

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

England & Wales · Charity number 1111106

Details

Other names	THE ROYAL ARTILLERY EDUCATION TRAINING AND VOCATIONAL QUALIFICATIONS TRUST
Status	Registered
Legal form	Charitable company
Company number	05454676
Registered	2005-08-31
Register	View on the Charity Commission register

Contact

Address	Racpd Royal Artillery Barracks Larkhill Salisbury Wilts SP4 8QT
Phone	07723404026
Email	info@racpd.org.uk
Website	www.racpd.org.uk

Activities

Objects: TO PROMOTE THE EFFICIENCY OF THE ARMED FORCES OF THE CROWN AND IN PARTICULAR THE ROYAL ARTILLERY BY IMPROVING THE COMPETENCIES, PERFORMANCE, MORALE AND RETENTION OF SERVING MILITARY PERSONNEL, MOD CIVIL SERVANTS AND SUPPORT TO VETERANS THROUGH INVOLVEMENT IN NATIONALLY RECOGNISED EDUCATION, TRAINING AND VOCATIONAL SCHEMES.

Activities: Provides accreditation and learning for members of the army, specifically the Royal Artillery.

Classification

- **How:** Provides Services
- **What:** Education/training
- **Who:** Other Defined Groups

Geography

- **Area of benefit:** WORLDWIDE
- Devon
- Essex
- Hampshire
- North Yorkshire
- Northumberland
- West Sussex
- Wiltshire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-07-31	£104,147	£586,675	-	-
2024-07-31	£470,024	£426,409	-	-
2023-07-31	£1,665,844	£1,912,177	£2,170,599	45
2022-07-31	£1,494,977	£2,028,045	£2,473,705	45
2021-07-31	£1,710,950	£1,744,422	£3,118,697	43
2020-07-31	£1,663,231	£1,649,517	£2,964,559	45

Trustees

Name	Role	Appointed
Colonel David Alexander Butt	Chair	2025-04-03
Catherine Hardman		2025-01-01
James Lee Lightfoot		2026-05-14
Stephen Ellison		2014-05-23

Accounts

Charity registration number 1111106 (England and Wales)

Company registration number 05454676

**THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT
ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2025**

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Mr S Ellison	
	Capt T Alexander	
	Mr J L Lightfoot	(Appointed 1 July 2025)
	Colonel D Butt	(Appointed 3 April 2025)
	Mr M J Kingsfield Magee	(Appointed 1 November 2025)
Secretary	Mrs C Hardman	
Senior management	Moss Collins	Interim Chief Executive (from 1 January 2025)
	Lee Hunt	Chief Executive (from June 2025)
Charity number	1111106	
Company number	05454676	
Registered office	RACPD Royal Artillery Barracks Larkhill Salisbury Wiltshire SP4 8QT	
Independent examiner	Moore (South) LLP 33 The Clarendon Centre Salisbury Business Park Dairy Meadow Lane Salisbury Wiltshire SP1 2TJ	
Bankers	CAF Bank Limited 25 Kings Hill Avenue Kings Hill WEst malling ME19 4JQ	
	Nationwide Building Society Kings Park Road Moulton Park Northampton NN3 6NW	
Solicitors	Blake Morgan New Kings Court Tollgate, Chandlers Ford Eastleigh Hampshire SO53 3LG	

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

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THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

CHAIR'S FOREWORD

FOR THE YEAR ENDED 31 JULY 2025

The 2024/25 financial year has been one of transition for the Royal Artillery Centre for Personal Development.

During this period, the organisation experienced changes within its senior leadership, including the departure of the Chief Executive Officer and a period of interim leadership. As a result, activity during much of the year was necessarily limited while the charity maintained stability and ensured that appropriate governance and oversight remained in place.

The Board took the view that it was in the best interests of the charity and its beneficiaries to avoid progressing new initiatives or expanding delivery during a period of leadership change. This ensured that decisions regarding future direction were made with clarity, consistency and appropriate leadership in place.

Following the appointment of a new Chief Executive Officer in June 2025, the organisation has begun to move forward with renewed direction. New initiatives and programme development have commenced, supported by a strengthened leadership structure and a clearer strategic framework.

The Board is confident that this measured approach has positioned RACPD to deliver sustainable impact in future periods.

.....
Colonel David Butt
Chair of Trustees

Date:

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

TRUSTEES' REPORT (INCLUDING DIRECTOR'S REPORT)

FOR THE YEAR ENDED 31 JULY 2025

The trustees present their annual report and financial statements for the year ended 31 July 2025.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Charities SORP "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)".

Objectives and activities

The Royal Artillery Centre for Personal Development operates as RACPD.

RACPD's Charitable Object is:

To promote the efficiency of the Armed Forces of the Crown and in particular the Royal Artillery by improving the competencies, performance, morale and retention of serving military personnel, MOD Civil Servants and support to veterans through involvement in nationally recognised education, training and vocational schemes.

RACPD's Mission is:

We provide outstanding personal and professional development to soldiers, dependents, and veterans, whether they are in early recruit or trade-training, mid-career, undergoing re-settlement or developing a second career. We want to enable better life opportunities for soldiers and their families.

The long-term Vision is that:

RACPD will inspire, encourage, challenge, and fully support learners and staff to achieve their best. We will be the provider of choice, delivering relevant programs of learning, aligning military skills with recognised civilian qualifications. We will increase our flexibility and reach through wider use online technology and to enable staff and learners to work remotely at a time/location that results in success. Income will be maximised by excellent learner and staff management whilst retaining a grade one experience and achievement.

Through our work, we will:

- Provide soldiers with a 'second chance' in their education and thereby enhance their self-confidence, skills, knowledge, and life chances.
- Remove financial barriers to soldiers who wish to undertake personal development.
- Support the Royal Artillery in developing the professional skills, motivation, and welfare of its soldiers, thereby improving performance, and increasing retention.

RACPD promotes the efficiency of the Armed Forces through education, training and personal development.

The charity supports individuals from entry into service through to transition, helping them build meaningful content for their CV and improve long-term employability. This aligns with the principle to train well, serve well and leave well.

The trustees review the charity's aims and activities to ensure they remain aligned with public benefit and with the organisation's purpose.

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

TRUSTEES' REPORT (INCLUDING DIRECTOR'S REPORT) (CONTINUED) FOR THE YEAR ENDED 31 JULY 2025

Activities and Delivery Model

During the reporting period, RACPD experienced a significant period of reduced operational activity between August 2025 and June 2026. This reflected changes in senior leadership, a period of interim management and the delayed commencement of the incoming Chief Executive Officer.

During this time, the organisation focused on maintaining stability, preserving financial resources and ensuring governance continuity. The charity did not operate a fully active delivery model during this period, and no significant programme expansion or structured growth activity was undertaken.

The development of the revised delivery model and the Super 5 framework commenced from June 2026, following the appointment of the new CEO and leadership team. This marked the beginning of a renewed strategic phase for the organisation.

Core Activities

During the period of reduced activity, RACPD continued to provide limited information, advice and guidance, maintain engagement with partners and respond to individual enquiries where appropriate. Although the charity was not operating at full pace, it retained its presence and sought to preserve its ability to support beneficiaries and re-establish structured delivery when the new leadership arrangements were in place.

Partnerships

RACPD maintained key strategic relationships during the year, including with the Armed Forces Covenant Fund Trust and Sheldrake Training Limited.

The Armed Forces Covenant Fund Trust provided restricted funding to support delivery and development activity, including support for dependants of service personnel. This funding enabled the charity to retain an outward-looking approach to development even during a year of limited operational activity.

Sheldrake Training Limited, the charity's wholly owned subsidiary, continued to operate as a delivery and income-generating vehicle and contributed £60,000 to RACPD during the reporting period. RACPD also provided development funding of £200,000 to support Sheldrake's growth as part of the charity's longer-term sustainability strategy.

The development of a partnership at Fort Widley to establish a skills hub has commenced and is intended to support future delivery, access and growth.

Achievements and performance

Significant activities and achievements against objectives

This year is best understood as a period of limited activity and organisational transition, rather than one of delivery expansion. The charity maintained its presence and continued to support individuals where possible, while taking a considered and responsible approach to future development.

The trustees believe that maintaining stability during this period was necessary to ensure that future activity is delivered effectively, sustainably and with appropriate leadership in place. In that context, the principal achievement of the year was not delivery volume, but organisational continuity, preservation of financial resilience and the creation of a platform from which renewed activity could begin once the new leadership arrangements were fully in place.

The year therefore represents a holding period in operational terms, but a necessary one in governance and strategic terms.

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

TRUSTEES' REPORT (INCLUDING DIRECTOR'S REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2025

Financial review

Income for the year was £118,747 and expenditure was £622,584, resulting in a net movement in funds of (£435,746). Total funds at the yearend were £1,823,262.

Income during the year included investment income of £38,593, investment gains of £68,091, Armed Forces Covenant Fund Trust funding of £14,600 and a contribution of £60,000 from Sheldrake Training Limited. RACPD also provided development funding of £218,000 to Sheldrake Training Limited to support its growth as a sustainable delivery and income-generating vehicle.

At the year end, unrestricted funds stood at £1.821 million, restricted funds at £2,616 and total investments at approximately £1.74 million. The charity's financial position remained strong, enabling it to maintain stability during the standstill period and prepare for future development.

RACPD operates within a defined financial framework, with delegated financial authority limits adhered to by all staff. Although the charity does not operate as a commercial business, it does maintain financial controls and governance arrangements designed to ensure that expenditure is appropriately authorised, monitored and aligned to charitable purposes.

Going concern

The trustees have adopted the going concern basis in preparing the financial statements, having concluded that the charity has adequate resources to continue in operational existence for the foreseeable future.

Reserves policy

The trustees recognise the importance of maintaining an appropriate level of reserves to ensure the long-term sustainability of the charity while also enabling investment in development and delivery.

At the year end, the charity held approximately £1.821 million in unrestricted reserves, forming the primary financial buffer of the organisation. The trustees consider reserves to be essential not only as protection against uncertainty, but also as a means of enabling the charity to adapt, develop and remain effective in a changing operating environment.

The trustees apply a structured approach to reserves based on several principles. First, reserves may be used to support the development of new delivery models, infrastructure and partnerships, including investment in Sheldrake Training Limited and future programme delivery. Secondly, reserves provide the capacity to sustain the organisation during periods of reduced income or activity, as experienced during the current reporting period. Thirdly, reserves help ensure that the charity is able to respond to changes in funding, delivery structures or wider external conditions without immediate risk to its viability.

In considering longer-term financial stewardship, the trustees have also reflected on how reserves might be used in the event that the charity were to cease operating. While no formal decision has been made, the trustees would expect to consider maintaining a core reserve of approximately £500,000, which could be applied in a manner consistent with the charity's purposes and wider Royal Artillery community, including possible alignment with organisations such as the Royal Artillery Institute. In addition, the trustees would expect to consider allocating approximately £200,000 to support the orderly closure of RACPD and approximately £50,000 to support the orderly closure of Sheldrake Training Limited.

These figures are intended as guiding considerations rather than fixed commitments. Any such decisions would be made by the trustees at the relevant time, in accordance with the charity's governing document and legal obligations.

The trustees do not hold reserves solely as a defensive measure. Rather, they seek to use reserves in a controlled and considered way to support innovation, growth and sustainability while maintaining an appropriate financial buffer and protecting the charity's long-term interests.

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

TRUSTEES' REPORT (INCLUDING DIRECTOR'S REPORT) (CONTINUED) FOR THE YEAR ENDED 31 JULY 2025

Major risks

The primary risk during the year related to reduced activity during leadership transition. The trustees recognised that the absence of stable long-term executive leadership created a risk not only to delivery and income, but also to organisational momentum, staff confidence and strategic clarity.

A further risk arose from the limited level of activity itself. Reduced programme delivery meant reduced operational visibility and fewer opportunities to generate income through active provision. This in turn increased the charity's reliance on reserves and investment returns during the period.

There was also a leadership capacity risk. During the transition period, the organisation was operating without a fully embedded Chief Executive Officer, and this created a risk that important decisions could be delayed or that strategic development could stall. The trustees mitigated this by ensuring that the Board remained quorate and active and that interim leadership continuity was maintained.

Financial sustainability was another significant consideration. Although the charity remained in a strong overall financial position, expenditure continued during a period of reduced delivery. The trustees therefore needed to ensure that the charity's resources were being used prudently and that commitments were kept proportionate to the organisation's operational position.

These risks were mitigated through maintaining a quorate and active Board, preserving financial reserves, limiting operational commitments, avoiding premature expansion and ensuring continuity of governance and oversight throughout the standstill period.

The trustees consider that the risks associated with this period were appropriately identified, managed and kept under review.

Plans for future periods

Following the appointment of CEO Lee Hunt in June 2026, the organisation has begun to move forward with a renewed strategic focus.

New leadership roles have been established, including a Director of Teaching and Learning, a Business Development Manager and a Personal Development Advisor. These appointments are intended to strengthen the organisation's leadership capacity, delivery capability and ability to generate sustainable income.

The Business Development Manager and Personal Development Advisor are expected to generate income sufficient to support their roles. This reflects the charity's intention to ensure that growth is not simply an additional cost burden but is linked directly to income generation and organisational sustainability.

Development of the Super 5 framework and the Fort Widley Skills Hub has commenced and is expected to support future delivery and growth. The trustees anticipate that the next period will therefore be one of active redevelopment and structured re-engagement with delivery, rather than continued standstill.

Structure, governance and management

The charity is governed by a Board of Trustees responsible for strategic direction, oversight and compliance. The Board remained quorate and active throughout the reporting period, with a quorum of four trustees required for decision-making.

The Board's role is not limited to formal compliance. It is responsible for ensuring that the charity acts consistently with its charitable purposes, that resources are used appropriately, that risks are identified and managed, and that leadership is held to account.

During the reporting period, governance was particularly important because of the changes in executive leadership. The departure of the previous CEO in February 2025, the interim leadership period led by Katie Hardman, and the appointment of the new CEO in June 2025 required the Board to remain closely engaged in ensuring continuity, accountability and organisational stability.

The Board maintained oversight of financial management, safeguarding, risk and compliance throughout. In doing so, it ensured that the charity remained operationally stable even while activity levels were reduced.

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

TRUSTEES' REPORT (INCLUDING DIRECTOR'S REPORT) (CONTINUED) FOR THE YEAR ENDED 31 JULY 2025

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Mr S W Bragg	(Resigned 3 September 2025)
Major General R M Clements CBE	(Resigned 2 February 2025)
Mr S Ellison	
Mr N A Hopkins OBE	(Appointed 19 September 2024 and resigned 4 September 2025)
Ms A J Storey	(Resigned 13 March 2025)
Capt T Alexander	
Mr B N Budd OBE	(Resigned 19 September 2024)
Mr J L Lightfoot	(Appointed 1 July 2025)
Colonel D Butt	(Appointed 3 April 2025)
Mr M J Kingsfield Magee	(Appointed 1 November 2025)

Recruitment, Appointment and Training of Trustees

Trustees are appointed to ensure an appropriate balance of skills, experience and knowledge.

The Board undertakes periodic consideration of its composition to ensure that it remains capable of providing effective governance, oversight and challenge. This includes consideration of financial literacy, safeguarding awareness, strategic understanding and familiarity with the charity's beneficiary context.

Trustees are required to maintain an appropriate level of awareness and understanding of safeguarding responsibilities, including the ability to identify, challenge and report safeguarding risks relevant to RACPD's activities at Board level.

All trustees receive structured induction and ongoing development to ensure they are equipped to discharge their duties effectively. This includes understanding the charity's purposes, governance arrangements, financial framework, safeguarding responsibilities and the wider strategic context in which RACPD operates.

Remuneration policy

The charity does not operate a remuneration committee.

All remuneration is set within agreed organisational structures and financial parameters. Any remuneration outside these parameters is presented to the Board by the Chief Executive Officer for review and approval. This ensures that remuneration decisions are subject to appropriate oversight and remain proportionate to the charity's objectives and financial position.

Board Responsibility for Safeguarding

The Board recognises safeguarding as a core governance responsibility and an integral part of its duty of care to beneficiaries.

Trustees are responsible for ensuring that appropriate safeguarding policies and procedures are in place and regularly reviewed, that safeguarding risks are identified, understood and monitored at Board level, and that there are clear reporting and escalation processes for safeguarding concerns.

The Board is also responsible for holding senior leadership accountable for the effective implementation of safeguarding arrangements and for ensuring that safeguarding is embedded within the organisation's culture and delivery model.

The Board receives assurance on safeguarding arrangements and takes responsibility for ensuring that the charity maintains a safe and supportive environment for all individuals it engages with.

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

TRUSTEES' REPORT (INCLUDING DIRECTOR'S REPORT) (CONTINUED) *FOR THE YEAR ENDED 31 JULY 2025*

Public Benefit

The trustees have had due regard to the Charity Commission's guidance on public benefit.

This guidance requires trustees to demonstrate that the charity's activities provide a clear benefit to the public or a sufficient section of the public, and that any private benefit is incidental.

While direct delivery was limited during the reporting period, the trustees consider that maintaining the organisation's stability and preparing for future delivery contributes to the charity's long-term public benefit. In the trustees' view, preserving the charity's ability to resume meaningful activity under appropriate leadership was itself part of responsible stewardship in the public interest.

RACPD continues to deliver benefit through education, training and personal development support to serving personnel, veterans and their dependants, improving employability, confidence and life outcomes.

Conclusion

The 2024/25 financial year represents a period of limited activity and organisational transition driven by changes in leadership.

The trustees made a deliberate decision to prioritise stability, governance and financial stewardship during this time, rather than progressing delivery under uncertain leadership conditions. This approach was intended to protect the charity's long-term interests and ensure that future development could begin from a position of greater clarity and stability.

As a result, the charity has maintained a strong financial position, preserved its organisational capability, strengthened governance oversight, established a new leadership structure and commenced development of future delivery initiatives.

With a new Chief Executive Officer in place and a strengthened leadership team, RACPD has now begun to move forward with renewed direction. The trustees are confident that the actions taken during this period have positioned the charity to deliver sustainable, effective and impactful activity in future years.

The trustees' report was approved by the Board of Trustees.

Colonel D Butt
Trustee

22 April 2026

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 JULY 2025

The trustees, who are also the directors of The Royal Artillery Centre for Personal Development for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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

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

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

I report to the trustees on my examination of the financial statements of The Royal Artillery Centre for Personal Development (the charity) for the year ended 31 July 2025.

Responsibilities and basis of report

As the trustees of the charity (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.

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

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 that in any material respect:

- 1 accounting records were not kept in respect of the charity as required by section 386 of the Companies Act 2006.
- 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 Companies Act 2006 other than any requirement that the financial statements 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 financial statements 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 financial statements to be reached.

Robert MacDonald
Moore (South) LLP

33 The Clarendon Centre
Salisbury Business Park
Dairy Meadow Lane
Salisbury
Wiltshire
SP1 2TJ

Dated: 28 April 2026

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 JULY 2025

	Notes	Unrestricted funds general 2025 £	Unrestricted funds designated 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds general 2024 £	Unrestricted funds designated 2024 £	Restricted funds 2024 £	Total 2024 £
Income from:									
Donations and legacies	2	15	-	-	15	120,188	-	-	120,188
Charitable activities	3	63,390	-	-	63,390	255,548	-	-	255,548
Other trading activities	4	2,149	-	14,600	16,749	53,777	-	25,550	79,327
Investments	5	38,593	-	-	38,593	40,511	-	-	40,511
Total income		104,147	-	14,600	118,747	470,024	-	25,550	495,574
Expenditure on:									
Charitable activities	6	586,884	-	35,909	622,793	426,854	-	1,625	428,479
Other expenditure	10	(209)	-	-	(209)	(445)	-	-	(445)
Total expenditure		586,675	-	35,909	622,584	426,409	-	1,625	428,034
Net gains/(losses) on investments	11	68,091	-	-	68,091	141,056	-	-	141,056
Net income/(expenditure)		(414,437)	-	(21,309)	(435,746)	184,671	-	23,925	208,596
Transfers between funds		2,000,000	(2,000,000)	-	-	-	-	-	-
Net movement in funds	7	1,585,563	(2,000,000)	(21,309)	(435,746)	184,671	-	23,925	208,596
Reconciliation of funds:									

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 JULY 2025

	Unrestricted funds general 2025 £	Unrestricted funds designated 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds general 2024 £	Unrestricted funds designated 2024 £	Restricted funds 2024 £	Total 2024 £
Notes								
Fund balances at 1 August 2024	235,083	2,000,000	23,925	2,259,008	50,412	2,000,000	-	2,050,412
Fund balances at 31 July 2025	<u>1,820,646</u>	<u>-</u>	<u>2,616</u>	<u>1,823,262</u>	<u>235,083</u>	<u>2,000,000</u>	<u>23,925</u>	<u>2,259,008</u>

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

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

BALANCE SHEET

AS AT 31 JULY 2025

	Notes	2025 £	£	2024 £	£
Fixed assets					
Tangible assets	13		5,645		7,467
Investments	14		1,746,373		1,850,871
			<u>1,752,018</u>		<u>1,858,338</u>
Current assets					
Debtors	15	18,574		285,863	
Cash at bank and in hand		89,226		157,412	
		<u>107,800</u>		<u>443,275</u>	
Creditors: amounts falling due within one year	16	(36,556)		(42,605)	
Net current assets			<u>71,244</u>		<u>400,670</u>
Total assets less current liabilities			<u>1,823,262</u>		<u>2,259,008</u>
The funds of the charity					
Restricted income funds	17		2,616		23,925
Unrestricted funds - general	19		1,820,646		235,083
Unrestricted funds - designated	18		-		2,000,000
			<u>1,823,262</u>		<u>2,259,008</u>

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 July 2025.

The director acknowledges his responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

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.

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

The financial statements were approved by the trustees on 22 April 2026

Colonel D Butt
Trustee

Company registration number 05454676 (England and Wales)

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 JULY 2025

1 Accounting policies

Charity information

The Royal Artillery Centre for Personal Development is a private company limited by guarantee incorporated in England and Wales. The registered office is RACPD Royal Artillery Barracks, Larkhill, Salisbury, Wiltshire, SP4 8QT.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's Articles of Association, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "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). The charity is a Public Benefit Entity as defined by FRS 102.

The charity has taken advantage of the provisions in the SORP for charities not to prepare a Statement of Cash Flows.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, [modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value]. The principal accounting policies adopted are set out below.

1.2 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.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2025

1 Accounting policies

(Continued)

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Portacabin	4 years
Fixtures and fittings	5 years
Computers	3 years
Motor vehicles	4 years
Online learning portal	3 years

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

A subsidiary is an entity controlled by the charity. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities.

