debt)	1,355,853	(1,209)	1,354,644

## Notes to the Financial Statements for the Year Ended 31 March 2023

## 19 Related party transactions

The charity received income from charitable activities of £Nil (2022 - £2,620) from entities connected to the trustees through employment or similar governance roles.

None of the trustees concerned were in a position to personally benefit from the transactions, which arose under a normal business relationship.

The charity incurred expenditure on charitable activities of £Nil (2022 - £8,079) from activities connected to the trustees through employment or similar governance roles. Related parties were connected to trustees of the charity through employment or similar governance roles. Of these amounts, included within trade creditors at the period end was £Nil (2022 - £Nil).

None of the trustees concerned were in a position to personally benefit from the transactions, which arose under a normal business relationship.

## 20 Financial instruments

### Categorisation of financial instruments

	2023 £	2022 £
<b>Carrying amount of financial assets</b>		
Debt instruments measured at amortised cost	353,302	212,115
Listed investments measured at fair value	2,091,167	2,204,035
<b>Carrying amount of financial liabilities</b>		
Liabilities measured at amortised cost	159,973	180,374