1.8 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 any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.9 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2025

1 Accounting policies

(Continued)

1.10 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.11 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2025

2 Income from donations and legacies

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Donations and gifts	15	120,188

3 Income from charitable activities

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Army Apprenticeship		
Income	70	131,566
Educational Training		
Income	63,320	123,982
	63,390	255,548

4 Income from other trading activities

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Training and other income	2,149	14,600	16,749	53,777	25,550	79,327

5 Income from investments

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Income from listed investments	38,204	38,657
Interest receivable	389	1,854
	38,593	40,511

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2025

6 Expenditure on charitable activities

	Army Apprenticeship 2025 £	Educational Training 2025 £	Governance costs 2025 £	Support costs 2025 £	Total 2025 £
Direct costs					
Staff costs	27,759	163,678	24,390	1,742	217,569
Depreciation and impairment	-	7,424	1,223	87	8,734
Registration fees	-	23,636	2,708	193	26,537
External trainers	-	24,369	4,014	287	28,670
PD Grants	-	3,131	516	37	3,684
Marketing & PD Promotion	-	18,487	2,991	214	21,692
Other	-	1,361	224	16	1,601
Motor expenses	-	634	104	7	745
Insurance	-	4,470	736	53	5,259
Professional fees	-	13,892	6,186	442	20,520
Trustees' meetings and expenses	-	1,885	-	-	1,885
Travel and subsistence	-	10,114	1,666	119	11,899
Resources	-	13,542	2,141	153	15,836
IT Support	-	17,825	2,936	210	20,971
Army covenant grant	8,150	-	-	-	8,150
Other charitable expenditure	-	218,000	11,041	-	229,041
	<u>35,909</u>	<u>522,448</u>	<u>60,876</u>	<u>3,560</u>	<u>622,793</u>
Analysis by fund					
Unrestricted funds - general	-	522,448	60,876	3,560	586,884
Restricted funds	<u>35,909</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>35,909</u>
	<u>35,909</u>	<u>522,448</u>	<u>60,876</u>	<u>3,560</u>	<u>622,793</u>

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2025

6 Expenditure on charitable activities

(Continued)

Previous year:	Army Apprenticeship	Educational Training	Governance costs	Support costs	Total
	2024	2024	2024	2024	2024
	£	£	£	£	£
Direct costs					
Staff costs	176,524	11,033	30,892	2,207	220,656
Depreciation and impairment	7,862	491	1,376	98	9,827
Registration fees	15,222	951	2,664	190	19,027
External trainers	36,186	2,262	6,333	452	45,233
PD Grants	14,036	877	2,456	175	17,544
Marketing & PD Promotion	5,567	348	974	70	6,959
Other	3,934	246	689	49	4,918
Motor expenses	10,710	669	1,874	134	13,387
Insurance	10,669	667	1,867	133	13,336
Professional fees	9,529	596	1,667	119	11,911
Trustees' meetings and expenses	898	56	157	11	1,122
Travel and subsistence	8,448	528	1,478	106	10,560
Resources	7,941	496	1,390	99	9,926
IT Support	24,428	1,527	4,275	305	30,535
Development Projects	783	49	137	10	979
Army covenant grant	1,625	-	-	-	1,625
Donations	440	28	77	6	551
Other charitable expenditure	8,306	519	1,454	104	10,383
	<u>343,108</u>	<u>21,343</u>	<u>59,760</u>	<u>4,268</u>	<u>428,479</u>
Analysis by fund					
Unrestricted funds - general	341,483	21,343	59,760	4,268	426,854
Restricted funds	1,625	-	-	-	1,625
	<u>343,108</u>	<u>21,343</u>	<u>59,760</u>	<u>4,268</u>	<u>428,479</u>

7 Net movement in funds

2025
£

2024
£

The net movement in funds is stated after charging/(crediting):

Depreciation of owned tangible fixed assets	8,673	9,827
Profit on disposal of tangible fixed assets	(209)	(445)
	<u>8,464</u>	<u>9,382</u>

8 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2025

9 Employees

The average monthly number of employees during the year was:

	2025 Number	2024 Number
Army Apprenticeship	-	8
Training Courses	4	3
Support	5	5
Total	9	16

Employment costs	2025 £	2024 £
Wages and salaries	217,569	220,656

There were no employees whose annual remuneration was more than £60,000.

Remuneration of key management personnel

The total employee benefits (including employer national insurance and employer pension contributions) of the key management personnel were £120,397 (2024: £100,880).

10 Other expenditure

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Net loss on disposal of tangible fixed assets	(209)	(445)

11 Gains and losses on investments

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Gains/(losses) arising on:		
Revaluation of investments	68,091	138,629
Sale of investments	-	2,427
	68,091	141,056

12 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2025

13 Tangible fixed assets

	Portacabin	Fixtures and fittings	Computers	Motor vehicles	Online learning portal	Total
	£	£	£	£	£	£
Cost						
At 1 August 2024	79,236	20,550	185,366	46,730	331,520	663,402
Additions	-	-	6,851	-	-	6,851
At 31 July 2025	79,236	20,550	192,217	46,730	331,520	670,253
Depreciation and impairment						
At 1 August 2024	79,236	20,550	179,648	46,730	329,771	655,935
Depreciation charged in the year	-	-	6,924	-	1,749	8,673
At 31 July 2025	79,236	20,550	186,572	46,730	331,520	664,608
Carrying amount						
At 31 July 2025	-	-	5,645	-	-	5,645
At 31 July 2024	-	-	5,718	-	1,749	7,467

14 Fixed asset investments

	Listed investments	Other investments	Total
	£	£	£
Cost or valuation			
At 1 August 2024	1,850,870	1	1,850,871
Additions	629,476	-	629,476
Valuation changes	82,344	-	82,344
Disposals	(816,318)	-	(816,318)
At 31 July 2025	1,746,372	1	1,746,373
Carrying amount			
At 31 July 2025	1,746,372	1	1,746,373
At 31 July 2024	1,850,870	1	1,850,871
Other investments comprise:	Notes	2025	2024
		£	£
Investments in subsidiaries	22	1	1

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2025

14 Fixed asset investments (Continued)

	2025 £	2024 £
Investments at fair value comprise:		
UK Common investment funds	470,596	650,153
Listed investments	1,213,188	1,147,633
Cash	62,586	53,084
Investments in subsidiary company	1	1
	<u>1,746,371</u>	<u>1,850,871</u>

15 Debtors

	2025 £	2024 £
Amounts falling due within one year:		
Trade debtors	-	29,437
Amounts owed by subsidiary undertakings	-	242,833
Prepayments and accrued income	18,574	13,593
	<u>18,574</u>	<u>285,863</u>

16 Creditors: amounts falling due within one year

	2025 £	2024 £
Other taxation and social security	10,171	12,368
Trade creditors	11,864	9,207
Amounts owed to subsidiary undertakings	6,518	-
Other creditors	3,003	1,061
Accruals and deferred income	5,000	19,969
	<u>36,556</u>	<u>42,605</u>

17 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	At 1 August 2024 £	Incoming resources £	Resources expended £	At 31 July 2025 £
Armed Forces Covenant Fund	<u>23,925</u>	<u>14,600</u>	<u>(35,909)</u>	<u>2,616</u>

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2025

17 Restricted funds (Continued)

Previous year:	At 1 August 2023 £	Incoming resources £	Resources expended £	At 31 July 2024 £
Armed Forces Covenant Fund	-	25,550	(1,625)	23,925

The restricted fund is a grant received from Armed Forces Covenant Fund specifically for the purpose of delivering career development to army personnel and their families whether that be to support confidence or directly access suitable training.

18 Unrestricted funds - designated

These are unrestricted funds which are material to the charity's activities.

	At 1 August 2024 £	Transfers £	At 31 July 2025 £
Strategic funds	2,000,000	(2,000,000)	-
Previous year:	At 1 August 2023 £	Transfers £	At 31 July 2024 £
Strategic funds	1,900,000	-	1,900,000
Facilities funds	100,000	-	100,000
	2,000,000	-	2,000,000

The Trustees are considering new initiatives and to move forward with renewed direction, therefore they have transferred the strategic funds and facilities funds back to unrestricted funds.

19 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 August 2024 £	Incoming resources £	Resources expended £	Transfers £	Gains and losses £	At 31 July 2025 £
General funds	235,083	104,147	(586,675)	2,000,000	68,091	1,820,646

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2025

19 Unrestricted funds

(Continued)

Previous year:	At 1 August 2023	Incoming resources	Resources expended	Transfers	Gains and losses	At 31 July 2024
	£	£	£	£	£	£
General funds	50,412	470,024	(426,409)	-	141,056	235,083

20 Analysis of net assets between funds

	Unrestricted funds general 2025 £	Unrestricted funds designated 2025 £	Restricted funds 2025 £	Total 2025 £
At 31 July 2025:				
Tangible assets	5,645	-	-	5,645
Investments	1,746,373	-	-	1,746,373
Current assets/(liabilities)	68,628	-	2,616	71,244
	<u>1,820,646</u>	<u>-</u>	<u>2,616</u>	<u>1,823,262</u>
	Unrestricted funds general 2024 £	Unrestricted funds designated 2024 £	Restricted funds 2024 £	Total 2024 £
At 31 July 2024:				
Tangible assets	7,467	-	-	7,467
Investments	39,776	1,811,095	-	1,850,871
Current assets/(liabilities)	187,840	188,905	23,925	400,670
	<u>235,083</u>	<u>2,000,000</u>	<u>23,925</u>	<u>2,259,008</u>

21 Related party transactions

Transactions with related parties

During the year the charity entered into the following transactions with related parties:

During the year, the charity paid £218,000 to their subsidiary Sheldrake Training Limited for development funding.

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2025

22 Subsidiaries

The charitable company owns the whole of the issued ordinary share capital of Sheldrake Training Limited, a company registered in England and Wales (company number: 10070090). The subsidiary is used for non-primary purpose trading activities. Available profits are distributed under Gift Aid to the charitable company.

Details of the charity's subsidiaries at 31 July 2025 are as follows:

Name of undertaking	Registered office	Nature of business	Class of shares held	% Held	
				Direct	Indirect
Sheldrake Training Limited		Training provider		100.00	

23 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

Accounts

Charity registration number 1111106

Company registration number 05454676 (England and Wales)

**THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT
ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2024**

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Mr S W Bragg	(Appointed 8 March 2024)
	Major General R M Clements CBE	
	Mr S E Ellison	
	Mr N A Hopkins OBE	(Appointed 19 September 2024)
	Ms A J Storey	
Secretary	Mr M Collins	
Senior management	Claire Foxley	Chief Executive (until 31 December 2024)
	John Le Feuvre	Operations Director (until 10 February 2024)
	Moss Collins	Interim Chief Executive (from 1 January 2025)
Charity number	1111106	
Company number	05454676	
Registered office	Old Fire Station Enterprise Centre Salt Lane Salisbury Wiltshire SP1 1DU	
Independent examiner	Moore (South) LLP 33 The Clarendon Centre Salisbury Business Park Dairy Meadow Lane Salisbury Wiltshire SP1 2TJ	
Bankers	CAF Bank Limited 25 Kings Hill Avenue Kings Hill WEst malling ME19 4JQ	
	Nationwide Building Society Kings Park Road Moulton Park Northampton NN3 6NW	
Solicitors	Blake Morgan New Kings Court Tollgate, Chandlers Ford Eastleigh Hampshire SO53 3LG	

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

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THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 JULY 2024

The trustees present their annual report and financial statements for the year ended 31 July 2024.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)".

Objectives and activities

The Royal Artillery Centre for Personal Development operates as RACPD.

RACPD's Charitable Object is:

To promote the efficiency of the Armed Forces of the Crown and in particular the Royal Artillery by improving the competencies, performance, morale and retention of serving military personnel, MOD Civil Servants and support to veterans through involvement in nationally recognised education, training and vocational schemes.

RACPD's Mission is:

We provide outstanding personal and professional development to soldiers, dependents, and veterans, whether they are in early recruit or trade-training, mid-career, undergoing re-settlement or developing a second career. We want to enable better life opportunities for soldiers and their families.

The long-term Vision is that:

RACPD will inspire, encourage, challenge, and fully support learners and staff to achieve their best, We will be the provider of choice, delivering relevant programs of learning, aligning military skills with recognised civilian qualifications. We will increase our flexibility and reach through wider use online technology and to enable staff and learners to work remotely at a time/location that results in success. Income will be maximised by excellent learner and staff management whilst retaining a grade one experience and achievement.

Through our work, we will:

- Provide soldiers with a 'second chance' in their education and thereby enhance their self-confidence, skills, knowledge, and life chances.
- Remove financial barriers to soldiers who wish to undertake personal development.
- Support the Royal Artillery in developing the professional skills, motivation, and welfare of its soldiers, thereby improving performance, and increasing retention.

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 JULY 2024

Activities

We provide personal development support to soldiers and officers in the Royal Artillery. This enables them to:

- Develop their literacy, numeracy, IT, and communication skills and thus increase self-confidence and widen their aspirations.
- Increase their employability in the Armed Forces and subsequent career, thereby making a more positive contribution to the British labour market.
- Gain transferable and recognisable civilian qualifications and improve their professional skills, thereby increasing the effectiveness and efficiency of the Royal Artillery.

The trustees review the aims, objectives, and activities of the Charity each year. This report looks at what the Charity has achieved and the outcomes of its work in the reporting period. The trustees report the success of each key activity and the benefits the Charity has brought to those groups of people that it is set up to help.

This review also helps the trustees ensure the Charity's aims, objectives and activities remain focused on its stated purposes.

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

Over the previous two years this report has included reference to Covid-19, the effects of which are no longer causing concern. However, the crisis in Ukraine continued to result in a larger than normal number of learner suspensions. Whilst timely and overall achievement rates are lower than last year, they remain outstanding and higher than national and overall Army rates.

Our Core Activities

Delivering Qualifications

One of the Charity's priorities is to increase the number of soldiers who achieve nationally recognised, transferable qualifications. These qualifications improve soldiers' promotion prospects within the Army and increase their chances of employment when they leave the Army.

We provide Information, Advice and Guidance to soldiers and dependents, regarding personal development and encourage the uptake of Standard Learning Credits and wider Army initiatives to support this. We also direct learners to approved training providers; including our own training subsidiary, Sheldrake Training Ltd and organise and deliver IOSH, SIA and First Aid qualifications via the TQUK network and suite of online courses.

Delivering Educational Support, Information, Advice and Guidance

The majority of our programs and advice are delivered within the workplace in regiments based in England. This removes the geographical barriers that exist for many remotely located soldiers who are unable to attend a Further Education College or travel to Larkhill to attend courses. RACPD employs staff to specifically provide apprenticeship and educational support and information, advice and guidance to soldiers and their dependents. These members of staff, known as Personal Development Advisors and Mentors (PDA/M), are embedded within some Royal Artillery regiments meaning they are uniquely placed to offer an accessible and flexible and consistent service to soldiers.

The Regimental Learning Centres, provide a unique and vital service to soldiers and their families. A range of courses, qualifications and Information, Advice and Guidance (IAG) are offered at flexible times to fit around soldiers' operational commitments.

The majority of our employees are former servicemen/women, or dependents of serving soldiers, who understand the culture and challenges those soldiers (our learners) face. This understanding of our beneficiaries' needs is vital to the success of the programs.

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 JULY 2024

Achievements and performance

Significant activities and achievements against objectives

The three main lines of effort followed to achieve our Charitable Object are:

1. Inspire, encourage and engender life-long learning
2. Support and deliver relevant training, where possible linking military and civilian qualifications
3. Deliver excellent information, advice and guidance (IAG).

This reporting year has seen RACPD continue to expand opportunities to promote life-long learning along with a concerted effort to get out to Units and brief both the chain of command and individuals alike. Whilst RACPD cannot provide IAG advisors in every unit, providing coverage to three main regions, via dedicated staff has been successful and helps to mitigate the lack of embedded staff in every location.

The annual RA Awards are conducted in October, and this provides an excellent opportunity to recognise and reward the achievements of our learners over the course of the year. A suite of specific RACPD Personal Development Awards, (Learner of the Year, Trainer of the Year, Supporter of the Year and PD Unit of the Year) are sponsored, judged and administered by RACPD in concert with the Regimental Headquarters Royal Artillery, (RHQRA). The combination of cash prizes, wide publicity and attendance at the award ceremony is a potent method of promoting life-long learning to soldiers and officers of all ages.

RACPD regularly attend Unit Army Leadership and Development Programme (ALDP) training for potential JNCOs, and this provides another opportunity to link the military curriculum with civilian qualifications via the Army Accreditation Offer. These courses are supported by briefings from RACPD staff, as are intakes of Phase 2 recruits into 24 Irish Bty RA, regular unit briefings and an enduring commitment to brief each new intake of RA Young Officers during the YO's Course, also held at the Royal School of Artillery.

Financial review

The charity's loss of the army apprenticeship contract and the Wiltshire College contract meant that operational income dropped significantly compared to the previous 12 months. However, running costs were also proportionally reduced when staff and some non staff costs were assumed by The College Partnership under TUPE.

The surplus before gains on investments of £43.6k is an improvement on the deficit for the previous year (2023 - £359k). The charity has benefitted from income from its trading subsidiary, Sheldrake Training Limited, of £120k, return on investments of £184k, and a new restricted funding stream from the Armed Forces Covenant Fund of £25k. With good budget management, this meant that the value of funds increased by £208k in the financial year 23/24 compared to the previous year's loss of £416k.

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2024

Reserves policy

The trustees' reserves policy takes into account the following factors:

- The Charity is very heavily dependent on funds from the DfE via college sub-contracting. Government policy on post-16 education and training is dynamic and FE college funding limited.
- The level of reserves must allow for any radical shift in Government and FE college policy which may reduce the Charity's income significantly.
- The trustees have a long-term commitment to delivering the Charity's Objects and wish to maintain sufficient funds to allow the Charity to continue to operate if external funding were to be removed completely. In the event that funding ceases, the Charity will retain sufficient funds to provide for the learners registered on its programmes to complete their personal development plan.
- The strategic plan requires the expansion of the RACPD's charitable offer. Specific initiatives have been identified which extend the Charity's scope to provide additional public benefit and better fulfil its objectives.
- The strategy also recognises the need for the Charity to adapt its operating model in response to changes in the environment in which it operates, and sufficient funds must be maintained for transformation of the operating model should this be required.

The trustees have assessed the level of reserves needed to meet specific requirements and have chosen to invest those reserves to build capital and ensure that charitable activities can continue to take place. Such activity includes allocations of money to enable personal development resources and staging of events but also maintenance of a small number of staff in regiments to support the wider educational advice and guidance.

Trustees believe the charity is a going concern, for the purposes of approving the annual report and statutory accounts, having reasonable expectation that it can continue to operate for at least 12 months from the date signing the accounts, and that there are no material uncertainties in this regard. In practice, the charity's total reserves remain high at approximately £2.2million all of which is unrestricted. £1.85million is held in investments and £160,000 in cash. This is more than sufficient to support the charitable activities planned over the next two to three years and whilst the trading subsidiary builds its reputation and ability to provide sufficient funding to cover all RACPD costs, after the loss of the RA apprenticeship contract referred to below. This also allows sufficient buffer should business continuity issue arise.

Investment policy

Investment powers are governed by the memorandum and articles of association and permit the Charity's funds to be invested in any way the trustees wish. The Board keeps its investment strategy under constant review.

Major risks

The significant risks to which the Charity is exposed fall into two categories – those macro risks which are largely outside its control and those micro risks which are, at least to some extent, within its operational control. The main external macro risks are derived from the apprenticeship contract which include loss of the contract, changes in government and Army apprenticeship policy and funding, including the lower RA recruiting/allocation figures, and the consequent changes in income, and the implications of the Ukraine crisis. The micro-risks include learners attending and achieving Functional Skills which have increased in length and difficulty, recruiting suitably qualified and experienced staff, maintaining learners on program in a fast-moving environment and the effects of new standards with the requirement for End Point Assessment.

All risks are reviewed regularly by the senior management team and wherever possible risks are mitigated or managed within routine business. A risk register is maintained for scrutiny by the Board of Trustees every six months, albeit the senior management team review it more regularly. There is little by way of mitigation for the macro risks until the full implications of an ongoing Ukraine campaign and British Army assistance becomes clearer, and RA recruiting returns to 'normal' levels. Micro risks are mitigated against through normal routine procedures such as monitoring and regular reviews.

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 JULY 2024

Plans for future periods

Noting the reduction in staff levels since losing the Army Apprenticeship Contract, RACPD only retain one permanent IAG advisor in the North of England, based in Catterick Garrison, serving 3RHA, 4RA and 5RA; one in the South of England, based in Plymouth, serving 29 (Cdo) RA, 12RA and 16RA. The remaining units based in our Central region, based around Larkhill are served by members of staff based at RACPD HQ.

Future planning seeks funds from the reserve, authorised by the RACPD trustees, to develop and deploy a modern web-based site with increased functionality, live and virtual chat function and a forum for dispersed units to access 24/7. This will mitigate the lack of embedded staff until such time as the training subsidiary can generate sufficient profit to support reinstalling IAG staff in regiments.

Structure, governance and management

The Charity is governed by trustees, who are also the members.

The Board remains an appropriately sized forum to ensure a good range of relevant expertise and to enable timely decision-making. The trustees hold three Board meetings each year which is sufficient to review operational business as well as an AGM which reviews performance over the whole year.

In addition, in a normal year they meet in May for development and appraisal, and to discuss strategy in an unrestricted forum. The number of meetings, their format and timings provide sufficient opportunity to review and update the strategy and to oversee and assure performance on a quarterly basis. Meetings this year were held face to face, including the AGM.

The trustees delegate operational control, including full management of staff, to the Chief Executive (Claire Foxley) who is directly supported by the Director of Operations (John Le Feuvre). John Le Feuvre was replaced as Operations Director in February 2024 by Moss Collins who became the Executive Officer (XO).

They are supported by three heads of department (MIS, Teaching & Learning and Quality) who together constitute the Senior Management Team.

The Board nominates individual trustees to hold responsibility for key regulatory matters: Health & Safety; Safeguarding; Data Protection; Equality & Diversity and Security. The Board has three committees: Audit; Finance and Remuneration. The Chair of each committee holds Board responsibility for those specific matters.

The Board decides the Charity's strategy, which is reviewed each year in May/June. Additionally, in Q3, Trustees endorse the Chief Executive's annual Business Plan, which sets out the forthcoming income and expenditure budgets for the next academic year. The Board has endorsed a scheme of delegation in which the trustees delegate limited spending authority to the Chief Executive, while retaining authority to spend single amounts not exceeding £60,000.

The trustees also retain authority to appoint (executive) directors.

The organisation is a charitable company limited by guarantee, incorporated on 17 May 2005, and registered as a charity on 31 August 2005 with articles amended on 24 February 2014. The company was established under a memorandum of association, which established the Objects and powers of the charitable company and is governed under its articles of association.

All trustees give their time voluntarily and receive no benefits from the Charity.

Any expenses reclaimed from the Charity are set out in the notes to the accounts.

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 JULY 2024

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Mr S W Bragg	(Appointed 8 March 2024)
Major General R M Clements CBE	
Mr S E Ellison	
Mr N A Hopkins OBE	(Appointed 19 September 2024)
Ms A J Storey	
Mrs T Alexander	(Resigned 25 September 2024)
Mr B N Budd OBE	(Resigned 19 September 2024)
Colonel O J Adams	(Resigned 8 March 2024)
Colonel M Dornan	(Resigned 8 March 2024)
Mr T Jackson	(Resigned 8 March 2024)
Mr J Knowles	(Resigned 8 March 2024)
Mr A Assad	(Resigned 16 November 2023)
Colonel C Palmer	(Resigned 8 March 2024)

Recruitment and appointment of trustees

The memorandum provides for eleven trustees, of which two are serving in the Royal Artillery (RA) and four as Army officers in Staff appointments outside of the RA (but all ex-Gunners). The serving trustees are directly linked to their military roles, which is on the basis that those roles command or train the Charity's beneficiaries. These 'military' trustees are only appointed as trustees for the duration of their specific military role, normally two years.

The memorandum was updated in this year to include two serving non-commissioned officer positions and amended so that trustees may now serve two tenures of three years. Those holding the position of committee chair or with extensive experience in a specialist area may be retained for a further three-year rotation.

A skills scan is conducted periodically to identify the skills gap among trustees so that new trustees may be recruited to provide the missing skills and experience. Such trustees are found either through recruitment via charity trustee organisations, or local networking. As a result, the Board recruited two serving soldiers as "former learners".

The Board conducts a biannual analysis of their effectiveness, using the Cobseo Governance Tool. This gave an overall green rating with some minor considerations for improvement, mainly around trustee responsibilities. These will be acted upon during the next AY.

Induction and training of trustees

All trustees attend an induction briefing before their first Board meeting. The induction, which is preceded by receipt of a comprehensive information pack, is led by the Chief Executive, who with the Operations Director, briefs the new trustee on the organisational structure, strategic plan, current business plan, operations, and forthcoming initiatives.

This is followed by a governance briefing by the Board Secretary on the trustee's responsibilities as a company director and trustee. The briefing includes details of when and how the Board meetings are held. New trustees are appraised of their specific Board responsibilities via committee membership (Audit / Finance / Remuneration) and / or Board lead on regulatory matters such as Health & Safety, Safeguarding, Data Protection, Security, or Equality & Diversity.

During this induction, and at subsequent events, the trustees meet key RACPD staff.

Remuneration policy

The Remuneration Committee endorses the pay policy and takes advice from the Chief Executive on any cost-of-living increases in salary. These are then recommended to the Board for endorsement once the Finance Committee has agreed affordability. Changes in salary are normally effective from the start of the Financial Year on 1 August and salaries are benchmarked against the Charity, Further Education, and public sectors.

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2024

The trustees' report was approved by the Board of Trustees.

Major General R M Clements CBE

Trustee

13 March 2025

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

I report to the trustees on my examination of the financial statements of The Royal Artillery Centre for Personal Development (the charity) for the year ended 31 July 2024.

Responsibilities and basis of report

As the trustees of the charity (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 financial statements of the charity 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 financial statements carried out under section 145 of the Charities Act 2011 (the 2011 Act). In carrying out my examination I have followed all the applicable 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 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 that in any material respect:

- 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 financial statements to be reached.

Robert MacDonald
Moore (South) LLP

33 The Clarendon Centre
Salisbury Business Park
Dairy Meadow Lane
Salisbury
Wiltshire
SP1 2TJ

Dated: 28 March 2025

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 JULY 2024

	Notes	Unrestricted funds general 2024 £	Unrestricted funds designated 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds general 2023 £	Unrestricted funds designated 2023 £	Total 2023 £
Income from:								
Donations and legacies	2	120,188	-	-	120,188	-	-	-
Charitable activities	3	255,548	-	-	255,548	1,258,449	-	1,258,449
Other trading activities	4	53,777	-	25,550	79,327	92,675	-	92,675
Investments	5	40,511	-	-	40,511	19,657	-	19,657
Total income		<u>470,024</u>	<u>-</u>	<u>25,550</u>	<u>495,574</u>	<u>1,370,781</u>	<u>-</u>	<u>1,370,781</u>
Expenditure on:								
Charitable activities	6	426,854	-	1,625	428,479	1,730,256	-	1,730,256
Other expenditure	10	(445)	-	-	(445)	-	-	-
Total expenditure		<u>426,409</u>	<u>-</u>	<u>1,625</u>	<u>428,034</u>	<u>1,730,256</u>	<u>-</u>	<u>1,730,256</u>
Net gains/(losses) on investments	11	<u>141,056</u>	<u>-</u>	<u>-</u>	<u>141,056</u>	<u>(56,772)</u>	<u>-</u>	<u>(56,772)</u>
Net income/(expenditure) and movement in funds		184,671	-	23,925	208,596	(416,247)	-	(416,247)
Reconciliation of funds:								
Fund balances at 1 August 2023		<u>50,412</u>	<u>2,000,000</u>	<u>-</u>	<u>2,050,412</u>	<u>466,659</u>	<u>2,000,000</u>	<u>2,466,659</u>
Fund balances at 31 July 2024		<u>235,083</u>	<u>2,000,000</u>	<u>23,925</u>	<u>2,259,008</u>	<u>50,412</u>	<u>2,000,000</u>	<u>2,050,412</u>

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 JULY 2024

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

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

BALANCE SHEET

AS AT 31 JULY 2024

	Notes	2024 £	£	2023 £	£
Fixed assets					
Tangible assets	13		7,467		15,959
Investments	14		1,850,871		1,679,958
			<u>1,858,338</u>		<u>1,695,917</u>
Current assets					
Debtors	15	285,863		360,858	
Cash at bank and in hand		157,412		55,880	
		<u>443,275</u>		<u>416,738</u>	
Creditors: amounts falling due within one year	16	(42,605)		(62,243)	
Net current assets			<u>400,670</u>		<u>354,495</u>
Total assets less current liabilities			<u>2,259,008</u>		<u>2,050,412</u>
The funds of the charity					
Restricted income funds	17	23,925		-	
Unrestricted funds - general	19	235,083		50,412	
Unrestricted funds - designated	18	2,000,000		2,000,000	
		<u>2,259,008</u>		<u>2,050,412</u>	

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 July 2024.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

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.

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

The financial statements were approved by the trustees on 13 March 2025

Major General R M Clements CBE
Trustee

Company registration number 05454676 (England and Wales)

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 JULY 2024

1 Accounting policies

Charity information

The Royal Artillery Centre for Personal Development is a private company limited by guarantee incorporated in England and Wales. The registered office is Old Fire Station, Enterprise Centre, Salt Lane, Salisbury, Wiltshire, SP1 1DU.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's Articles of Association, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "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). The charity is a Public Benefit Entity as defined by FRS 102.

The charity has taken advantage of the provisions in the SORP for charities not to prepare a Statement of Cash Flows.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 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.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2024

1 Accounting policies

(Continued)

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Portacabin	4 years
Fixtures and fittings	5 years
Computers	3 years
Motor vehicles	4 years
Online learning portal	3 years

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

A subsidiary is an entity controlled by the charity. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities.

1.8 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 any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.9 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2024

1 Accounting policies

(Continued)

1.10 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.11 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

2 Income from donations and legacies

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Donations and gifts	120,188	-

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2024

3 Income from charitable activities

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Army Apprenticeship		
Income	131,566	1,168,328
Educational Training		
Income	123,982	90,121
	<u>255,548</u>	<u>1,258,449</u>

4 Income from other trading activities

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
Training and other income	<u>53,777</u>	<u>25,550</u>	<u>79,327</u>	<u>92,675</u>	<u>-</u>	<u>92,675</u>

5 Income from investments

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Income from listed investments	38,657	19,657
Interest receivable	1,854	-
	<u>40,511</u>	<u>19,657</u>

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2024

6 Expenditure on charitable activities

	Army Apprenticeship 2024 £	Educational Training 2024 £	Governance costs 2024 £	Support costs 2024 £	Total 2024 £
Direct costs					
Staff costs	176,524	11,033	30,892	2,207	220,656
Depreciation and impairment	7,862	491	1,376	98	9,827
Registration fees	15,222	951	2,664	190	19,027
External trainers	36,186	2,262	6,333	452	45,233
PD Grants	14,036	877	2,456	175	17,544
Marketing & PD Promotion	5,567	348	974	70	6,959
Other	3,934	246	689	49	4,918
Motor expenses	10,710	669	1,874	134	13,387
Insurance	10,669	667	1,867	133	13,336
Professional fees	9,529	596	1,667	119	11,911
Trustees' meetings and expenses	898	56	157	11	1,122
Travel and subsistence	8,448	528	1,478	106	10,560
Resources	7,941	496	1,390	99	9,926
IT Support	24,428	1,527	4,275	305	30,535
Development Projects	783	49	137	10	979
Army covenant grant	1,625	-	-	-	1,625
Donations	440	28	77	6	551
Other charitable expenditure	8,306	519	1,454	104	10,383
	<u>343,108</u>	<u>21,343</u>	<u>59,760</u>	<u>4,268</u>	<u>428,479</u>
Analysis by fund					
Unrestricted funds - general	341,483	21,343	59,760	4,268	426,854
Restricted funds	<u>1,625</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,625</u>
	<u>343,108</u>	<u>21,343</u>	<u>59,760</u>	<u>4,268</u>	<u>428,479</u>

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2024

6 Expenditure on charitable activities

(Continued)

Previous year:	Army Apprenticeship	Educational Training	Governance costs	Support costs	Total
	2023	2023	2023	2023	2023
	£	£	£	£	£
Direct costs					
Staff costs	1,053,335	65,833	13,167	184,334	1,316,669
Depreciation and impairment	12,953	810	162	2,267	16,192
Registration fees	35,147	2,197	439	6,151	43,934
External trainers	38,099	2,381	476	6,667	47,623
PD Grants	12,744	796	159	2,230	15,929
Marketing & PD Promotion	19,131	1,196	239	3,348	23,914
Other	27,043	1,690	338	4,733	33,804
Motor expenses	18,002	1,125	225	3,150	22,502
Insurance	7,928	495	99	1,387	9,909
Professional fees	13,476	842	168	2,358	16,844
Trustees' meetings and expenses	4,202	263	53	735	5,253
Travel and subsistence	26,397	1,650	330	4,619	32,996
Resources	62,046	3,878	776	10,858	77,558
IT Support	27,566	1,723	345	4,824	34,458
Development Projects	26,136	1,634	327	4,574	32,671
	<u>1,384,205</u>	<u>86,513</u>	<u>17,303</u>	<u>242,235</u>	<u>1,730,256</u>
Analysis by fund					
Unrestricted funds - general	<u>1,384,205</u>	<u>86,513</u>	<u>17,303</u>	<u>242,235</u>	<u>1,730,256</u>

7 Net movement in funds

2024
£

2023
£

The net movement in funds is stated after charging/(crediting):

Depreciation of owned tangible fixed assets	9,827	16,423
Profit on disposal of tangible fixed assets	(445)	-
	<u>9,382</u>	<u>16,423</u>

8 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 JULY 2024

9 Employees

The average monthly number of employees during the year was:

	2024 Number	2023 Number
Army Apprenticeship	8	35
Training Courses	3	5
Support	5	5
Total	16	45

Employment costs

	2024 £	2023 £
Wages and salaries	220,656	1,316,669

There were no employees whose annual remuneration was more than £60,000.

Remuneration of key management personnel

The total employee benefits (including employer national insurance and employer pension contributions) of the key management personnel were £100,880 (2023: £178,416).

10 Other expenditure

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Net loss on disposal of tangible fixed assets	(445)	-

11 Gains and losses on investments

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Gains/(losses) arising on:		
Revaluation of investments	138,629	(56,772)
Sale of investments	2,427	-
	141,056	(56,772)

12 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2024

13 Tangible fixed assets

	Portacabin	Fixtures and fittings	Computers	Motor vehicles	Online learning portal	Total
	£	£	£	£	£	£
Cost						
At 1 August 2023	79,236	20,550	184,031	46,730	331,520	662,067
Additions	-	-	1,335	-	-	1,335
At 31 July 2024	79,236	20,550	185,366	46,730	331,520	663,402
Depreciation and impairment						
At 1 August 2023	79,236	20,550	174,632	46,730	324,960	646,108
Depreciation charged in the year	-	-	5,016	-	4,811	9,827
At 31 July 2024	79,236	20,550	179,648	46,730	329,771	655,935
Carrying amount						
At 31 July 2024	-	-	5,718	-	1,749	7,467
At 31 July 2023	-	-	8,362	-	7,597	15,959

14 Fixed asset investments

	Listed investments	Other investments	Total
	£	£	£
Cost or valuation			
At 1 August 2023	1,679,957	1	1,679,958
Additions	73,056	-	73,056
Valuation changes	171,715	-	171,715
Disposals	(73,858)	-	(73,858)
At 31 July 2024	1,850,870	1	1,850,871
Carrying amount			
At 31 July 2024	1,850,870	1	1,850,871
At 31 July 2023	1,679,957	1	1,679,958
Other investments comprise:	Notes	2024	2023
		£	£
Investments in subsidiaries	22	1	1

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2024

14 Fixed asset investments

(Continued)

	2024 £	2023 £
Investments at fair value comprise:		
UK Common investment funds	650,153	(609,154)
Listed investments	1,147,633	(1,046,618)
Cash	53,084	24,185
Investments in subsidiary company	1	1
	<u>1,850,871</u>	<u>1,679,958</u>

15 Debtors

	2024 £	2023 £
Amounts falling due within one year:		
Trade debtors	29,438	227,193
Amounts owed by subsidiary undertakings	242,833	125,917
Prepayments and accrued income	13,592	7,748
	<u>285,863</u>	<u>360,858</u>

16 Creditors: amounts falling due within one year

	2024 £	2023 £
Other taxation and social security	12,368	30,354
Trade creditors	9,207	22,015
Other creditors	1,061	6,943
Accruals and deferred income	19,969	2,931
	<u>42,605</u>	<u>62,243</u>

17 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

At 1 August 2023 £	Incoming resources £	Resources expended £	At 31 July 2024 £
-	25,550	(1,625)	23,925
<u>-</u>	<u>25,550</u>	<u>(1,625)</u>	<u>23,925</u>

The restricted fund is a grant received from Armed Forces Covenant Fund specifically for the purpose of delivering career development to army personnel and their families whether that be to support confidence or directly access suitable training.

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2024

18 Unrestricted funds - designated

These are unrestricted funds which are material to the charity's activities.

	At 1 August 2023 £	At 31 July 2024 £
Strategic funds	1,900,000	1,900,000
Facilities funds	100,000	100,000
	<u>2,000,000</u>	<u>2,000,000</u>
Previous year:	At 1 August 2022 £	At 31 July 2023 £
Strategic funds	1,900,000	1,900,000
Facilities funds	100,000	100,000
	<u>2,000,000</u>	<u>2,000,000</u>

19 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 August 2023 £	Incoming resources £	Resources expended £	Gains and losses £	At 31 July 2024 £
General funds	<u>50,412</u>	<u>470,024</u>	<u>(426,409)</u>	<u>141,056</u>	<u>235,083</u>
Previous year:	At 1 August 2022 £	Incoming resources £	Resources expended £	Gains and losses £	At 31 July 2023 £
General funds	<u>466,659</u>	<u>1,370,781</u>	<u>(1,730,256)</u>	<u>(56,772)</u>	<u>50,412</u>

THE ROYAL ARTILLERY CENTRE FOR PERSONAL DEVELOPMENT

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 JULY 2024

20 Analysis of net assets between funds

	Unrestricted funds general 2024 £	Unrestricted funds designated 2024 £	Restricted funds 2024 £	Total 2024 £
At 31 July 2024:				
Tangible assets	7,467	-	-	7,467
Investments	39,776	1,811,095	-	1,850,871
Current assets/(liabilities)	187,840	188,905	23,925	400,670
	<u>235,083</u>	<u>2,000,000</u>	<u>23,925</u>	<u>2,259,008</u>
	Unrestricted funds general 2023 £	Unrestricted funds designated 2023 £	Restricted funds 2023 £	Total 2023 £
At 31 July 2023:				
Tangible assets	15,959	-	-	15,959
Investments	1	1,679,957	-	1,679,958
Current assets/(liabilities)	34,452	320,043	-	354,495
	<u>50,412</u>	<u>2,000,000</u>	<u>-</u>	<u>2,050,412</u>

21 Related party transactions

There were no disclosable related party transactions during the year (2023 - none).

22 Subsidiaries

The charitable company owns the whole of the issued ordinary share capital of Sheldrake Training Limited, a company registered in England and Wales (company number: 10070090). The subsidiary is used for non-primary purpose trading activities. Available profits are distributed under Gift Aid to the charitable company.

Details of the charity's subsidiaries at 31 July 2024 are as follows:

Name of undertaking	Registered office	Nature of business	Class of shares held	% Held Direct Indirect
Sheldrake Training Limited		Training provider		100.00

23 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

Accounts

Company number: 05454676

Charity Number: 1111106

The Royal Artillery Centre for Personal Development

Report and financial statements
For the year ended 31 July 2023

The Royal Artillery Centre for Personal Development

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For the year ended 31 July 2023

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The Royal Artillery Centre for Personal Development

Reference and administrative information

For the year ended 31 July 2023

Company number 05454676 – incorporated in the United Kingdom

Charity number 1111106 – registered in England & Wales

Registered address Old Fire Station
Salt Lane
Salisbury
Wiltshire
SP1 1DU

Operational address Royal Artillery Barracks
Larkhill
Wiltshire
SP4 8QT

Trustees Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Major General R M Clements CBE
Mr S Bragg (Appointed 8 March 2024)
Brigadier N Budd OBE
WO2 T Alexander
WO2 A Assad (Resigned 17 November 2023)
Mr O Adams OBE
Colonel M Dornan
Mr S Ellison
Mr Neil Hopkins OBE (Appointed 17 November 2023)
Mr T Jackson OBE (Resigned 8 March 2024)
Mr J B Knowles
Colonel C Palmer (Resigned 17 November 2023)
Mrs A J Storey

Key management personnel Claire Foxley Chief Executive
John Le Feuvre Operations Director

Secretary Brunswick Company Secretaries Limited

Bankers Lloyds Bank
1st Floor
3 Town Quay
Southampton
SO14 2AQ

The Royal Artillery Centre for Personal Development

Reference and administrative information

For the year ended 31 July 2023

Bankers (continued)	CAF Bank Limited 25 Kings Hill Avenue Kings Hill West Malling ME19 4JQ
	Nationwide Building Society Kings Park Road Moulton Park Northampton NN3 6NW
Solicitors	Blake Morgan New Kings Court Tollgate Chandler's Ford Eastleigh Hampshire S053 3LG
Auditor	Sayer Vincent LLP Chartered Accountants and Statutory Auditor 110 Golden Lane LONDON EC1Y 0TG

The trustees present their report and the audited financial statements for the year ended 31 July 2023.

Reference and administrative information set out on pages 1 and 2 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Objectives and Activities

Purposes and aims

The Royal Artillery Centre for Personal Development operates as RACPD.

RACPD's Charitable Object is:

'To promote the efficiency of the Armed Forces of the Crown and in particular the Royal Artillery by improving the competencies, performance, morale and retention of serving military personnel, MOD Civil Servants and support to veterans through involvement in nationally recognised education, training and vocational schemes.'

RACPD's Mission is:

We provide outstanding personal and professional development to soldiers, dependants, and veterans whether they are in early recruit or trade training, mid-career, undergoing resettlement or developing a second career. We want to enable better life opportunities for soldiers and their families.

The long-term Vision is that:

RACPD will inspire, encourage, challenge, and fully support learners and staff to achieve their best. We will be the provider of choice, delivering relevant programmes of learning, aligning military skills with recognised civilian qualifications. We will increase our flexibility and reach through wider use online technology and to enable staff and learners to work remotely at a time/location that results in success. Income will be maximised by excellent learner and staff management whilst retaining a grade one experience and achievement.

Through our work, we will:

- Provide soldiers with a 'second chance' in their education and thereby enhance their self-confidence, skills, knowledge, and life chances.
- Remove financial barriers to soldiers who wish to undertake personal development.
- Support the Royal Artillery in developing the professional skills, motivation, and welfare of its soldiers, thereby improving performance, and increasing retention.

Principal Activities

We provide vocational education and training programmes to soldiers and officers in the Royal Artillery. This enables them to:

- Develop their literacy, numeracy, IT, and communication skills and thus increase self-confidence and widen aspirations.
- Increase their employability in the Armed Forces and subsequent career, thereby making a more positive contribution to the British labour market.
- Gain transferable and recognisable civilian qualifications and improve their professional skills, thereby increasing the effectiveness and efficiency of the Royal Artillery.

The trustees review the aims, objectives, and activities of the Charity each year. This report looks at what the Charity has achieved and the outcomes of its work in the reporting period. The trustees report the success of each key activity and the benefits the Charity has brought to those groups of people that it is set up to help. This review also helps the trustees ensure the Charity's aims, objectives and activities remain focused on its stated purposes. The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

Over the previous two years this report has included reference to Covid-19, the effects of which are no longer causing concern. However, the crisis in Ukraine continued to result in a larger than normal number of learner suspensions. Whilst timely and overall achievement rates are lower than last year, they remain outstanding and higher than national and overall Army rates.

Our Core Activities

Delivering Qualifications

One of the Charity's priorities is to increase the number of soldiers who achieve nationally recognised, transferable qualifications. These qualifications improve soldiers' promotion prospects within the Army and increase their chances of employment when they leave the Army.

The range and level of civilian qualifications we offer is broad and meets the needs of soldiers throughout their military careers. These include qualifications from Level 1 to Level 4, which are listed on the Regulated Qualification Framework (RQF), in the following areas:

- Logistics (including aviation)
- Telecommunications
- Horse Care and Management
- Information Communication Technologies (ICT)
- Leadership and Management
- English, Maths, and ICT Functional Skills (FS)
- Teacher Education

The key income generating programmes that the Charity delivers are apprenticeships in Logistics (including Aviation programmes), Telecommunications and horsecare. These are funded through the employer levy, administered by the Army apprenticeship team.

Delivering Educational Support, Information, Advice and Guidance

The majority of our programmes and advice are delivered within the workplace in regiments based in England. This removes the geographical barriers that exist for many remotely located soldiers who are unable to attend a Further Education College or travel to Larkhill to attend courses. RACPD employs staff to specifically provide apprenticeship and educational support and information, advice and guidance to soldiers and their dependants. These members of staff, known as Personal Development Advisors and Mentors (PDA/M), are embedded within the Royal Artillery regiments and they are uniquely placed to offer an accessible and flexible service to soldiers.

The Regimental Learning Centres, managed by qualified Functional Skills teachers, provide a unique and vital service to soldiers and their families. A range of courses, qualifications and Information, Advice and Guidance (IAG) are offered at flexible times to fit around soldiers' operational commitments.

The majority of our employees are former servicemen/women, or dependants of serving soldiers, who understand the culture and challenges those soldiers (our learners) face. This understanding of our beneficiaries' needs is vital to the success of the programmes.

Achievements and performance

The Charity's activities and beneficiaries are described below. All its charitable activities focus on soldiers and their dependants and are undertaken to further The Royal Artillery Centre for Personal Development's charitable purposes for public benefit.

Performance Statistics

Registrations

Up until 31 July 2021, every soldier joining the Royal Artillery (RA) was offered the opportunity to gain an apprenticeship in Driving Goods Vehicles (DGV). Some of these remain on programme but due to suspension will be complete by the end of AY2022/23. From 1 August 2020, in line with apprenticeship reform and a transition from frameworks to standards, they were offered an opportunity to start on the Express Delivery Operative standard apprenticeship. This offer of a first apprenticeship is important to the recruiting effort and ensures that young soldiers, who may not have had a positive school experience, have the opportunity to achieve a Level 2 (GCSE equivalent) qualification.

Registrations continue to be affected by a number of factors including: fluctuating numbers graduating from ITT, no military training courses for aviation learners, no progression apprenticeship for strike trade, progression endorsed by IfATE but with pre-requisite courses with

Trustees' annual report

For the year ended 31 July 2023

low learner numbers and therefore not financially viable (Transport and Warehousing Supervisor), and no level 2 Telecommunications as this framework was not replaced by a standard.

Overall apprenticeship registrations have increased by 10%, due to an apprenticeship recruitment drive in regiments and a resolution of the issues with the Army recruiting website which was off grid for over six weeks in the previous year. There was a 11% increase in logistics registrations most of which was a result of a 29% increase in registrations from Initial Trade Training (ITT). Registrations for Aviation Operations (which is a very small programme) increased by 73% which an actual increase of 11 apprentices. The Telecommunications registrations increased by 22% due to consolidation of the new Digital Support Technician apprenticeship and the alignment of the Army's telecommunications trade courses. Functional Skills registrations increased by 8% due to the increase in overall apprenticeship inductions and the continued requirement to provide mandatory L2 tests.

Learning and Development course registrations increased this year by 52%. This includes the L3 teaching qualification and the level 2 and level 3 'supporting teaching' courses which are delivered to dependants. CAVA/IQA delivery increased as green assessors and staff were still keen to gain the award, despite it no longer being mandatory for staff supporting apprenticeships. Team Leading courses took place in regiments, in slightly lower numbers (decrease of 38 learners) than last year due to the high rate of deployment in some regiments and short notice cancellation of courses. We remain committed to supporting this course as it provides a level 2 qualification for younger soldiers and ensures that should they leave the service at the earliest point, most will have a nationally recognised trade apprenticeship leadership qualification.

IT (ITQ) registrations only decreased by 5 learners which was pleasing given that we no longer market it due to tutor time being focussed on apprenticeship and some standalone FS and it is no longer supported by Adult Education Budget (AEB) funding. The most popular 'other' course is the Understanding Children & Young People's Mental Health course which is a L2 online offering through The Skills Network. We have maintained our partnerships with other training providers and for a small fee we refer learners to them; the most popular of these courses continue to be Door Supervisor and the Institution of Occupational Safety and Health (IOSH) qualification.

The Royal Artillery Centre for Personal Development

Trustees' annual report

For the year ended 31 July 2023

PROGRAMME	2022 – 2023	2021 – 2022	2020– 2021	2019– 2020	2018– 2019	2017 – 2018	2016 – 2017	2015– 2016	2014– 2015
Aviation Operations on the Ground	15	4	6	7	14	3	32	44	53
Telecommunications	68	53	25	301	178	229	245	294	368
Logistics (Includes Forklift truck and driver CPC (10))	326	291	460	380	427	536	756	777	654
Horse care	0	21	23	19	26	3	13	7	11
Leadership & Management	138	176	136	373	275	380	326	343	366
Learning Centres Literacy & Numeracy	50	38	26	5	15	19	6	N/A	N/A
Assessor & Verifier Awards	10	15	2	15	17	21	24	28	36
Learning and Development	25	12	28	42	58	106	20	76	104
ICT	33	41	40	54	111	98	182	194	217
Key/Functional Skills	790	729	538	354	490	655	788	893	1383
Other courses [1]	124	158	61	39	126	181	44	N/A	N/A
Referrals to other training providers	36	56	20	80	104	N/A	N/A	N/A	N/A
TOTALS	1615	1594	1365	1669	1737	2231	2436	2656	3192

[1] Courses include IAG and First Aid at Work.

Achievement rates¹

Achievement rates for qualifications are a key performance indicator (KPI) since they demonstrate both the quality of delivery and the support for soldiers. RACPD monitors quality of delivery closely and on a quarterly basis through performance management reviews. Improvements in programme planning and overall quality assurance remain an integral part of the Self-Assessment Report and Quality Improvement Plan. Additionally, the PDA/M role remains critical to support the soldiers, regiments, and apprenticeship programme managers in delivering qualifications and providing advice and guidance to learners.

We continue to have some of the highest achievement rates, within the Army and nationally², in all our programmes. This year, the overall achievement rate for our apprenticeship programme was 72.2% and the timely achievement was 77% (frameworks only for timely). Although this was a timely decrease from last year, these results are still outstanding in comparison to Army and

¹ Achievement. Once the learning has been completed the qualification is classed as 'achieved.' There are two categories of achievement: Overall achievement - the total number of learners that have finished through completion of all the learning activities; Timely achievement - the number of learners that are achieved on or before their planned end date or no more than 90 days after it.

² National achievement rates (2022/23): Overall – 48%.

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For the year ended 31 July 2023

National averages and given the local and global environment. The overall achievement rate for the telecommunications programme cannot be measured as there were no end point assessments (EPA) of this newly activated programme prior to year end. The logistics programme achievement rate was 74.47% which is satisfactory given that the EPA process was delayed due to Army contracting systems and a new EPA provider being contracted to carry out EPA in regiments. The aviation operations achievement was 100%.

The overall pass rate for FS English and maths has improved overall, with English remaining at 83% and maths increasing from 49% to 53%. This is a direct effect of continued study into maths rich feedback provided by the Awarding organisation, in an attempt to understand how to improve maths achievement. National average pass rates for FS are: maths 44% and 65% for English.

The analysis and use of data continue to be very good. Maintaining success rates and other KPIs over a sustained period demonstrates our effective data and management information systems (MIS). MIS reports identify action areas that are highlighted at quarterly performance reviews. The focus in the last year has been to maintain overall and timely achievement rates as well as possible. This has been a challenge given the increased tempo of the Army and therefore the difficulty of tracking, locating, and supporting learners.

The average achievement rate for all other RACPD programmes and courses was 88%.

Achievements and Wider Benefits

It is important to recognise that we do not measure the success of our delivery by achievement statistics alone; the impact of these achievements on individuals' lives is equally important. The effort and commitment soldiers put in to gain qualifications and thereby enhance their life chances is acknowledged through the Personal Development Awards programme every year. Learners are nominated by their regiment and overall winners announced at an awards ceremony which took place in October 2023 at which prizes which included certificates and cash awards (totalling over £3,200) were presented.

The *matrix* standard became a mandatory requirement for FE delivery for RACPD in 2014. The assessment is completed over three years with an initial visit and two follow up interim assessments. This year the inspector conducted a full inspection prior to year end and taking into account the imminent change in requirement for AY 2023–24 and that the trading subsidiary, Sheldrake, would also need to be included. The assessor recommended ongoing accreditation status so check-in monitoring will take place in July/August 2024 and 2025. Some short courses are accredited by Awarding Organisations and their quality assurance checks include Standard Verifier visits. A number of these took place throughout the year and all were complimentary on the standard of delivery, the outcomes for learners and the quality of the administration. The visits will continue for short courses.

The employment of PDA/Ms remains a significant investment for the Charity, albeit their main focus continues to be the apprenticeship programme, especially in the larger regiments. The

Trustees' annual report

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tangible benefit of that is evident in the number of soldiers achieving their apprenticeships and the ability to maintain timely success rates despite the challenges faced.

Many of the regiments are in fairly remote locations, with limited access to Further Education Colleges. Every Learning Centre's primary focus is delivery of Functional Skills for apprenticeships however, they also deliver the supplementary and elective IT qualification (primarily British Computing Society (BCS) ITQ Level 2). The BCS recognised that the centre's performance and quality has been maintained at the highest level (awarded Green status at audit). In addition, we offered standalone Functional Skills to reservists and civilians and a total of 47 tests were sat in either English, maths or ICT with an overall pass rate of 85%.

Over the year, the Charity continued to provide wider support and services which help to improve the life chances of individuals and the efficiency of the Royal Artillery, including:

- Courses or referral to courses in Door Security and Health & Safety which enabled soldiers to gain qualifications in sectors known to be employer friendly and relevant to Army service. We delivered qualifications in First Aid at Work and Information Advice and Guidance (IAG).
- Policy advice provided to the Royal Artillery on all personal development matters ensuring that subject matter expertise and knowledge of the civilian education and labour market were made available to policymakers.
- Personal development and Information, Advice and Guidance (IAG) given to soldiers and officers enabling them to make informed decisions about which courses to attend and which qualifications would support them both in-career and when they leave the Army.
- Roadshows were completed virtually to regiments to brief all officers and soldiers on the Army apprenticeship programme, the RA offer, and the other support available from RAPCD.
- The personal development funds normally awarded directly to regiments to support their Personal Development Programme (eg the purchase of equipment, improvement of educational facilities) have not been reinvigorated but regiments have been informed that should they need additional PD funds, they should request support from RAPCD.

Beneficiaries of our services

In total, during the academic year 2022–23, RAPCD registered 1615 learners onto educational programmes, compared to 1594 last year. The overall pass rate across all programmes was 88%. Those who did not achieve were mainly apprenticeship learners who withdrew themselves voluntarily, were posted away from the role that required the training or they left the Army. Whenever possible RAPCD staff encourage learners to complete their qualifications before disengaging from a programme but this is not always possible. Learners completing formal qualifications make up the majority of the beneficiaries but there is still a significant number who request advice and guidance without being formally registered on a course with RAPCD. While

they may later enrol on a course, it is just as likely that the PDA/M, Learning Centre Manager (LCM) or another member of staff will signpost them to an alternative training provider if that is the right pathway for the learner.

Performance is measured in a variety of ways. The Royal Artillery sets Key Performance Indicators for the apprenticeship programme based on the number of learners starting a programme, completing a programme and the time within which completion is achieved. This has yet to change for standards but we expect KPIs to be based around Gateway completion. Quality of delivery is also measured and an audit programme, run by the Army, takes place biennially. Programme managers set specific targets for their teams based on knowledge of courses taking place either in the RSA or externally in the regiments and these are reported internally to the Operations Director. Impact is measured in a similar fashion, through the number of soldiers engaging with education and when available through destination data if a soldier leaves the Army and is successfully employed as a direct result of having engaged with RACPD.

Financial review

The overall deficit, before gains on investments of £246,334 is better than budget ((£469,190)). Apprenticeship income was only £24k lower than originally budgeted for which is impressive given the high rate of suspensions on the apprenticeship programme. Expenditure was £90K under budget and the biggest cost, salaries lower than budgeted by (£170K).

The Charity receives most of its earned income from apprenticeship delivery, which is funded in small part by the ESFA, with the majority now being paid by the employer (Army) through the employer levy. The Charity is heavily dependent upon this income to support the many other programmes and services that RACPD offers the Royal Artillery.

Army apprenticeship funding in this period was 87% of the Charity's overall income of £1,665,844 which is higher than normal as many other sources of income (college funded courses) underperformed due to lack of team leading courses and the reduction in college funding/performance. The total apprenticeship funding received was £1,168,328 which was only £31K less than last year.

Expenditure decreased by £299,349, from £2,028,331 last year to £1,912,177 due mainly to better accounting for Sheldrake staff/specialist support, natural staff wastage and generally improved expenditure management. The salary bill represents 76% of overall spending which is slightly higher than last year (74%).

Investment powers and policy

Investment powers are governed by the memorandum and articles of association and permit the Charity's funds to be invested in any way the trustees wish. The Board keeps its investment strategy under constant review, in accordance with the Charity Commission's guidelines for best practice. The key features are:

Trustees' annual report

For the year ended 31 July 2023

- A return on investments which allows the Charity to continue to deliver services over a period of time.
- Maintaining and, if possible, enhancing the value of funds whilst they are invested.
- Managing risk.

Based on this framework the trustees have agreed the following principles:

- Capital investment periods should be linked to the financial risks identified on the Risk Register. Given the volatility of government policy, two of the three main operational risks require immediate funds if they come to fruition.
- Investments should be divided into:
- Short term, easy access funds, up to one year.
- Longer term investments which could be invested for periods from two to five years and provide capital appreciation and an income.

The trustees, having considered the liquidity requirements of operating RACPD and the Reserves Policy, have generally adopted a policy of keeping available funds in short term easy access accounts until the economic conditions are more certain. However, alternative medium-term investments were approved on the grounds that the sum agreed should be invested for a minimum of 4 years but should still remain easily accessible. Investments in CAF fell as some was transferred to the current accounts for use. Over the whole portfolio CAF and Quilter, unrealised investment losses were £56,722.

Specific performance objectives were not set for investments this year, outside of the budgetary expectations. Interest from other investments (bank interest) reduced and was £101 compared to £188 last year.

Principal risks and uncertainties

The significant risks to which the Charity is exposed fall into two categories – those macro risks which are largely outside its control and those micro risks which are, at least to some extent, within its operational control. The main external macro risks are derived from the apprenticeship contract which include loss of the contract, changes in government and Army apprenticeship policy and funding, including the lower RA recruiting/allocation figures, and the consequent changes in income, and the implications of the Ukraine crisis. The micro-risks include learners attending and achieving Functional Skills which have increased in length and difficulty, recruiting suitably qualified and experienced staff, maintaining learners on programmes in a fast-moving environment and the effects of new standards with the requirement for End Point Assessment.

All risks are reviewed regularly by the SMT and wherever possible risks are mitigated or managed within routine business. A risk register is maintained for scrutiny by the Board of Trustees every six months, albeit the senior management team review it more regularly. There is little by way of mitigation for the macro risks until the full implications of an ongoing Ukraine campaign and British Army assistance becomes clearer, and RA recruiting returns to 'normal' levels. Micro risks are mitigated against through normal routine procedures such as monitoring and regular audits.

The Charity's principal financial instrument, other than investments, is cash and bank deposits. The credit risk associated with cash is limited as the counterparties have reasonable credit ratings.

The Charity has maintained a positive cash position throughout the year and the exposure to liquidity risk is considered to be minimal.

Fundraising Practice

RACPD does not engage in public fundraising and does not use professional fundraisers or commercial participators. RACPD nevertheless observes the relevant fundraising regulations and codes. During the year RACPD received no complaints relating to its fundraising practice.

Reserves Policy and Going Concern

The trustees' reserves policy takes into account the following factors:

- The Charity is very heavily dependent on funds from the DfE via college sub-contracting. Government policy on post-16 education and training is dynamic and FE college funding limited.
- The level of reserves must allow for any radical shift in Government and FE college policy which may reduce the Charity's income significantly.
- The trustees have a long-term commitment to delivering the Charity's Objects and wish to maintain sufficient funds to allow the Charity to continue to operate if external funding were to be removed completely. In the event that funding ceases, the Charity will retain sufficient funds to provide for the learners registered on its programmes to complete their personal development plan.
- The strategic plan requires the expansion of the RACPD's charitable offer. Specific initiatives have been identified which extend the Charity's scope to provide additional public benefit and better fulfil its objectives.
- The strategy also recognises the need for the Charity to adapt its operating model in response to changes in the environment in which it operates, and sufficient funds must be maintained for transformation of the operating model should this be required.

The trustees have assessed the level of reserves needed to meet specific requirements and have chosen to invest those reserves to build capital and ensure that charitable activities can continue to take place. Such activity includes allocations of money to enable personal development resources and staging of events but also maintenance of a small number of staff in regiments to support the wider educational advice and guidance.

Trustees believe the charity is a going concern, for the purposes of approving the annual report and statutory accounts, having reasonable expectation that it can continue to operate for at least 12 months from the date signing the accounts, and that there are no material uncertainties in this regard.

In practice, the charity's total reserves remain high at approximately £2.2million all of which is unrestricted. £1.7million is held in investments and £275,000 in cash. This is more than sufficient to support the charitable activities planned over the next two to three years and whilst the trading subsidiary builds its reputation and ability to provide sufficient funding to cover all RACPD costs, after the loss of the RA apprenticeship contract referred to below. This also allows sufficient buffer should business continuity issue arise.

Plans for the Future

Future financial planning was predicated on maintaining the current apprenticeship programme income and being supported by additional educational activities and courses. The apprenticeship contract was won in May 2018 and ran for five years (from 1 August 2018 until 31 July 2023). In March 2023, RACPD was informed that it had lost the RA apprenticeship contract to another provider competitor; this will reduce the charity's income in AY 2023/24 to funds earned from FE college partners and learner fees only.

The Board of Trustees remains committed to the charitable Object and achieving this by maintaining provision of information, advice and guidance, and delivery of a range of educational opportunities and qualifications to Service personnel and their families. In order to do that the Board took the decision prior to year-end, to release funds from the reserve for a minimum of two years. This would enable the trading subsidiary to enhance its delivery of both apprenticeship training and End Point Assessment (EPA) and thereby provide a surplus to support RACPD to be self-sufficient and thrive in the longer term. The Board was cognisant that Sheldrake Training holds an Army contract for EPA which runs until 31 July 2025 and has a potential two year extension thereafter and Trustees wish to fulfil this contractual obligation. Sheldrake Training is building up its reputation, range of delivery and consequent turnover.

The next two- three years are transition years which the trustees are willing to fund from the unrestricted reserve. The strategy for the next 3 years is under review and will be finalised prior to year end. The reserves policy will be revisited as part of this.

Structure, Governance and Management

The Charity is governed by up to eleven trustees, who are also the members. The previous number of 9 trustees increased by two last year due to the agreed requirement for representation on the Board by serving military non-commissioned officers. It remains an appropriately sized forum to ensure a good range of relevant expertise and to enable timely decision-making. The trustees hold three Board meetings each year which is sufficient to review operational business as well as an AGM which reviews performance over the whole year. In addition, in a normal year they meet in May for development and appraisal, and to discuss strategy in an unrestricted forum. The number of meetings, their format and timings provide sufficient opportunity to review and update the strategy and to oversee and assure performance on a quarterly basis. Meetings this year were held face to face, including the AGM.

Trustees' annual report

For the year ended 31 July 2023

The trustees delegate operational control, including full management of staff, to the Chief Executive (Claire Foxley) who is directly supported by the Director of Operations (John Le Feuvre). They are supported by three heads of department (MIS, Teaching & Learning and Quality) who together constitute the Senior Management Team.

The Board nominates individual trustees to hold responsibility for key regulatory matters: Health & Safety; Safeguarding; Data Protection; Equality & Diversity and Security. The Board has three committees: Audit; Finance and Remuneration. The Chair of each committee holds Board responsibility for those specific matters.

The Board decides the Charity's strategy, which is reviewed each year in May/June. Additionally, in Q3, Trustees endorse the Chief Executive's annual Business Plan, which sets out the forthcoming income and expenditure budgets for the next academic year. The Board has endorsed a scheme of delegation in which the trustees delegate limited spending authority to the Chief Executive, while retaining authority to spend single amounts not exceeding £60,000. The trustees also retain authority to appoint (executive) directors.

The organisation is a charitable company limited by guarantee, incorporated on 17 May 2005, and registered as a charity on 31 August 2005 with articles amended on 24 February 2014. The company was established under a memorandum of association, which established the Objects and powers of the charitable company and is governed under its articles of association. All trustees give their time voluntarily and receive no benefits from the Charity. Any expenses reclaimed from the Charity are set out in the notes to the accounts.

Appointment of Trustees

The memorandum provides for eleven trustees, of which two are serving in the Royal Artillery (RA) and four as Army officers in Staff appointments outside of the RA (but all ex-Gunners). The serving trustees are directly linked to their military roles, which is on the basis that those roles command or train the Charity's beneficiaries. These 'military' trustees are only appointed as trustees for the duration of their specific military role, normally two years. The memorandum was updated in this year to include two serving non-commissioned officer positions and amended so that trustees may now serve two tenures of three years. Those holding the position of committee chair or with extensive experience in a specialist area may be retained for a further three-year rotation.

A skills scan is conducted periodically to identify the skills gap among trustees so that new trustees may be recruited to provide the missing skills and experience. Such trustees are found either through recruitment via charity trustee organisations, or local networking. As a result, the Board recruited two serving soldiers as "former learners". The Board conducts a biannual analysis of their effectiveness, and this was last conducted in September 2022 using the Cobseo Governance Tool. This gave an overall green rating with some minor considerations for improvement, mainly around trustee responsibilities. These will be acted upon during the next AY.

Trustee Induction and Training

All trustees attend an induction briefing before their first Board meeting. The induction, which is preceded by receipt of a comprehensive information pack, is led by the Chief Executive, who with the Operations Director, briefs the new trustee on the organisational structure, strategic plan, current business plan, operations, and forthcoming initiatives. This is followed by a governance briefing by the Board Secretary on the trustee's responsibilities as a company director and trustee. The briefing includes details of when and how the Board meetings are held. New trustees are appraised of their specific Board responsibilities via committee membership (Audit / Finance / Remuneration) and /or Board lead on regulatory matters such as Health & Safety, Safeguarding, Data Protection, Security, or Equality & Diversity. During this induction, and at subsequent events, the trustees meet key RACPD staff.

Subsequently, but preferably within three months of induction, the trustee will attend a formal, professional charity governance training course delivered by Civil Society.

Related Parties and Relationships with other Organisations

RACPD is a member of Cobseo (The Confederation of Service Charities). RACPD has a wholly owned trading subsidiary, Sheldrake Training Limited, which was incorporated on 17 March 2016.

Remuneration Policy for Key Management Personnel

The Remuneration Committee endorses the pay policy and takes advice from the Chief Executive on any cost of living increases in salary. These are then recommended to the Board for endorsement once the Finance Committee has agreed affordability. Changes in salary are normally effective from the start of the Financial Year on 1 August and salaries are benchmarked against the Charity, Further Education, and public sectors.

Statement of Responsibilities of the Trustees

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

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and group and of the incoming resources and application of resources, including the income and expenditure, of the group for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP.
- Make judgements and estimates that are reasonable and prudent.

Trustees' annual report

For the year ended 31 July 2023

- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation.

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

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware.
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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

Members of the Charity guarantee to contribute an amount not exceeding £1 to the assets of the Charity in the event of winding up. The total number of such guarantees on 31 July 2023 was 11 (2022: 11). The trustees are members of the Charity, but this entitles them only to voting rights. The trustees have no beneficial interest in the Charity.

The trustees' annual report has been approved by the trustees on 21 May 2024 and signed on their behalf by

Maj Gen R M Clements CBE
Chairman

Independent auditor's report

To the members of

The Royal Artillery Centre for Personal Development

Opinion

We have audited the financial statements of Royal Artillery Centre for Personal development (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 July 2023 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 July 2023 and of the group's 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
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

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's responsibilities for the audit of the group financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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 Royal Artillery Centre for Personal development's ability to continue as a going concern for a period of at least twelve months from when the financial statements are 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 other information comprises the information included in the trustees' annual report, other than the group financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the group financial statements does not cover the other information, and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the group financial statements, or our knowledge obtained in the course of 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 this gives rise to a material misstatement in the group financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

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

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and the audit committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;

Independent auditor's report

To the members of

The Royal Artillery Centre for Personal Development

- The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission, or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: 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 members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose.

Independent auditor's report

To the members of

The Royal Artillery Centre for Personal Development

To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Judith Miller (Senior statutory auditor)

21 May 2024

for and on behalf of Sayer Vincent LLP, Statutory Auditor

110 Golden Lane, LONDON, EC1Y 0TG

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

The Royal Artillery Centre for Personal Development

Consolidated statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 July 2023

	Note	Unrestricted General £	Unrestricted Designated £	2023 Total £	Unrestricted General £	Unrestricted Designated £	2022 Total £
Income from:							
Charitable activities							
Army Apprenticeships	A	1,168,328	–	1,168,328	1,199,023	–	1,199,023
Educational Training	B	90,121	–	90,121	130,624	–	130,624
Trading activities	C	302,104	–	302,104	72,332	–	72,332
Other	D	85,633	–	85,633	66,091	–	66,091
Investments		19,657	–	19,657	26,909	–	26,909
Total income		1,665,844	–	1,665,844	1,494,979	–	1,494,979
Expenditure on:							
Investment management fees		–	–	–	8,600	–	8,600
Charitable activities							
Army Apprenticeships	E	1,628,173	–	1,628,173	1,838,846	–	1,838,846
Educational Training	F	102,086	–	102,086	115,312	–	115,312
Trading activities	G	181,919	–	181,919	65,287	–	65,287
Total expenditure	2	1,912,177	–	1,912,177	2,028,045	–	2,028,045
Net (expenditure)/income before net gains/(losses) on investments		(246,334)	–	(246,334)	(533,066)	–	(533,066)
Net gains/(losses) on investments	H 9	(56,772)	–	(56,772)	(111,926)	–	(111,926)
Net income / (expenditure) for the year and net movement in funds	3	(303,106)	–	(303,106)	(644,992)	–	(644,992)
Reconciliation of funds:							
Total funds brought forward		473,705	2,000,000	2,473,705	1,118,697	2,000,000	3,118,697
Total funds carried forward		170,599	2,000,000	2,170,599	473,705	2,000,000	2,473,705

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 16 to the financial statements.

The Royal Artillery Centre for Personal Development

Balance sheet

Company no. 05454676

As at 31 July 2023

	Note	The group 2023 £	2022 £	The charity 2023 £	2022 £
Fixed assets:					
Tangible assets	8	15,959	32,382	15,959	32,382
Investments	9	1,679,957	2,109,185	1,679,957	2,109,185
		<u>1,695,916</u>	<u>2,141,567</u>	<u>1,695,916</u>	<u>2,141,567</u>
Current assets:					
Debtors	12	396,586	227,659	360,858	258,274
Cash at bank and in hand		275,126	225,332	55,881	182,820
		<u>671,712</u>	<u>452,991</u>	<u>416,738</u>	<u>441,094</u>
Liabilities:					
Creditors: amounts falling due within one year	13	(197,029)	(120,853)	(62,243)	(116,002)
		<u>474,683</u>	<u>332,138</u>	<u>354,496</u>	<u>325,092</u>
Net current assets					
Total net assets	15	<u>2,170,599</u>	<u>2,473,705</u>	<u>2,050,412</u>	<u>2,466,659</u>
The funds of the charity:	16				
Unrestricted income funds:					
Designated funds		2,000,000	2,000,000	2,000,000	2,000,000
General funds		170,599	473,705	50,412	466,659
Total unrestricted funds		<u>2,170,599</u>	<u>2,473,705</u>	<u>2,050,412</u>	<u>2,466,659</u>
Total charity funds		<u>2,170,599</u>	<u>2,473,705</u>	<u>2,050,412</u>	<u>2,466,659</u>

Approved by the trustees on 21 May 2024 and signed on their behalf by

Major General R M Clements
Trustee

The Royal Artillery Centre for Personal Development

Consolidated statement of cash flows

For the year ended 31 July 2023

Reconciliation of net income / (expenditure) to net cash flow from operating activities

	2023 £	2022 £
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	(303,106)	(645,280)
Depreciation charges	16,423	49,935
Loss on disposal of fixed assets	–	–
(Gains)/losses on investments	56,772	111,926
Dividends, interest and rent from investments	(19,657)	(26,909)
(Increase)/decrease in debtors	(168,927)	143,312
Increase/(decrease) in creditors	76,176	10,290
Net cash (used in)/provided by operating activities	(342,318)	(356,726)
Cash flows from investing activities:		
Dividends and interest from investments	19,657	26,722
Purchase of fixed assets	–	(22,925)
Proceeds from the sale of investments	1,410,646	411,633
Purchase of investments	(1,045,926)	(639,060)
Cash movement in investments	7,735	209,305
Net cash used in investing activities	392,112	(14,325)
Change in cash and cash equivalents in the year	49,794	(371,051)
Cash and cash equivalents at the beginning of the year	225,332	596,383
Cash and cash equivalents at the end of the year	275,126	225,332

Notes to the financial statements

For the year ended 31 July 2023

1 Accounting policies

a) Statutory information

The Royal Artillery Centre for Personal Development is a charitable company limited by guarantee and is incorporated in the United Kingdom.

The registered office address is Old Fire Station, Salt Lane, Salisbury, Wiltshire, SP1 1DU. The principal place of business is Royal Artillery Barracks, Larkhill, Wiltshire, SP4 8QT.

b) Basis of preparation

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) – (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

These financial statements consolidate the results of the charity and its wholly-owned subsidiary Sheldrake Training Limited on a line by line basis. Transactions and balances between the charity and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two entities are disclosed in the notes of the charity's balance sheet. A separate statement of financial activities, or income and expenditure account, for the charity itself is not presented as a summary of the result for the year is disclosed in the notes to the accounts.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. Further information can be found in the trustees' annual report.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Income

Income is recognised when the Charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the Charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

1 Accounting policies (continued)

f) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the bank.

g) Fund accounting

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

h) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Investment management fees relate to fees incurred in the management of the charity's investments
- Trading activities relate to the costs incurred by the group of delivering educational activities outside of its charitable objects.
- Expenditure on charitable activities includes the costs of delivering services and other educational activities undertaken to further the purposes of the charity and their associated support costs

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

i) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

● Army Apprenticeship	80%
● Education Training	5%
● Support costs	14%
● Governance costs	1%

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on staff time, of the amount attributable to each activity

● Army Apprenticeship	94%
● Education Training	6%

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

j) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

1 Accounting policies (continued)

k) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The useful lives are as follows:

● Portacabin	4 years
● Computers	3 years
● Fixtures & Fittings	5 years
● Motor Vehicles	4 years
● Online Learning Portal	3 years

l) Listed investments and common investment funds

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Any change in fair value will be recognised in the statement of financial activities. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading "Net gains/(losses) on investments" in the statement of financial activities. The charity does not acquire put options, derivatives or other complex financial instruments.

Investments in subsidiaries

Investments in the subsidiary are at cost.

m) Debtors

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

n) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

o) Creditors and provisions

Creditors and provisions 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. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

p) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

q) Pensions

The charity operates a defined contribution scheme for employees. The assets of the scheme are held separately from those of the charity. The annual contributions payable are charged to the statement of financial activity.

Notes to the financial statements

For the year ended 31 July 2023

2a Analysis of expenditure (current year)

	Charitable activities						2023	2022
	Investment management fees £	Army Apprenticeship £	Educational Training £	Trading activities £	Governance costs £	Support costs £	Total £	Total £
Staff costs (Note 4)	-	1,053,335	65,833	92,048	13,167	184,334	1,408,717	1,436,404
Registration fees	-	35,147	2,197	3,136	439	6,151	47,071	73,032
External trainers	-	38,099	2,381	54,407	476	6,667	102,031	88,574
Other direct course fees	-	-	-	-	-	-	-	6,710
PD Grants	-	12,744	796	-	159	2,230	15,930	22,504
Marketing & PD Promotion	-	19,131	1,196	-	239	3,348	23,913	12,764
Other	-	27,043	1,690	3,790	338	4,733	37,594	86,021
Motor Expenses	-	18,002	1,125	-	225	3,150	22,503	18,806
Insurance	-	7,928	495	-	99	1,387	9,910	11,981
Depreciation	-	12,953	810	-	162	2,267	16,191	4,591
Professional Fees	-	13,476	842	28,248	168	2,358	45,093	31,405
Trustees' meetings and expenses	-	4,202	263	-	53	735	5,253	16,039
Travel and Subsistence	-	26,397	1,650	290	330	4,619	33,286	14,996
Resources	-	62,046	3,878	-	776	10,858	77,558	28,701
IT Support	-	27,566	1,723	-	345	4,824	34,458	81,025
Development Projects	-	26,136	1,634	-	327	4,574	32,671	94,493
Redundancy	-	-	-	-	-	-	-	-
	-	1,384,207	86,513	181,919	17,303	242,236	1,912,177	2,028,045
Support costs	-	227,702	14,534	-	-	(242,236)	-	-
Governance costs	-	16,264	1,039	-	(17,303)	-	-	-
Total expenditure 2023	-	1,628,173	102,086	181,919	-	-	1,912,177	
Total expenditure 2022	8,600	1,838,846	115,312	65,287	-	-		2,028,045

Depreciation in relation to IT development projects is included within Development Projects.

Notes to the financial statements

For the year ended 31 July 2023

2b Analysis of expenditure (current year)

	Charitable activities						
	Investment management fees £	Army Apprenticeship £	Educational Training £	Trading activities £	Governance costs £	Support costs £	2022 Total £
Staff costs (Note 4)	-	1,149,123	71,820	-	14,364	201,097	1,436,404
Registration fees	-	57,818	3,614	760	723	10,118	73,032
External trainers	-	56,448	3,528	18,014	706	9,878	88,574
Other direct course fees	-	5,368	336	-	67	939	6,710
PD Grants	-	18,003	1,125	-	225	3,151	22,504
Marketing & PD Promotion	-	10,211	638	-	128	1,787	12,764
Other	-	32,440	2,045	45,399	409	5,727	86,021
Motor Expenses	-	15,045	940	-	188	2,633	18,806
Insurance	-	9,585	599	-	120	1,677	11,981
Depreciation	-	3,673	230	-	46	643	4,591
Professional Fees	8,600	17,352	1,085	1,115	217	3,037	31,405
Trustees' meetings and expenses	-	12,831	802	-	160	2,245	16,039
Travel and Subsistence	-	11,997	750	-	150	2,099	14,996
Resources	-	22,961	1,435	-	287	4,018	28,701
IT Support	-	64,820	4,051	-	810	11,344	81,025
Development Projects	-	75,594	4,725	-	945	13,229	94,493
Redundancy	-	-	-	-	-	-	-
	8,600	1,563,269	97,722	65,287	19,544	273,622	2,028,045
Support costs	-	257,205	16,417	-	-	(273,622)	-
Governance costs	-	18,372	1,172	-	(19,544)	-	-
Total expenditure 2022	8,600	1,838,846	115,312	65,287	-	-	2,028,045

Depreciation in relation to IT development projects is included within Development Projects.

Notes to the financial statements

For the year ended 31 July 2023

3 Net income / (expenditure) for the year

This is stated after charging:

	2023 £	2022 £
Depreciation	16,423	49,935
Auditor's remuneration (excluding VAT):		
Audit	–	10,750
	<u>–</u>	<u>10,750</u>

4 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2023 £	2022 £
Salaries and wages	1,316,669	1,278,872
Social security costs	113,417	114,132
Employer's contribution to defined contribution pension schemes	41,106	43,400
	<u>1,471,192</u>	<u>1,436,404</u>

The following number of employees received employee benefits in excess of £60,000 (excluding employer national insurance and employer pension contributions) during the year between:

	2023 No.	2022 No.
£70,000 – £79,999	–	1

The total employee benefits (including employer national insurance and employer pension contributions) of the key management personnel were £178,416 (2022: £220,176).

The Charity trustees were not paid or received any other benefits from employment with the Charity in the year (2022: £0). No Charity trustee received payment for professional or other services supplied to the Charity (2022: £0).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £753.02 (2022: £788) incurred by 4 (2022: 4) members relating to attendance at meetings of the trustees.

5 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2023 No.	2022 No.
Army Apprenticeships	35	41
Training Courses	5	1
Support	5	5
	<u>45</u>	<u>47</u>

6 Related party transactions

There are no donations from related parties which are outside the normal course of business and no restricted

Notes to the financial statements

For the year ended 31 July 2023

7 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The charity's trading subsidiary Sheldrake Training Limited distributes available profits under gift aid to the parent charity. There was no charge to corporation tax in the year.

8 Tangible fixed assets

Group and charity	Online Learning Portal £	Portacabin £	Fixtures and fittings £	Computers £	Motor vehicles £	Total £
Cost						
At the start of the year	331,520	79,236	20,550	184,031	46,730	662,067
Additions in year	-	-	-	-	-	-
Adjustment in year	-	-	-	-	-	-
At the end of the year	331,520	79,236	20,550	184,031	46,730	662,067
Depreciation						
At the start of the year	316,177	79,236	20,550	166,992	46,730	629,685
Charge for the year	7,746	-	-	8,677	-	16,423
At the end of the year	323,923	79,236	20,550	175,669	46,730	646,108
Net book value						
At the end of the year	7,597	-	-	8,362	-	15,959
At the start of the year	15,343	-	-	17,039	-	32,382

All of the above assets are used for charitable purposes.

9 Listed investments

	The group 2023 £	2022 £	The charity 2023 £	2022 £
Fair value at the start of the year	2,109,184	2,202,989	2,109,184	2,202,989
Additions at cost	1,045,926	639,060	1,045,926	639,060
Disposal proceeds	(1,410,646)	(411,633)	(1,410,646)	(411,633)
Change in cash held	(7,735)	(209,305)	(7,735)	(209,305)
Net loss on change in fair value	(56,772)	(111,926)	(56,772)	(111,926)
Fair value at the end of the year	1,679,957	2,109,185	1,679,957	2,109,185

Investments comprise:

	The group 2023 £	2022 £	The charity 2023 £	2022 £
UK Common investment funds	609,154	1,044,845	609,154	1,044,845
Listed investments	1,046,618	1,032,420	1,046,618	1,032,420
Cash	24,185	31,920	24,185	31,920
Investment in subsidiary company	-	-	-	-
	1,679,957	2,109,185	1,679,957	2,109,185

Notes to the financial statements

For the year ended 31 July 2023

10 Subsidiary undertaking

The charitable company owns the whole of the issued ordinary share capital of Sheldrake Training Limited, a company registered in England and Wales (Company Number 10070090). The subsidiary is used for non-primary purpose trading activities. All activities have been consolidated on a line by line basis in the statement of financial activities. Available profits are distributed under Gift Aid to the charitable company. The trustee Stephen Ellison together with the Chief Executive are also directors of the subsidiary. A summary of the results of the subsidiary is shown below:

	2023 £	2022 £
Turnover	302,104	72,332
Cost of sales	(149,591)	(45,759)
Gross profit	152,513	26,573
Administrative expenses	(32,327)	(19,529)
Operating profit and profit on ordinary activities	120,186	7,044
Retained earnings		
Brought forward	7,044	4,110
Profit for the year	120,186	7,044
Distribution to parent under gift aid	(7,044)	(4,110)
Carried forward	120,186	7,044
The aggregate of the assets, liabilities and funds was:		
Assets	254,973	45,341
Liabilities	(134,787)	(38,297)
Funds	120,186	7,044

11 Parent charity

The parent charity's gross income and the results for the year are disclosed as follows:

	2023 £	2022 £
Gross income	1,363,739	1,422,645
Result for the year	(403,214)	(652,324)

12 Debtors

	The group 2023 £	2022 £	The charity 2023 £	2022 £
Trade debtors	262,799	86,309	227,193	86,159
Amounts due from trading subsidiary	–	–	125,917	33,445
Prepayments	7,871	43,994	7,748	43,871
Accrued income	–	97,356	–	94,799
	270,669	227,659	360,858	258,274

Notes to the financial statements

For the year ended 31 July 2023

13 Creditors: amounts falling due within one year

	The group		The charity	
	2023	2022	2023	2022
	£	£	£	£
Trade creditors	26,441	37,246	22,015	32,393
Taxation and social security	30,354	31,655	30,354	31,655
Other creditors	132,860	8,311	6,943	8,313
Accruals	7,379	43,641	2,933	43,641
	197,033	120,853	62,245	116,002

14 Pension scheme

The group operates a defined contribution scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge of £41,106.41 (2022: £43,400) represents contributions payable by the group into the fund. At the year end there were contributions outstanding of £7869.55 (2022: £8,313).

15a Analysis of group net assets between funds (current year)

	Unrestricted General £	Unrestricted Designated £	Total funds £
Tangible fixed assets	15,959	–	15,959
Investments	–	1,679,957	1,679,957
Net current assets	154,640	320,043	474,683
Net assets at the end of the year	170,599	2,000,000	2,170,599

15b Analysis of group net assets between funds (prior year)

	Unrestricted General £	Unrestricted Designated £	Total funds £
Tangible fixed assets	32,382	–	32,382
Investments	109,185	2,000,000	2,109,185
Net current assets	332,138	–	332,138
Net assets at the end of the year	473,705	2,000,000	2,473,705

16a Movements in funds (current year)

	At 1 August 2022 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 July 2023 £
Unrestricted funds:					
Designated funds:					
Strategic Funds	1,900,000	–	–	–	1,900,000
Facilities Funds	100,000	–	–	–	100,000
Total designated funds	2,000,000	–	–	–	2,000,000
General funds	473,705	1,665,843	(1,968,949)	–	170,599
Total unrestricted funds	2,473,705	1,665,843	(1,968,949)	–	2,170,599
Total funds	2,473,705	1,665,843	(1,968,949)	–	2,170,599

Notes to the financial statements

For the year ended 31 July 2023

16b Movements in funds (prior year)

	At 1 August 2021 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 July 2022 £
Unrestricted funds:					
Designated funds:					
Strategic Funds	1,900,000	–	–	–	1,900,000
Facilities Funds	100,000	–	–	–	100,000
Total designated funds	2,000,000	–	–	–	2,000,000
General funds	1,118,697	1,383,053	(2,028,045)	–	473,705
Total unrestricted funds	3,118,697	1,383,053	(2,028,045)	–	2,473,705
Total funds	3,118,697	1,383,053	(2,028,045)	–	2,473,705

Purposes of designated funds

The Strategic fund was kept at £1,900,000 to meet the level of reserves that the trustees agreed were required for contingency.

Strategic funds – PDA/LC, has been allocated a fund of £1,400,000 over 5 years to fund 50% of the PDA (Personal Development Advisors)/LC (Learning Centres) expenditure as agreed by the trustees and the remainder was used in the year.

The Facilities Funds represents monies set aside to relocate the charity to a suitable long term location.

17 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

Accounts

Company number: 05454676
Charity Number: 1111106

The Royal Artillery Centre for Personal Development

Report and financial statements
For the year ended 31 July 2022

The Royal Artillery Centre for Personal Development

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The Royal Artillery Centre for Personal Development

Reference and administrative information

For the year ended 31 July 2022

Company number 05454676 – incorporated in the United Kingdom

Charity number 1111106 – registered in England & Wales

Registered address Old Fire Station
Salt Lane
Salisbury
Wiltshire
SP1 1DU

Operational address Royal Artillery Barracks
Larkhill
Wiltshire
SP4 8QT

Trustees Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Major General R M Clements
Brigadier N Budd (Appointed 1 June 2022)
WO2 T Alexander
WO2 A Assad
Mr O Adams
Colonel M Dornan
Colonel S Ellison
Brigadier C Hewitt (Resigned 01 June 2022)
Mr T Jackson
Mr J B Knowles
Colonel C Palmer
Mrs A J Storey

Key management personnel	Claire Foxley	Chief Executive	
	Simon Upton	Operations Director	(Retired 14 July 2022)
	John Le Feuvre	Operations Director	(Appointed 15 July 2022)

Secretary Brunswick Company Secretaries Limited

Bankers Lloyds Bank
1st Floor
3 Town Quay
Southampton
SO14 2AQ

Bankers (continued) CAF Bank Limited

The Royal Artillery Centre for Personal Development

Reference and administrative information

For the year ended 31 July 2022

25 Kings Hill Avenue
Kings Hill
West Malling
ME19 4JQ

Nationwide Building Society
Kings Park Road
Moulton Park
Northampton
NN3 6NW

Solicitors

Blake Morgan
New Kings Court
Tollgate
Chandler's Ford
Eastleigh
Hampshire
SO53 3LG

Auditor

Sayer Vincent LLP
Chartered Accountants and Statutory Auditor
Invicta House
108-114 Golden Lane
LONDON
EC1Y 0TL

The Royal Artillery Centre for Personal Development

Trustees' annual report

For the year ended 31 July 2022

The trustees present their report and the audited financial statements for the year ended 31 July 2022.

Reference and administrative information set out on pages 1 and 2 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Objectives and Activities

Purposes and aims

The Royal Artillery Centre for Personal Development operates as RACPD.

RACPD's Charitable Object is:

'To promote the efficiency of the Armed Forces of the Crown and in particular the Royal Artillery by improving the competencies, performance, morale and retention of serving military personnel, MOD Civil Servants and support to veterans through involvement in nationally recognised education, training and vocational schemes.'

RACPD's Mission is:

We provide outstanding personal and professional development to soldiers, dependants, and veterans whether they are in early recruit or trade training, mid-career, undergoing resettlement or developing a second career. We want to enable better life opportunities for soldiers and their families.

The long-term Vision is that:

RACPD will inspire, encourage, challenge, and fully support learners and staff to achieve their best. We will be the provider of choice, delivering relevant programmes of learning, aligning military skills with recognised civilian qualifications. We will increase our flexibility and reach through wider use online technology and to enable staff and learners to work remotely at a time/location that results in success. Income will be maximised by excellent learner and staff management whilst retaining a grade one experience and achievement.

Through our work, we will:

- Provide soldiers with a 'second chance' in their education and thereby enhance their self-confidence, skills, knowledge, and life chances.
- Remove financial barriers to soldiers who wish to undertake personal development.
- Support the Royal Artillery in developing the professional skills, motivation, and welfare of its soldiers, thereby improving performance, and increasing retention.

Principal Activities

We provide vocational education and training programmes to soldiers and officers in the Royal Artillery. This enables them to:

- Develop their literacy, numeracy, IT, and communication skills and thus increase self-confidence and widen aspirations.
- Increase their employability in the Armed Forces and subsequent career, thereby making a more positive contribution to the British labour market.
- Gain transferable and recognisable civilian qualifications and improve their professional skills, thereby increasing the effectiveness and efficiency of the Royal Artillery.

The trustees review the aims, objectives, and activities of the Charity each year. This report looks at what the Charity has achieved and the outcomes of its work in the reporting period. The trustees report the success of each key activity and the benefits the Charity has brought to those groups of people that it is set up to help. This review also helps the trustees ensure the Charity's aims, objectives and activities remain focused on its stated purposes.

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

This report will include brief reference to Covid-19, albeit the main effect was as a result of the Covid restrictions in AY 20/21 which have then been exacerbated by the crisis in Ukraine. The biggest effect of both those events was the large number of learner suspensions. Whilst timely and overall achievement rates are lower than last year, they remain outstanding and higher than national and overall Army rates.

Our Core Activities

Delivering Qualifications

One of the Charity's priorities is to increase the number of soldiers who achieve nationally recognised, transferable qualifications. These qualifications improve soldiers' promotion prospects within the Army and increase their chances of employment when they leave the Army.

The range and level of civilian qualifications we offer is broad and meets the needs of soldiers throughout their military careers. These include qualifications from Level 1 to Level 4, which are listed on the Regulated Qualification Framework (RQF), in the following areas:

- Logistics (including aviation)
- Telecommunications
- Horse Care and Management
- Information Communication Technologies (ICT)
- Leadership and Management

The Royal Artillery Centre for Personal Development

Trustees' annual report

For the year ended 31 July 2022

- English, Maths, and ICT Functional Skills (FS)
- Teacher Education

The key income generating programmes that the Charity delivers are apprenticeships in Logistics (including Aviation programmes), Telecommunications and horsecare. These are funded through the employer levy, administered by the Army apprenticeship team.

Delivering Educational Support, Information, Advice and Guidance

The majority of our programmes and advice are delivered within the workplace in regiments based in UK. This removes the geographical barriers that exist for many remotely located soldiers who are unable to attend a Further Education College or travel to Larkhill to attend courses. RACPD employs staff to specifically provide apprenticeship and educational support and information, advice and guidance to soldiers and their dependants. These members of staff, known as Personal Development Advisors and Mentors (PDA/M), are embedded within the Royal Artillery regiments and they are uniquely placed to offer an accessible and flexible service to soldiers.

The Regimental Learning Centres, managed by qualified Functional Skills teachers, provide a unique and vital service to soldiers and their families. A range of courses, qualifications and Information, Advice and Guidance (IAG) are offered at flexible times to fit around soldiers' operational commitments.

The majority of our employees are former servicemen/women, or dependants of serving soldiers, who understand the culture and challenges those soldiers (our learners) face. This understanding of our beneficiaries' needs is vital to the success of the programmes.

Achievements and performance

The Charity's activities and beneficiaries are described below. All its charitable activities focus on soldiers and their dependants and are undertaken to further The Royal Artillery Centre for Personal Development's charitable purposes for public benefit.

Performance Statistics

Registrations

Up until 31 July 2021, every soldier joining the Royal Artillery (RA) was offered the opportunity to gain an apprenticeship in Driving Goods Vehicles (DGV). Some of these remain on programme but due to suspension will be complete by the end of AY2022/23. From 1 August 2020, in line with apprenticeship reform and a transition from frameworks to standards, they were offered an opportunity to start on the Express Delivery Operative standard apprenticeship. This offer of a first apprenticeship is important to the recruiting effort and ensures that young soldiers, who may not have had a positive school experience, have the opportunity to achieve a Level 2 (GCSE equivalent) qualification.

Registrations have been affected this year by a number of factors. Determining factors include

Trustees' annual report

For the year ended 31 July 2022

fluctuating numbers graduating from ITT, no military training courses for aviation learners, no progression apprenticeship for strike trade, progression apprenticeships not endorsed by IfATE, and no level 2 Telecommunications as this framework was not replaced by a standard.

Overall apprenticeship registrations have reduced by 28%, due to the reasons given above as well as issues with the Army recruiting website which was off grid for over six weeks. There was a 37% decrease in logistics registrations and a 57% decrease in ITT registrations¹. Aviation Operations registrations decreased by 33% but should increase once the requisite courses start being held again. The Telecommunications registrations increased by 112% to the new Digital Support Technician apprenticeship being fully rolled out. Functional Skills registrations increased by 26% due to the increased number of mandatory L2 tests

Notwithstanding the effect of the Ukraine crisis and recruiting issues, the outlook for occupancy in AY 22/23 is reasonably positive. There should be an increase in recruits completing ITT, a wider range of learners able to attend DST and aviation courses.

Learning and Development course registrations reduced this year by 57%; we have continued to offer the L3 and L4 teaching qualifications, but uptake has been minimal. The level 2 and level 3 supporting teaching courses have continued but registrations for these decreased a small amount in AY 2021/22 compared to the prior year. CAVA/IQA delivery increased as green assessors and local educational institutions were still keen to gain the award, despite it no longer being mandatory for staff supporting apprenticeships. Team Leading courses took place in regiments, in slightly larger numbers than last year but due to the residual issues from Covid and a change in delivery method by the Army, there was only a small increase of 40 learners.

IT (ITQ) registrations only increased by 1 learner as this is now a course that we do not market heavily due to tutor time being focussed on apprenticeship and some standalone FS. The most popular 'other' course remains the First Aid at Work course, although learners were also inducted on to the level 4 IAG qualification. We have maintained our partnerships with other training providers and for a small fee we refer learners to them; the most popular of these courses continue to be Door Supervisor and the Institution of Occupational Safety and Health (IOSH) qualification.

PROGRAMME	2021 – 2022	2020 – 2021	2019 – 2020	2018 – 2019	2017 – 20212018	2016 – 2017	2015 – 2016	2014 – 2015
Aviation Operations on the Ground	4	6	7	14	3	32	44	53

¹ The level 2 Driving Goods Vehicle/Express Delivery Operative apprenticeship accounts for over half of all logistics registrations.

The Royal Artillery Centre for Personal Development

Trustees' annual report

For the year ended 31 July 2022

Telecommunications	53	25	301	178	229	245	294	368
Logistics (Includes Forklift truck and driver CPC (10))	291	460	380	427	536	756	777	654
Horse care	21	23	19	26	3	13	7	11
Leadership & Management	176	136	373	275	380	326	343	366
Learning Centres Literacy & Numeracy	38	26	5	15	19	6	N/A	N/A
Assessor & Verifier Awards	15	2	15	17	21	24	28	36
Learning and Development	12	28	42	58	106	20	76	104
ICT	41	40	54	111	98	182	194	217
Key/Functional Skills	729	538	354	490	655	788	893	1383
Other courses [1]	158	61	39	126	181	44	N/A	N/A
Referrals to other training providers	56	20	80	104	N/A	N/A	N/A	N/A
TOTALS	1594	1365	1669	1737	2231	2436	2656	3192

[1] Courses include IAG and First Aid at Work.

Achievement rates²

Achievement rates for qualifications are a key performance indicator (KPI) since they demonstrate both the quality of delivery and the support for soldiers. RACPD monitors quality of delivery closely and on a quarterly basis through performance management reviews. Improvements in programme planning and overall quality assurance remain an integral part of the Self-Assessment Report and Quality Improvement Plan. Additionally, the PDA/M role remains critical to support the soldiers, regiments, and apprenticeship programme managers in delivering qualifications and providing advice and guidance to learners.

We continue to have some of the highest achievement rates, not only within the Army, but also nationally³, in all our programmes. This year, the overall achievement rate for our apprenticeship programme was 83% and the timely achievement was 82%. Although this was a timely decrease from last year, these results are still outstanding in comparison to Army and National averages and given the local and global environment. The overall achievement rate for the telecommunications programme was 95% and the logistics programmes was 86%. Aviation apprentices are only on standards for which there is currently no KPI and agreed method of measurement. Two apprentices undertook EPA, both achieved Merit passes. A number have

² Achievement. Once the learning has been completed the qualification is classed as 'achieved.' There are two categories of achievement; Overall achievement - the total number of learners that have finished through completion of all the learning activities; Timely achievement - the number of learners that are achieved on or before their planned end date or no more than 90 days after it.

³ National achievement rates (2020/21): Overall - 68.9%.

reached Gateway for both Aviation and Express Delivery Operative and are awaiting EPA due to delays by the end point assessment organisations.

The overall pass rate for FS English and maths has reduced with English decreasing marginally from 87% to 83% and maths decreasing from 64% to 49%. This is a direct effect of the change in policy and lowered exam pass mark during Covid flexibilities. It includes the period when flexibilities were rescinded (from January 2022) and progression learners were once again required to test even if they were likely to fail. The impact of this change in policy on the L2 pass rate affected overall pass rates across both levels of the qualification.

The analysis and use of data continue to be very good. Maintaining success rates and other KPIs over a sustained period demonstrates our effective data and management information systems (MIS). MIS reports identify action areas that are highlighted at quarterly performance reviews. The focus in the last year has been to maintain overall and timely achievement rates as well as possible. This has been a challenge given the increased tempo of the Army and therefore the difficulty of tracking, locating, and supporting learners.

The average achievement rate for all other RACPD programmes and courses was 88%.

Achievements and Wider Benefits

It is important to recognise that we do not measure the success of our delivery by achievement statistics alone; the impact of these achievements on individuals' lives is equally important. The effort and commitment soldiers put in to gain qualifications and thereby enhance their life chances is acknowledged through the Personal Development Awards programme every year. Learners are nominated by their regiment and overall winners announced at an awards ceremony which took place in October 2021 at which prizes which included certificates and cash awards (totalling over £6,000) were presented.

The *matrix* standard became a mandatory requirement for FE delivery for RACPD in 2014. The assessment is completed over three years with an initial visit and two follow up interim assessments. This year the inspector conducted a monitoring check as normal for year three and recommended ongoing accreditation status. Some apprenticeship framework programmes and short courses are accredited by Awarding Organisations and their quality assurance checks include Standard Verifier visits. A number of these took place throughout the year, virtually, and all were complimentary on the standard of delivery, the outcomes for learners and the quality of the administration. The visits for apprenticeship delivery should end in AY 2022/23 but will continue for short courses.

The employment of PDA/Ms remains a significant investment for the Charity. Their role continues to develop and whilst regimental support to soldiers' education and personal development is still important, their main focus has moved to the apprenticeship programme. The tangible benefit of that is evident in the number of soldiers achieving their apprenticeships and the ability to maintain timely success rates despite the challenges faced.

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Many of the regiments are in fairly remote locations, with limited access to Further Education Colleges. Every Learning Centre's primary focus is delivery of Functional Skills for apprenticeships however, they also deliver the supplementary and elective IT qualification (primarily British Computing Society (BCS) ITQ Level 2). ITQ overall achievement rates remain high; there have been 188 tests by 43 learners taken at ITQ at level 2 with an 83% pass rate. Level 3 (ITQ Advance units) has been more limited this year with only 4 learners testing (7 tests) with a pass rate of 71%. The BCS recognised that the centre's performance and quality has been maintained at the highest level (awarded Green status at audit). In addition, we offered standalone Functional Skills to reservists and civilians and a total of 90 tests were sat in either English, maths or ICT with an overall pass rate of 76%.

Over the year, the Charity continued to provide wider support and services which help to improve the life chances of individuals and the efficiency of the Royal Artillery, including:

- Courses or referral to courses in Door Security and Health & Safety which enabled soldiers to gain qualifications in sectors known to be employer friendly and relevant to Army service. We delivered qualifications in First Aid at Work and Information Advice and Guidance (IAG).
- Policy advice provided to the Royal Artillery on all personal development matters ensuring that subject matter expertise and knowledge of the civilian education and labour market were made available to policy-makers.
- Personal development and Information, Advice and Guidance (IAG) given to soldiers and officers enabling them to make informed decisions about which courses to attend and which qualifications would support them both in-career and when they leave the Army.
- Roadshows were completed virtually to regiments to brief all officers and soldiers on the Army apprenticeship programme, the RA offer, and the other support available from RACPD.
- The personal development funds normally awarded directly to regiments to support their Personal Development Programme (eg the purchase of equipment, improvement of educational facilities) have not been reinvigorated but regiments have been informed that should they need additional PD funds, they should request support from RACPD.

Beneficiaries of our services

In total, during the academic year 2021–22, RACPD registered 1594 learners onto educational programmes, compared to 1365 last year. The overall pass rate across all programmes is 88%. Those who did not achieve were mainly apprenticeship learners who withdrew themselves voluntarily, were posted away from the role that required the training or they left the Army. Whenever possible RACPD staff encourage learners to complete their qualifications before disengaging from a programme but this is not always possible. Learners completing formal qualifications make up the majority of the beneficiaries but there is still a significant number who request advice and guidance without being formally registered on a course with RACPD. While

they may later enrol on a course, it is just as likely that the PDA/M, Learning Centre Manager (LCM) or another member of staff will signpost them to an alternative training provider if that is the right pathway for the learner.

Performance is measured in a variety of ways. The Royal Artillery sets Key Performance Indicators for the apprenticeship programme based on the number of learners starting a programme, completing a programme and the time within which completion is achieved. This has yet to change for standards but we expect KPIs to be based around Gateway completion. Quality of delivery is also measured and an audit programme, run by the Army, takes place biennially. Programme managers set specific targets for their teams based on knowledge of courses taking place either in the RSA or externally in the regiments and these are reported internally to the Operations Director. Impact is measured in a similar fashion, through the number of soldiers engaging with education and when available through destination data if a soldier leaves the Army and is successfully employed as a direct result of having engaged with RACPD.

Financial review

The overall deficit, before gains on investments, of £(533,354) is worse than planned. This was due in part, to increased expenditure (salaries), but mostly to apprenticeship income being significantly lower than forecast.

The Charity receives most of its earned income for apprenticeship delivery, which is funded in small part by the ESFA, with the majority now being paid by the employer (Army) through the employer levy. The Charity is heavily dependent upon this income to support the many other programmes and services that RACPD offers the Royal Artillery.

Army apprenticeship funding in this period was 80% of the Charity's overall income of £1,494,977 which is lower than normal as many other sources of income (college funded courses) underperformed due to lack of team leading courses and the fall out of Covid-19. The total apprenticeship funding received was £1,199,023 which is £274,975 less than last year.

Expenditure increased from £1,744,422 last year to £2,028,331, an increase of £283,909, due mainly to increased salaries for additional staff required to support apprenticeships in the standards era (increased requirement for teaching and administration). The salary bill represents 71% of overall spending which is slightly lower than last year (73%) and has increased by a total of £166,899.

Future financial planning is predicated on maintaining the current apprenticeship programme income and being supported by additional educational activities and courses. The apprenticeship contract was won in May 2018 and run for five years (from 1 August 2018 until 31 July 2023 including a one-year extension requested by the Army and agreed by RACPD).

Investment powers and policy

Investment powers are governed by the memorandum and articles of association and permit the Charity's funds to be invested in any way the trustees wish. The Board keeps its investment strategy under constant review, in accordance with the Charity Commission's guidelines for best practice. The key features are:

- A return on investments which allows the Charity to continue to deliver services over a period of time.
- Maintaining and, if possible, enhancing the value of funds whilst they are invested.
- Managing risk.

Based on this framework the trustees have agreed the following principles:

- Capital investment periods should be linked to the financial risks identified on the Risk Register. Given the volatility of government policy and Army recruiting and manning, two of the three main operational risks require immediate funds if they come to fruition.
- Investments should be divided into:
 - Short term, easy access funds, up to one year.
 - Longer term investments which could be invested for periods from two to five years and provide capital appreciation and an income.

The trustees, having considered the liquidity requirements of operating RACPD and the Reserves Policy, previously adopted a policy of keeping available funds in short term easy access accounts until the economic conditions were more certain. However, alternative medium-term investments were approved on the grounds that the sum agreed should be invested for a minimum of 4 years but should still remain easily accessible. £1,300,000 was invested in a CAF Defence Capital Growth Fund in 2016 and a further £500,00 was invested with Quilter Cheviot. Within this FY, Trustees agreed to a transfer of £370,000 cash from CAF to Quilter Cheviot investments so that both accounts held similar amounts. Investments in both funds fell this year; CAF experienced £51,8096 losses bringing the total to £1,050,776. Losses on the Quilter investment for this year were £60,117 bringing the investment total to £1,058,410.

Specific performance objectives were not set for investments this year, outside of the budgetary expectations. Interest from other investments (bank interest) reduced and was £186 compared to £188 last year.

Principal risks and uncertainties

The significant risks to which the Charity is exposed fall into two categories – those macro risks which are largely outside its control and those micro risks which are, at least to some extent, within its operational control. The main external macro risks are derived from the potential for changes in government and Army apprenticeship policy and funding, including the lower RA recruiting/allocation figures, and the consequent changes in income; Covid-19 second wave has now been removed but the knock-on effect of the Ukraine crisis has been added to the macro risks. The micro-risks include learners attending and achieving Functional Skills which have

increased in length and difficulty, recruiting suitably qualified and experienced staff, maintaining learners on programmes in a fast-moving environment and the effects of new standards with the requirement for End Point Assessment.

All risks are reviewed regularly by the SMT and wherever possible risks are mitigated or managed within routine business. A risk register is maintained for scrutiny by the Board of Trustees every six months, albeit the senior management team review it more regularly. There is little by way of mitigation for the macro risks until the full implications of an ongoing Ukraine campaign and British Army assistance becomes clearer, and RA recruiting returns to 'normal' levels. Micro risks are mitigated against through normal routine procedures such as monitoring and regular audits.

The Charity's principal financial instrument, other than investments, is cash and bank deposits. The credit risk associated with cash is limited as the counterparties have reasonable credit ratings.

The Charity has maintained a positive cash position throughout the year and the exposure to liquidity risk is considered to be minimal.

Fundraising Practice

RACPD does not engage in public fundraising and does not use professional fundraisers or commercial participators. RACPD nevertheless observes the relevant fundraising regulations and codes. During the year RACPD received no complaints relating to its fundraising practice.

Reserves Policy and Going Concern

The trustees' Reserves Policy takes into account the following factors:

- The Charity is very heavily dependent on funds from Government departments and now employers. Government policy on post-16 education and training is dynamic.
- The level of reserves must allow for any radical shift in Government and Army policy which may reduce the Charity's income significantly.
- The trustees have a long-term commitment to delivering the Charity's Objects and wish to maintain sufficient funds to allow the Charity to continue to operate if external funding were to be removed completely. In the event that funding ceases, the Charity will retain sufficient funds to provide for the learners registered on its programmes to complete their personal development plan.
- The strategic plan requires the expansion of the RACPD's programmes. Specific initiatives have been identified which extend the Charity's scope to provide additional public benefit and better fulfil its objectives.
- The strategy also recognises the need for the Charity to adapt its operating model in response to changes in the environment in which it operates, and sufficient funds must be maintained for transformation of the operating model should this be required.

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Trustees believe the charity is a going concern. The Army apprenticeship contract is confirmed for another year to 31 July 2023 and reserves remain high at over £2.47m, which is more than sufficient should any crisis or business continuity issue arise. The new contract, which has a six-year tenure, has been publicised and a tender submitted. Contract award will take place in March 2023 and trustees are confident that RACPD will be the successful provider.

The trustees have assessed the level of reserves needed to meet specific requirements and have chosen to invest those reserves to build capital and ensure that charitable activities can continue to take place. Such activity includes allocations of money to enable personal development resources and staging of events but also enhancement of staffing in regiments to support the wider educational advice and guidance outside of apprenticeships.

Current (unrestricted) General funds total £473,417. There are no material uncertainties regarding the Charity's ability to continue as a going concern.

Plans for the Future

The Government's decision to reduce the size of the Army has had an ongoing impact on the Charity's operations, further exacerbated by the glitch in Capita's recruiting software earlier in the year. Recruiting should return to a normal footing in AY 22/23 and may increase during AY 23/24 especially if the Ukraine crisis continues. To mitigate the loss of funding due to inconsistent numbers coming through initial training, and to mitigate ESFA policy (that requires delivery of apprenticeships outside of the Army contract to remain a 'Main Provider'), the Charity has inducted 18 civilian apprentices onto Equine apprenticeship programmes. Development of other new programmes continues at levels 2 and 3 and through its trading subsidiary, Sheldrake Training Limited is now recognised by Ofqual to carry out end point assessment (currently registered for aviation, equine groom and express delivery operative). The Board of Trustees remains committed to delivering its existing three-year strategic plan and to enhance delivery of a wider range of opportunities to Service personnel and their families. Work continues to further develop the Virtual Learning Environment so that it can be utilised more for apprenticeship programmes across the board as well as for Functional Skills and teacher education. Sheldrake Training Limited, is slowly building up its reputation, range of delivery and consequent turnover. It will take time to deliver an independent funding stream and until that happens, cash reserves are being retained. This decision is reflected in the Charity's reserves policy.

Structure, Governance and Management

The Charity is governed by up to eleven trustees, who are also the members. The previous number of 9 trustees increased by two last year due to the agreed requirement for representation on the Board by serving military non-commissioned officers. It remains an appropriately sized forum to ensure a good range of relevant expertise and to enable timely decision-making. The trustees hold three Board meetings each year which is sufficient to review operational business as well as an AGM which reviews performance over the whole year. In addition, in a normal year they meet in May for development and appraisal, and to discuss strategy in an unrestricted forum. The number of meetings, their format and timings provide sufficient opportunity to review and update the strategy and to oversee and assure performance on a quarterly basis. Meetings this year were held face to face, including the AGM.

The trustees delegate operational control, including full management of staff, to the Chief Executive (Claire Foxley) who is directly supported by the Director of Operations (John Le Feuvre). They are supported by three heads of department (MIS, Teaching & Learning and Quality) who together constitute the Senior Management Team.

The Board nominates individual trustees to hold responsibility for key regulatory matters: Health & Safety; Safeguarding; Data Protection; Equality & Diversity and Security. The Board has three committees: Audit; Finance and Remuneration. The Chair of each committee holds Board responsibility for those specific matters.

The Board decides the Charity's three-year strategy, which is reviewed each year in May/June. Additionally, in Q3, Trustees endorse the Chief Executive's annual Business Plan, which sets out the forthcoming income and expenditure budgets for the next academic year. The Board has endorsed a scheme of delegation in which the trustees delegate limited spending authority to the Chief Executive, while retaining authority to spend single amounts not exceeding £60,000. The trustees also retain authority to appoint (executive) directors.

The organisation is a charitable company limited by guarantee, incorporated on 17 May 2005, and registered as a charity on 31 August 2005 with articles amended on 24 February 2014. The company was established under a memorandum of association, which established the Objects and powers of the charitable company and is governed under its articles of association. All trustees give their time voluntarily and receive no benefits from the Charity. Any expenses reclaimed from the Charity are set out in the notes to the accounts.

Appointment of Trustees

The memorandum provides for eleven trustees, of which two are serving in the Royal Artillery (RA) and four as Army officers in Staff appointments outside of the RA (but all ex-Gunners). The serving trustees are directly linked to their military roles, which is on the basis that those roles command or train the Charity's beneficiaries. These 'military' trustees are only appointed as trustees for the duration of their specific military role, normally two years. The memorandum was updated in this year to include two serving non-commissioned officer positions and amended so that trustees may now serve two tenures of three years. Those holding the position of committee chair or with extensive experience in a specialist area may be retained for a further three-year rotation.

A skills scan is conducted periodically to identify the skills gap among trustees so that new trustees may be recruited to provide the missing skills and experience. Such trustees are found either through recruitment via charity trustee organisations, or local networking. As a result, the Board recruited two serving soldiers as "former learners". The Board conducts a biannual analysis of their effectiveness, and this was last conducted in September 2022 using the Cobseo Governance Tool. This gave an overall green rating with some minor considerations for improvement, mainly around trustee responsibilities. These will be acted upon during the next AY.

Trustee Induction and Training

All trustees attend an induction briefing lasting up to three hours before their first Board meeting. The briefing, which is preceded by receipt of a comprehensive information pack, is led by the Chief Executive, who with the Operations Director, briefs the new trustee on the organisational structure, three-year strategic plan, current business plan, operations, and forthcoming initiatives. This is followed by a governance briefing by the Board Secretary on the trustee's responsibilities as a company director and trustee. The briefing includes details of when and how the Board meetings are held. New trustees are appraised of their specific Board responsibilities via committee

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membership (Audit / Finance / Remuneration) and /or Board lead on regulatory matters such as Health & Safety, Safeguarding, Data Protection, Security, or Equality & Diversity. During this induction, and at subsequent events, the trustees meet key RACPD staff.

Subsequently, but preferably within three months of induction, the trustee will attend a formal, professional charity governance training course delivered by Civil Society.

Related Parties and Relationships with other Organisations

RACPD was a member of Cobseo (The Confederation of Service Charities) up until February 2022 but decided to relinquish membership for the time being due to limitations in relevance and financial constraints. RACPD has a wholly owned trading subsidiary, Sheldrake Training Limited, which was incorporated on 17 March 2016.

Remuneration Policy for Key Management Personnel

The Remuneration Committee endorses the pay policy and takes advice from the Chief Executive on any cost of living increases in salary. These are then recommended to the Board for endorsement once the Finance Committee has agreed affordability. Changes in salary are normally effective from the start of the Financial Year on 1 August and salaries are benchmarked against the Charity, Further Education, and public sectors.

Statement of Responsibilities of the Trustees

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

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and group and of the incoming resources and application of resources, including the income and expenditure, of the group for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation.

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

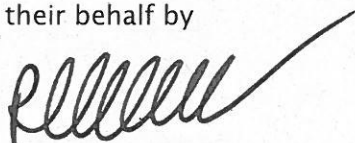
In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware.
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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

Members of the Charity guarantee to contribute an amount not exceeding £1 to the assets of the Charity in the event of winding up. The total number of such guarantees on 31 July 2022 was 11 (2021: 13). The trustees are members of the Charity, but this entitles them only to voting rights. The trustees have no beneficial interest in the Charity.

The trustees' annual report has been approved by the trustees on 9 December 2022 and signed on their behalf by



Maj Gen R M Clements
Chairman

Opinion

We have audited the financial statements of Royal Artillery Centre for Personal development (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 July 2021 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 July 2022 and of the group's 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
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

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's responsibilities for the audit of the group financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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 Royal Artillery Centre for Personal development's ability to continue as a going concern for a period of at least twelve months from when the financial statements are 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.

Independent auditor's report

To the members of

The Royal Artillery Centre for Personal Development

Other Information

The other information comprises the information included in the trustees' annual report, other than the group financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the group financial statements does not cover the other information, and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the group financial statements, or our knowledge obtained in the course of 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 this gives rise to a material misstatement in the group financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

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

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

Independent auditor's report

To the members of

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Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and the audit committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;

Independent auditor's report

To the members of

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- The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission, or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: 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 members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose.

Independent auditor's report

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To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Judith Miller (Senior statutory auditor)

DATE

for and on behalf of Sayer Vincent LLP, Statutory Auditor
Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

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The Royal Artillery Centre for Personal Development

Consolidated statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 July 2022

	Note	Unrestricted General £	Unrestricted Designated £	2022 Total £	Unrestricted General £	Unrestricted Designated £	2021 Total £
Income from:							
Charitable activities							
Army Apprenticeships		1,199,023	-	1,199,023	1,473,998	-	1,473,998
Educational Training		130,624	-	130,624	117,828	-	117,828
Trading activities		72,332	-	72,332	45,830	-	45,830
Other		66,089	-	66,089	36,291	-	36,291
Investments		26,909	-	26,909	37,003	-	37,003
Total income		1,494,977	-	1,494,977	1,710,950	-	1,710,950
Expenditure on:							
Investment management fees		8,600	-	8,600	7,460	-	7,460
Charitable activities							
Army Apprenticeships		1,838,846	-	1,838,846	1,594,782	-	1,594,782
Educational Training		115,312	-	115,312	100,461	-	100,461
Trading activities		65,287	-	65,287	41,719	-	41,719
Total expenditure	2	2,028,045	-	2,028,045	1,744,422	-	1,744,422
Net (expenditure)/income before net gains/(losses) on investments		(533,068)	-	(533,068)	(33,472)	-	(33,471)
Net gains/(losses) on investments	9	(111,926)	-	(111,926)	187,610	-	187,610
Net income / (expenditure) for the year and net movement in funds	3	(644,994)	-	(644,994)	154,138	-	154,139
Reconciliation of funds:							
Total funds brought forward		1,118,697	2,000,000	3,118,697	964,559	2,000,000	2,964,559
Total funds carried forward		473,703	2,000,000	2,473,703	1,118,697	2,000,000	3,118,697

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 16 to the financial statements.

The Royal Artillery Centre for Personal Development

Balance sheet

Company no. 05454676

As at 31 July 2022

	Note	The group 2022 £	2021 £	The charity 2022 £	2021 £
Fixed assets:					
Tangible assets	8	32,382	59,392	32,382	59,392
Investments	9	2,109,185	2,202,990	2,109,185	2,202,991
		<u>2,141,567</u>	<u>2,262,382</u>	<u>2,141,567</u>	<u>2,262,383</u>
Current assets:					
Debtors	12	227,659	370,495	258,274	378,570
Cash at bank and in hand		225,332	596,383	182,820	582,634
		<u>452,991</u>	<u>966,878</u>	<u>441,094</u>	<u>961,204</u>
Liabilities:					
Creditors: amounts falling due within one year	13	(120,853)	(110,563)	(116,002)	(109,000)
		<u>332,138</u>	<u>856,315</u>	<u>325,092</u>	<u>852,204</u>
Net current assets		<u>332,138</u>	<u>856,315</u>	<u>325,092</u>	<u>852,204</u>
Total net assets	15	<u>2,473,705</u>	<u>3,118,697</u>	<u>2,466,659</u>	<u>3,114,587</u>
The funds of the charity:	16				
Unrestricted income funds:					
Designated funds		2,000,000	2,000,000	2,000,000	2,000,000
General funds		473,705	1,118,697	466,659	1,114,587
Total unrestricted funds		<u>2,473,705</u>	<u>3,118,697</u>	<u>2,466,659</u>	<u>3,114,587</u>
Total charity funds		<u>2,473,705</u>	<u>3,118,697</u>	<u>2,466,659</u>	<u>3,114,587</u>

Approved by the trustees on

and signed on their behalf by

Major General R M Clements
Trustee

The Royal Artillery Centre for Personal Development

Consolidated statement of cash flows

For the year ended 31 July 2022

Reconciliation of net income / (expenditure) to net cash flow from operating activities

	2022 £	2021 £
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	(645,280)	154,138
Depreciation charges	49,935	42,239
Loss on disposal of fixed assets	-	-
(Gains)/losses on investments	111,926	(187,610)
Dividends, interest and rent from investments	(26,909)	(37,003)
(Increase)/decrease in debtors	143,312	(99,434)
Increase/(decrease) in creditors	10,290	17,284
Net cash (used in)/provided by operating activities	(356,726)	(110,386)
Cash flows from investing activities:		
Dividends and interest from investments	26,722	37,003
Purchase of fixed assets	(22,925)	(22,285)
Proceeds from the sale of investments	411,633	507,441
Purchase of investments	(639,060)	(308,546)
Cash movement in investments	209,305	(228,251)
Net cash used in investing activities	(14,325)	(14,638)
Change in cash and cash equivalents in the year	(371,051)	(125,024)
Cash and cash equivalents at the beginning of the year	596,383	721,407
Cash and cash equivalents at the end of the year	225,332	596,383

The Royal Artillery Centre for Personal Development

Notes to the financial statements

For the year ended 31 July 2022

1 Accounting policies

a) Statutory information

The Royal Artillery Centre for Personal Development is a charitable company limited by guarantee and is incorporated in the United Kingdom.

The registered office address is Old Fire Station, Salt Lane, Salisbury, Wiltshire, SP1 1DU. The principal place of business is Royal Artillery Barracks, Larkhill, Wiltshire, SP4 8QT.

b) Basis of preparation

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) – (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

These financial statements consolidate the results of the charity and its wholly-owned subsidiary Sheldrake Training Limited on a line by line basis. Transactions and balances between the charity and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two entities are disclosed in the notes of the charity's balance sheet. A separate statement of financial activities, or income and expenditure account, for the charity itself is not presented as a summary of the result for the year is disclosed in the notes to the accounts.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. Further information can be found in the trustees' annual report.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Income

Income is recognised when the Charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the Charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

The Royal Artillery Centre for Personal Development

Notes to the financial statements

For the year ended 31 July 2022

1 Accounting policies (continued)

f) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the bank.

g) Fund accounting

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

h) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Investment management fees relate to fees incurred in the management of the charity's investments
- Trading activities relate to the costs incurred by the group of delivering educational activities outside of its charitable objects.
- Expenditure on charitable activities includes the costs of delivering services and other educational activities undertaken to further the purposes of the charity and their associated support costs

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

i) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

● Army Apprenticeship	80%
● Education Training	5%
● Support costs	14%
● Governance costs	1%

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on staff time, of the amount attributable to each activity

● Army Apprenticeship	94%
● Education Training	6%

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

j) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

1 Accounting policies (continued)

k) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The useful lives are as follows:

● Portacabin	4 years
● Computers	3 years
● Fixtures & Fittings	5 years
● Motor Vehicles	4 years
● Online Learning Portal	3 years

l) Listed investments and common investment funds

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Any change in fair value will be recognised in the statement of financial activities. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading "Net gains/(losses) on investments" in the statement of financial activities. The charity does not acquire put options, derivatives or other complex financial instruments.

Investments in subsidiaries

Investments in the subsidiary are at cost.

m) Debtors

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

n) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

o) Creditors and provisions

Creditors and provisions 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. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

p) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

q) Pensions

The charity operates a defined contribution scheme for employees. The assets of the scheme are held separately from those of the charity. The annual contributions payable are charged to the statement of financial activity.

The Royal Artillery Centre for Personal Development

Notes to the financial statements

For the year ended 31 July 2022

2a Analysis of expenditure (current year)

	Charitable activities					Investment management fees £	Army Apprenticeship £	Educational Training £	Trading activities £	Governance costs £	Support costs £	2022 Total £	2021 Total £
Staff costs (Note 4)													
Registration fees		1,149,123	71,820	-						14,364	201,097	1,436,404	1,269,505
External trainers		57,818	3,614	-	760					723	10,118	73,032	77,212
Other direct course fees		56,448	3,528	-	18,014					706	9,878	88,574	83,587
PD Grants		5,368	336	-	-					67	939	6,710	4,991
Marketing & PD Promotion		18,003	1,125	-	-					225	3,151	22,504	36,966
Other		10,211	638	-	-					128	1,787	12,764	8,414
Motor Expenses		32,440	2,045	-	45,399					409	5,727	86,021	30,672
Insurance		15,045	940	-	-					188	2,633	18,806	10,266
Depreciation		9,585	599	-	-					120	1,677	11,981	12,338
Professional Fees		3,673	230	-	-					46	643	4,591	1,499
Trustees' meetings and expenses	8,600	17,352	1,085	-	1,115					217	3,037	31,405	33,521
Travel and Subsistence	-	12,831	802	-	-					160	2,245	16,039	6,743
Resources	-	11,997	750	-	-					150	2,099	14,996	8,957
IT Support	-	22,961	1,435	-	-					287	4,018	28,701	28,474
Development Projects	-	64,820	4,051	-	-					810	11,344	81,025	69,243
Redundancy	-	75,594	4,725	-	-					945	13,229	94,493	62,034
	-	-	-	-	-					-	-	-	-
Support costs	8,600	1,563,269	97,722	65,287				19,544	273,622		2,028,045	1,744,422	
Governance costs	-	257,205	16,417	-	-			-	(273,622)		-	-	-
	-	18,372	1,172	-	-			(19,544)			-	-	-
Total expenditure 2022	8,600	1,838,846	115,312	65,287				-			2,028,045		
Total expenditure 2021	7,460	1,594,782	100,461	41,719				-				1,744,422	
Depreciation in relation to IT development projects is included within Development Projects.													

Depreciation in relation to IT development projects is included within Development Projects.

The Royal Artillery Centre for Personal Development

Notes to the financial statements

For the year ended 31 July 2022

2b Analysis of expenditure (prior year)

	Investment management fees £	Charitable activities					Trading activities £	Governance costs £	Support costs £	Total 2021 £
		Apprenticeship £	Army £	Educational Training £						
Staff costs (Note 4)	-	1,015,604	-	63,475	-	-	-	12,695	177,731	1,269,505
Registration fees	-	59,689	-	3,731	2,600	-	-	746	10,446	77,212
External trainers	-	42,715	-	2,670	30,193	-	-	534	7,475	83,587
Other direct course fees	-	3,992	-	250	-	-	-	50	699	4,991
PD Grants	-	29,573	-	1,848	-	-	-	370	5,175	36,966
Marketing & PD Promotion	-	6,731	-	421	-	-	-	84	1,178	8,414
Other	-	18,267	-	1,142	7,841	-	-	228	3,194	30,672
Motor Expenses	-	8,213	-	513	-	-	-	103	1,437	10,266
Insurance	-	9,871	-	617	-	-	-	123	1,727	12,338
Depreciation	-	1,198	-	75	-	-	-	15	211	1,499
Professional Fees	7,460	18,489	-	1,622	1,085	-	-	324	4,541	33,521
Trustees' meetings and expenses	-	5,395	-	337	-	-	-	67	944	6,743
Travel and Subsistence	-	7,166	-	448	-	-	-	89	1,254	8,957
Resources	-	22,779	-	1,424	-	-	-	285	3,986	28,474
IT Support	-	55,395	-	3,462	-	-	-	692	9,694	69,243
Development Projects	-	49,627	-	3,102	-	-	-	620	8,685	62,034
Redundancy	-	-	-	-	-	-	-	-	-	-
	7,460	1,354,704	-	85,137	41,719	-	-	17,025	238,377	1,744,422
Support costs	-	-	224,074	14,303	-	-	-	-	(238,377)	-
Governance costs	-	-	16,004	1,021	-	-	-	(17,025)	-	-
Total expenditure 2021	7,460	1,594,782	-	100,461	41,719	-	-	-	-	1,744,422

The Royal Artillery Centre for Personal Development

Notes to the financial statements

For the year ended 31 July 2022

3 Net income / (expenditure) for the year

This is stated after charging:

	2022 £	2021 £
Depreciation	49,935	42,239
Auditor's remuneration (excluding VAT): Audit	10,750	10,050

4 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2022 £	2021 £
Salaries and wages	1,278,872	1,136,728
Social security costs	114,132	94,656
Employer's contribution to defined contribution pension schemes	43,400	38,121
	1,436,404	1,269,505

The following number of employees received employee benefits in excess of £60,000 (excluding employer national insurance and employer pension contributions) during the year between:

	2022 No.	2021 No.
£70,000 – £79,999	1	1

The total employee benefits (including employer national insurance and employer pension contributions) of the key management personnel were £220,176 (2021: £215,306).

The Charity trustees were not paid or received any other benefits from employment with the Charity in the year (2021: £0). No Charity trustee received payment for professional or other services supplied to the Charity (2021: £0).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £788 (2021: £233) incurred by 4 (2021: 4) members relating to attendance at meetings of the trustees.

5 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2022 No.	2021 No.
Army Apprenticeships	41	37
Training Courses	1	1
Support	5	5
	47	43

6 Related party transactions

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties. (2021: £nil).

Notes to the financial statements

For the year ended 31 July 2022

7 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The charity's trading subsidiary Sheldrake Training Limited distributes available profits under gift aid to the parent charity. There was no charge to corporation tax in the year.

8 Tangible fixed assets

Group and charity	Online Learning Portal £	Portacabin £	Fixtures and fittings £	Computers £	Motor vehicles £	Total £
Cost						
At the start of the year	328,393	79,236	20,550	164,233	46,730	639,142
Additions in year	3,127	-	-	19,798	-	22,925
Adjustment in year	-	-	-	-	-	-
At the end of the year	331,520	79,236	20,550	184,031	46,730	662,067
Depreciation						
At the start of the year	270,833	79,236	20,550	162,401	46,730	579,750
Charge for the year	45,344	-	-	4,591	-	49,935
At the end of the year	316,177	79,236	20,550	166,992	46,730	629,685
Net book value						
At the end of the year	15,343	-	-	17,039	-	32,382
At the start of the year	57,560	-	-	1,832	-	59,392

All of the above assets are used for charitable purposes.

9 Listed investments

	The group		The charity	
	2022 £	2021 £	2022 £	2021 £
Fair value at the start of the year	2,202,989	1,986,024	2,202,989	1,986,025
Additions at cost	639,060	308,546	639,060	308,546
Disposal proceeds	(411,633)	(507,441)	(411,633)	(507,441)
Change in cash held	(209,305)	228,251	(209,305)	228,251
Net gain on change in fair value	(111,926)	187,610	(111,926)	187,610
Fair value at the end of the year	2,109,185	2,202,990	2,109,185	2,202,991

Investments comprise:

	The group		The charity	
	2022 £	2021 £	2022 £	2021 £
UK Common investment funds	1,045,945	1,255,888	1,045,945	1,255,888
Listed investments	1,036,472	709,394	1,036,472	709,394
Cash	28,402	237,708	28,402	237,708
Investment in subsidiary company	-	-	-	1
	2,110,819	2,202,990	2,110,819	2,202,991

The Royal Artillery Centre for Personal Development

Notes to the financial statements

For the year ended 31 July 2022

10 Subsidiary undertaking

The charitable company owns the whole of the issued ordinary share capital of Sheldrake Training Limited, a company registered in England and Wales (Company Number 10070090). The subsidiary is used for non-primary purpose trading activities. All activities have been consolidated on a line by line basis in the statement of financial activities. Available profits are distributed under Gift Aid to the charitable company. The trustee Stephen Ellison together with the Chief Executive are also directors of the subsidiary. A summary of the results of the subsidiary is shown below:

	2022 £	2021 £
Turnover	72,332	45,830
Cost of sales	(45,759)	(40,229)
Gross profit	26,573	5,601
Administrative expenses	(19,529)	(1,491)
Operating profit and profit on ordinary activities	7,044	4,110
Retained earnings		
Brought forward	4,110	32,171
Profit for the year	7,044	4,110
Distribution to parent under gift aid	(4,110)	(32,171)
Carried forward	7,044	4,110
The aggregate of the assets, liabilities and funds was:		
Assets	45,341	18,682
Liabilities	(38,297)	(14,571)
Funds	7,044	4,111

11 Parent charity

The parent charity's gross income and the results for the year are disclosed as follows:

	2022 £	2021 £
Gross income	1,422,645	1,697,291
Result for the year	(652,324)	182,199

12 Debtors

	The group		The charity	
	2022 £	2021 £	2022 £	2021 £
Trade debtors	86,309	162,473	86,159	157,573
Amounts due from trading subsidiary	—	—	33,445	13,008
Prepayments	43,994	36,165	43,871	36,132
Accrued income	97,356	171,857	94,799	171,857
	227,659	370,495	258,274	378,570

13 Creditors: amounts falling due within one year

	The group 2022 £	2021 £	The charity 2022 £	2021 £
Trade creditors	37,246	33,257	32,393	31,692
Taxation and social security	31,655	29,768	31,655	29,768
Other creditors	8,311	9,588	8,313	9,590
Accruals	43,641	37,950	43,641	37,950
	<u>120,853</u>	<u>110,563</u>	<u>116,002</u>	<u>109,000</u>

14 Pension scheme

The group operates a defined contribution scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge of £43,400 (2021: £38,121) represents contributions payable by the group into the fund. At the year end there were contributions outstanding of £8,313 (2021: £9,590).

15a Analysis of group net assets between funds (current year)

	Unrestricted General £	Unrestricted Designated £	Total funds £
Tangible fixed assets	32,382	–	32,382
Investments	109,185	2,000,000	2,109,185
Net current assets	331,850	–	331,850
Net assets at the end of the year	<u>473,417</u>	<u>2,000,000</u>	<u>2,473,417</u>

15b Analysis of group net assets between funds (prior year)

	Unrestricted General £	Unrestricted Designated £	Total funds £
Tangible fixed assets	59,392	–	59,392
Investments	202,990	2,000,000	2,202,990
Net current assets	856,315	–	856,315
Net assets at the end of the year	<u>1,118,697</u>	<u>2,000,000</u>	<u>3,118,697</u>

16a Movements in funds (current year)

	At 1 August 2021 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 July 2022 £
Unrestricted funds:					
Designated funds:					
Strategic Funds	1,900,000	–	–	–	1,900,000
Facilities Funds	100,000	–	–	–	100,000
Total designated funds	<u>2,000,000</u>	<u>–</u>	<u>–</u>	<u>–</u>	<u>2,000,000</u>
General funds	<u>1,118,697</u>	<u>1,383,051</u>	<u>(2,028,045)</u>	<u>–</u>	<u>473,703</u>
Total unrestricted funds	<u>3,118,697</u>	<u>1,383,051</u>	<u>(2,028,045)</u>	<u>–</u>	<u>2,473,703</u>
Total funds	<u>3,118,697</u>	<u>1,383,051</u>	<u>(2,028,045)</u>	<u>–</u>	<u>2,473,703</u>

The Royal Artillery Centre for Personal Development

Notes to the financial statements

For the year ended 31 July 2022

16b Movements in funds (prior year)

	At 1 August 2020 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 July 2021 £
Unrestricted funds:					
Designated funds:					
Strategic Funds	1,900,000	-	-	-	1,900,000
Facilities Funds	100,000	-	-	-	100,000
Total designated funds	2,000,000	-	-	-	2,000,000
General funds	964,559	1,898,560	(1,744,422)	-	1,118,697
Total unrestricted funds	2,964,559	1,898,560	(1,744,422)	-	3,118,697
Total funds	2,964,559	1,898,560	(1,744,422)	-	3,118,697

Purposes of designated funds

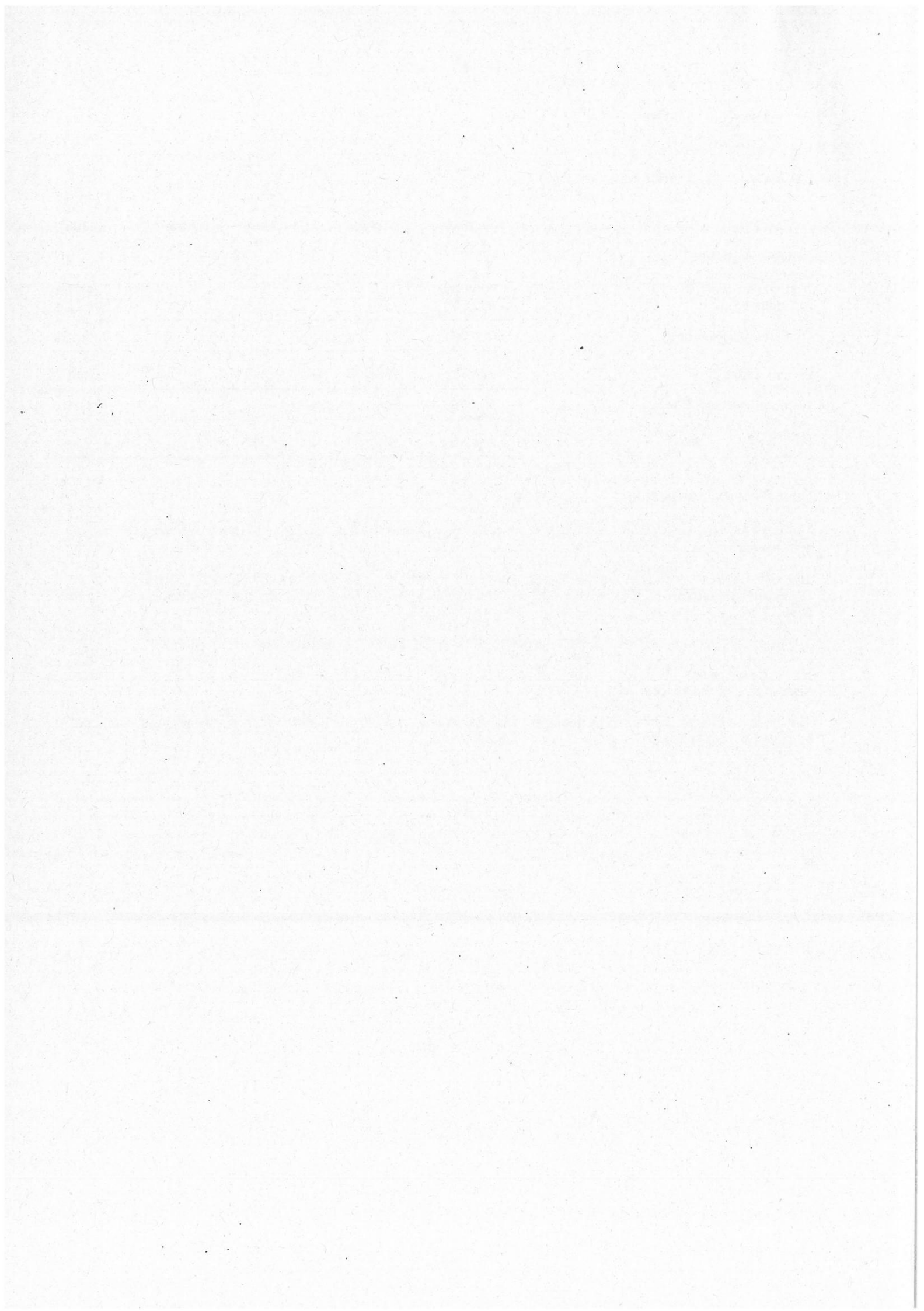
The Strategic fund was kept at £1,900,000 to meet the level of reserves that the trustees agreed were required for contingency.

Strategic funds – PDA/LC, has been allocated a fund of £1,400,000 over 5 years to fund 50% of the PDA (Personal Development Advisors)/LC (Learning Centres) expenditure as agreed by the trustees and the remainder was used in the year.

The Facilities Funds represents monies set aside to relocate the charity to a suitable long term location.

17 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.



Accounts

Company number: 05454676

Charity Number: 1111106

The Royal Artillery Centre for Personal Development

Report and financial statements
For the year ended 31 July 2020

The Royal Artillery Centre for Personal Development

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For the year ended 31 July 2020

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The Royal Artillery Centre for Personal Development

Reference and administrative information

For the year ended 31 July 2020

Company number	05454676 – incorporated in the United Kingdom	
Charity number	1111106 – registered in England & Wales	
Registered address	Old Fire Station Salt Lane Salisbury Wiltshire SP1 1DU	
Operational address	Royal Artillery Barracks Larkhill Wiltshire SP4 8QT	
Trustees	Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows: Major General W J F Bramble CBE Mr O Adams Colonel S Ellison Brigadier C Hewitt (Appointed 4 September 2020) Mr N A Hopkins OBE Colonel M J Kelly (Resigned 16 November 2019) Mr J B Knowles Colonel A B Phillips Colonel C Palmer (Appointed 15 November 2019) Brigadier M Pullan (Resigned 10 July 2020) Mrs A J Storey	
Key management personnel	Claire Foxley Simon Upton	Chief Executive Operations Director
Secretary	Brunswick Company Secretaries Limited	
Bankers	Lloyds Bank 1st Floor 3 Town Quay Southampton SO14 2AQ	

The Royal Artillery Centre for Personal Development

Reference and administrative information

For the year ended 31 July 2020

Bankers (continued)	CAF Bank Limited 25 Kings Hill Avenue Kings Hill West Malling ME19 4JQ
	Nationwide Building Society Kings Park Road Moulton Park Northampton NN3 6NW
Solicitors	Blake Morgan New Kings Court Tollgate Chandler's Ford Eastleigh Hampshire S053 3LG
Auditor	Sayer Vincent LLP Chartered Accountants and Statutory Auditor Invicta House 108-114 Golden Lane LONDON EC1Y 0TL

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For the year ended 31 July 2020

The trustees present their report and the audited financial statements for the year ended 31 July 2020.

Reference and administrative information set out on pages 1 and 2 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Objectives and Activities

Purposes and aims

The Royal Artillery Centre for Personal Development operates as RACPD.

RACPD's Charitable Object is:

'To promote the efficiency of the Armed Forces of the Crown and in particular the Royal Artillery by improving the competencies, performance, morale and retention of serving military personnel, MOD Civil Servants and support to veterans through involvement in nationally recognised education, training and vocational schemes.'

RACPD's Mission is:

'We provide outstanding personal and professional educational support to RA soldiers, dependants and veterans whether they are in early recruit or trade training, mid-career, undergoing resettlement or developing a second career.'

The long term Vision, recently updated, is that:

'RACPD will be the RA provider of choice. We will deliver relevant programmes of learning, aligning military skills with recognised civilian qualifications. We will increase our use of online technology to 40% to enable staff and learners to work remotely at a time/location that results in success. Income will be maximised by excellent learner and staff management whilst retaining a grade one experience and achievement. We will inspire, encourage, challenge and fully support learners and staff to achieve their best.'

Through our work, we will:

- Provide soldiers with a 'second chance' in their education and thereby enhance their self-confidence, skills, knowledge and life chances.
- Remove financial barriers to soldiers who wish to undertake personal development.
- Support the Royal Artillery in developing the professional skills, motivation and welfare of its soldiers, thereby improving performance and increasing retention.

Principal Activities

We provide vocational education and training programmes to soldiers and officers in the Royal Artillery. This enables them to:

- Develop their literacy, numeracy, IT and communication skills and thus increase self-confidence and widen aspirations.
- Increase their employability in the Armed Forces and subsequent career, thereby making a more positive contribution to the British labour market.
- Gain transferable and recognisable civilian qualifications and improve their professional skills, thereby increasing the effectiveness and efficiency of the Royal Artillery.

The trustees review the aims, objectives and activities of the Charity each year. This report looks at what the Charity has achieved and the outcomes of its work in the reporting period. The trustees report the success of each key activity and the benefits the Charity has brought to those groups of people that it is set up to help. This review also helps the trustees ensure the Charity's aims, objectives and activities remain focused on its stated purposes.

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

This report will include references to Covid-19, which affected business in terms of delivery and income. Many learners were suspended from their apprenticeship programmes due to lockdown, Functional Skills delivery reduced significantly and almost 50% of staff were furloughed, however, a reasonable level of business continued. Where Covid-19 had a specific effect, it has been included in the narrative and data set out below.

Our Core Activities

Delivering Qualifications

One of the Charity's priorities is to increase the number of soldiers who achieve nationally recognised, transferable qualifications. These qualifications improve soldiers' promotion prospects within the Army and increase their chances of employment when they leave the Army.

The range and level of civilian qualifications we offer is broad and meets the needs of soldiers throughout their military careers. These include qualifications from Level 1 to Level 5, which are listed on the Regulated Qualification Framework (RQF), in the following areas:

- Logistics
- Telecommunications
- Engineering
- Horse Care and Management
- Information Communication Technologies (ICT)

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For the year ended 31 July 2020

- Leadership and Management
- English, Maths and ICT Functional Skills (FS)
- Teacher Education

The key income generating programmes that the Charity delivers are apprenticeships in Logistics, Telecommunications and Engineering (Aviation on the Ground). These are funded by the Education and Skills Funding Agency (ESFA) and through the employer Levy, both of which are administered by the Army apprenticeships team.

Delivering Educational Support, Information, Advice and Guidance

RACPD employs staff to provide apprenticeship and educational support and information, advice and guidance to soldiers and their dependants. These members of staff, known as Personal Development Advisors and Mentors (PDA/M), are embedded within the Royal Artillery regiments and they are uniquely placed to offer an accessible and flexible service to soldiers. The majority of our programmes and advice are delivered within the workplace in regiments based in UK. This removes the geographical barriers that exist for many remotely located soldiers who are unable to attend a Further Education College or travel to Larkhill to attend courses.

The Regimental Learning Centres, managed by qualified Functional Skills teachers, provide a unique and vital service to soldiers and their families. A range of courses, qualifications and Information, Advice and Guidance (IAG) are offered at flexible times to fit around soldiers' operational commitments. During the lockdown, caused by Covid-19, many of the Learning Centres were closed if regiments were deployed or soldiers sent home. In these instances, staff were furloughed as they were unable to work from home or deliver courses to learners.

The majority of our employees are former servicemen/women, or dependants of serving soldiers, who understand the culture and challenges that soldiers (our learners) face. This understanding of our beneficiaries' needs is vital to the success of the programmes.

Achievements and performance

The Charity's activities and beneficiaries are described below. All its charitable activities focus on soldiers and their dependants and are undertaken to further The Royal Artillery Centre for Personal Development's charitable purposes for public benefit.

Performance Statistics

Registrations

Up until 31 July 2020, every soldier joining the Royal Artillery (RA) was offered the opportunity to gain an apprenticeship in Driving Goods Vehicles (DGV). From 1 August 2020, this changed, in line with apprenticeship reform and a transition from frameworks to standards and they were offered an opportunity to start on the Express Delivery standard apprenticeship. This offer, of a first apprenticeship, is important to the recruiting effort and ensures that young soldiers, who may

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For the year ended 31 July 2020

not have had a positive school experience, have the opportunity to achieve a Level 2 (GCSE equivalent) qualification.

Registrations have been affected this year by a number of factors. In late March 2020 we went into the national lockdown and the Army were either deployed to support the NHS or testing, or soldiers were told to remain at home. This resulted in 260 additional suspensions and a drop in Initial Trade Training (ITT) attendance and inductions. Overall apprenticeship registrations have reduced by 4%, due to Covid-19 but also as a result of the continuation of two years where the inflow of RA soldiers has been less than normal. This is due to the difficulty the Army has experienced in recruiting over the past two years and whilst the RA has high retention, allocations have remained lower than other cap badges. This reduction in the number of recruits entering the initial training pipeline also accounts for the 11% decrease in logistics registrations¹. The ITT school delivered more telecommunications elements on the course last year and this resulted in a 40% increase in level 2 inductions. Once regiments also increase their own course delivery, we expect telecommunications registrations at level 3 to start to escalate². Aviation Operations registrations have decreased once again. We believe this is due to the move to a standard which requires end point assessment and that has put off some soldiers from participating in this elective apprenticeship, even at level 2. The lack of uptake overall has been further aggravated by a continued delay in the Army's Watchkeeper course delivery. Horse care registrations have decreased by 27% as the new Equine Groom standard was not available for delivery until 1 August 2020. The next induction opportunity will be in March 2021.

Functional Skills (FS) registrations have reduced by 28% due to the decrease in overall apprenticeship registrations, the increase in the number of proxy qualifications now eligible as exemptions and the reduction in new learners into the training pipeline during lockdown. The downward trend in apprenticeship registrations should reverse through AY 2020/21 as the RA recruiting/allocation is increased but should then plateau in 2022/23. A new progression apprenticeship at level 3 (Transporting Freight by Road) was introduced in June 2019 which has supported those soldiers who are in the 'strike trade' of the RA (those who work with/on guns); registrations reached 61. However, this qualification will no longer be offered as a framework in line with apprenticeship reform and there is not yet any suitable alternative standard. Other changes which may come to fruition in the next academic year as a result of the change to apprenticeship standards include a new level 3 telecommunications apprenticeship (Digital Support Technician) and logistics pathway.

Learning and Development course registrations reduced this year by 28%. Changes within the Royal School of Artillery (RSA) mean that RACPD is no longer being called upon to deliver the level 3 and level 4 teacher education courses. This has significantly reduced registrations for these courses and, whilst we continue to market the courses, we anticipate lower numbers to continue

¹ The level 2 Driving Goods Vehicle apprenticeship accounts for over half of all logistics registrations.

² The level 2 Telecommunications apprenticeship framework has not been replaced. After 1 August 2020 there will not be any more registrations on this programme.

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going forwards. The level 2 and level 3 supporting teaching courses are however proving to be popular (mainly with dependants) and registrations for these increased in AY 2019/20.

There has been a decrease in IT (ITQ) registrations (51%) due to the change of staff and movement of regiments through AY 2019/20 and also an increase in support to the FS part of the apprenticeship programme. The level 2 Information, Advice or Guidance (IAG) course, which is underpinned by college funding, accounts for over 90% of registrations on other courses. We have also maintained our partnerships with other training providers and for a small fee we refer learners to them; the most popular of these courses continue to be Door Supervisor and the Institution of Occupational Safety and Health (IOSH) qualification.

PROGRAMME	2019 – 2020	2018 – 2019	2017 – 2018	2016 – 2017	2015 – 2016	2014 – 2015
Aviation Operations on the Ground	7	14	3	32	44	53
Telecommunications	301	178	229	245	294	368
Logistics (Includes Forklift truck and driver CPC (10))	380	427	536	756	777	654
Horse care	19	26	3	13	7	11
Leadership & Management	373	275	380	326	343	366
Learning Centres Literacy & Numeracy	5	15	19	6	N/A	N/A
Assessor & Verifier Awards	15	17	21	24	28	36
Learning and Development	42	58	106	20	76	104
ICT	54	111	98	182	194	217
Key/Functional Skills	354	490	655	788	893	1383
<u>Other courses [1]</u>	<u>39</u>	126	181	44	N/A	N/A
Referrals to other training providers	80	104	N/A	N/A	N/A	N/A
TOTALS	1669	1841	2231	2436	2656	3192

[1] Courses include Business Admin, Project Management, IAG and First Aid at Work.

Achievement rates³

Achievement rates for qualifications are a key performance indicator (KPI) since they demonstrate both the quality of delivery and the support for soldiers. RACPD monitors quality of delivery closely and on a quarterly basis through performance management reviews. Improvements in

³ Achievement. Once the learning has been completed the qualification is classed as 'achieved.' There are two categories of achievement: Overall achievement - the total number of learners that have finished through completion of all the learning activities; Timely achievement – the number of learners that are achieved on or before their planned end date or no more than 90 days after it.

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programme planning and overall quality assurance remain an integral part of the Self-Assessment Report and Quality Improvement Plan. Additionally, the PDA/M role remains critical to support the soldiers, regiments and apprenticeship programme managers in delivering qualifications and providing advice and guidance to learners.

We continue to have some of the highest achievement rates, not only within the Army, but also nationally⁴, in all our programmes. This year, the overall achievement rate for our apprenticeship programme was 88% and the timely achievement was 80%. Although this was a timely decrease from last year, these results are still outstanding in comparison to Army and National averages and given the local and global environment. The overall achievement rate for the Telecommunications programme was 93% and the Logistics programmes was 86%. Aviation apprentices are already on standards for which there is currently no KPI and agreed method of measurement. Five apprentices have reached the gateway, completed their studies, and await End Point Assessment (EPA) which is contracted by the employer.

Achievement rates for Functional Skills have reduced to 74% (from an average of 84%) due to the increasing difficulty of the assessments and government requirements to test progression candidates even if we do not consider they have a chance of passing.

RACPD takes equality, diversity and inclusion (ED&I) very seriously and works hard to promote positive working practices to ensure that no discrimination is experienced by staff or learners in any of our locations. For AY 2019/20, data provided by the Army HQ performance management team shows that for RACPD there were no differences in performance between white Caucasian learners and ethnic minority learners. Female learners showed slightly higher achievement rates compared to their male counterparts which is entirely consistent with national data.

The analysis and use of data continue to be very good. Maintaining success rates and other KPIs over a sustained period demonstrates our effective data and management information systems (MIS). MIS reports identify action areas that are highlighted at quarterly performance reviews. The focus in the last year has been to maintain overall and timely achievement rates as well as possible. This has been a challenge given the increased tempo of the Army and therefore the difficulty of tracking, locating and supporting learners.

The average achievement rate for all other RACPD programmes and courses was 82%.

Achievements and Wider Benefits

It is important to recognise that we do not measure the success of our delivery by achievement statistics alone; the impact of these achievements on individuals' lives is equally important. The effort and commitment soldiers put in to gain qualifications and thereby enhance their life chances is acknowledged through the Personal Development Awards programme every year. Learners are

⁴ National achievement rates (2017/18): Overall - 67%.

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nominated by their regiment and overall winners announced at an awards ceremony which has been cancelled this year, due to Covid-19 restrictions. Normally, prizes which include certificates and cash awards (totalling over £8,000) are presented.

The *matrix* standard became a mandatory requirement for FE delivery for RACPD in 2014. The assessment is completed over three years with an initial visit and two follow up interim assessments. This year we were due for a full inspection which was carried out remotely at the end of July. We achieved full accreditation although due to Covid-19 insufficient learners were available for interview and so they will be asked to contribute next year. The apprenticeship programmes are accredited by Awarding Organisations and their quality assurance checks include Standard Verifier visits. A number of these took place throughout the year, in person and latterly, virtually, and all were complimentary on the standard of delivery, the outcomes for learners and the quality of the administration.

The employment of PDA/Ms remains a significant investment for the Charity. Their role continues to develop and whilst regimental support to soldiers' education and personal development is still important, their focus has increasingly moved to the apprenticeship programme. The tangible benefit of that realignment of tasks is evident in the number of soldiers achieving their apprenticeships and the ability to maintain timely success rates despite the challenges faced.

Many of the regiments are in fairly remote locations, with limited access to Further Education Colleges. Every Learning Centre's primary focus is delivery of Functional Skills for apprenticeships however, they also deliver the supplementary and elective IT qualification (known as ITQ). ITQ overall achievement rates remain high; there have been over 38 tests taken at level 2 with a 95% pass rate. At level 3, there have been limited numbers with only 8 learners testing with a pass rate of 75%. The British Computing Society (BCS) recognised that the centre's performance and quality has been maintained at the highest level (awarded Green status at audit).

Over the year, and despite Covid-19, the Charity continued to provide wider support and services which help to improve the life chances of individuals and the efficiency of the Royal Artillery, including:

- Courses in Driver Certificate in Professional Competence and Forklift Truck, Door Security and Health & Safety which enabled soldiers to gain qualifications in sectors known to be employer friendly and relevant to Army service. We delivered First Aid at Work and qualifications in Business Admin, Project Management and IAG.
- Policy advice provided to the Royal Artillery on all personal development matters ensuring that subject matter expertise and knowledge of the civilian education and labour market were made available to policy-makers.
- Personal development and Information, Advice and Guidance (IAG) given to soldiers and officers enabling them to make informed decisions about which courses to attend and which qualifications would support them both in-career and when they leave the Army.
- Roadshows to regiments to brief all officers and soldiers on the Army apprenticeship programme, the RA offer and the other support available from RAPCD.

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For the year ended 31 July 2020

- The personal development funds normally awarded directly to regiments to support their Personal Development Programme (eg the purchase of equipment, improvement of educational facilities) were temporarily ceased. This was in part a financial (expenditure) decision but also we found many regiments have not spent their own PD funds and did not require additional support from the charity. We expect to reinvigorate this fund later in AY 2020/21 but could support individual requests if regiments have a specific need.

Beneficiaries of our services

In total, during the academic year 2019–20, RACPD registered 1669 learners onto educational programmes, compared to 1841 last year. The overall pass rate across all programmes is 71%. Those who did not achieve either withdrew themselves voluntarily, were posted away from the role that required the training or they left the Army; however, some will have returned for a second attempt. Whenever possible RACPD staff encourage learners to complete their qualifications before disengaging from a programme but this is not always possible. Learners completing formal qualifications make up the majority of the beneficiaries but there is still a significant number who request advice and guidance without being formally registered on a course with RACPD. While they may later enrol on a course, it is just as likely that the PDA/M, Learning Centre Manager (LCM) or another member of staff will signpost them to an alternative training provider if that is the right pathway for the learner.

Performance is measured in a variety of ways. The Royal Artillery sets Key Performance Indicators for the apprenticeship programme based on the number of learners starting a programme, completing a programme and the time within which completion is achieved. Quality of delivery is also measured and an audit programme, run by the Army, takes place biennially. Programme managers set specific targets for their teams based on knowledge of courses taking place either in the RSA or externally in the regiments and these are reported internally to the Operations Director. Impact is measured in a similar fashion, through the number of soldiers engaging with education and when available through destination data if a soldier leaves the Army and is successfully employed as a direct result of having engaged with RACPD.

Financial review

The overall deficit of £43,360, is much lower than planned and this is due to a significant reduction in staff and income support from the Coronavirus Job Retention Scheme when staff were furloughed during lockdown (£101,622).

The Charity receives most of its earned income for apprenticeship delivery, which is funded in part by the ESFA, with the majority now being paid by the employer (Army) through the employer levy. The Charity is heavily dependent upon this income to support the many other programmes and services that RACPD offers the Royal Artillery.

Army apprenticeship funding in this period was 78% of the Charity's overall income of £1,663,231. The total apprenticeship funding received was £1,297,625 which is £67,759 less than last year.

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This reduction is due to the decreased number of recruits coming through ITT and the effect of Covid-19 on new starts, suspensions and achievements. A small amount of trading income was generated through Sheldrake Training Ltd.

Expenditure was tightly controlled and decreased from £2,235,858 last year to £1,649,517; a reduction of £586,341. The salary bill represents 77% of overall spending which is slightly higher than last year (73%) and has reduced by a total of £352,735 as a result of a redundancy programme in the first quarter of the year and robust expenditure control throughout the year.

Future financial planning is predicated on maintaining the current apprenticeship programme income and being supported by additional educational activities and courses. The apprenticeship contract was won in May 2018 and will run for four years (from 1 August 2018 until 31 July 2022). There have been and will continue to be significant changes to apprenticeships and funding in those intervening years. Apprenticeship Reform has resulted in most learners being funded by the Employer Levy, with only a very small number being ESFA funded. Our forecasting shows that a move to standards across all programmes, and an increase in Army recruiting and RA allocations should result in increased income from 2020/21 onwards.

Investment powers and policy

Investment powers are governed by the memorandum and articles of association and permit the Charity's funds to be invested in any way the trustees wish. The Board keeps its investment strategy under constant review, in accordance with the Charity Commission's guidelines for best practice. The key features are:

- A return on investments which allows the Charity to continue to deliver services over a period of time.
- Maintaining and, if possible, enhancing the value of funds whilst they are invested.
- Managing risk.

Based on this framework the trustees have agreed the following principles:

- Capital investment periods should be linked to the financial risks identified on the Risk Register. Given the volatility of government policy, two of the three main operational risks require immediate funds if they come to fruition.
- Investments should be divided into:
 - Short term, easy access funds, up to one year.
 - Longer term investments which could be invested for periods from two to five years and provide capital appreciation and an income.

The trustees, having considered the liquidity requirements of operating RACPD and the Reserves Policy, have generally adopted a policy of keeping available funds in short term easy access accounts until the economic conditions are more certain. However, an alternative medium term investment was approved on the grounds that the sum agreed should be invested for a minimum of 4 years and should be easily accessible. £1,300,000 was invested in a CAF Defence Capital Growth Fund in 2016. Due to Covid-19, capital loss on that investment for this year was £42,044

bringing the investment total over the past three years to £1,467,143. Interest from other investments (bank interest) reduced slightly and was £1,606 compared to £4,239 last year. Specific performance objectives were not set for investments this year, outside of the budgetary expectations. Trustees invested a further £500K in a different investment fund⁵ (Quilter Cheviot) in May of FY 18–19. Capital loss on that investment for this year was £15,031 bringing the investment total to £518,882. Performance targets for both investments will be set and monitored at quarterly Finance Committee meetings and reported to the Board on the same timeframe.

Principal risks and uncertainties

The significant risks to which the Charity is exposed fall into two categories – those macro risks which are largely outside its control and those micro risks which are, at least to some extent, within its operational control. The main external macro risks are derived from the potential for changes in government and Army apprenticeship policy and funding, including the lower RA recruiting/allocation figures, and the consequent changes in income; Covid-19 second wave must also now be added to the macro risks. The micro-risks include increasing requirement for Functional Skills in a Covid-restricted environment, and implementation of new standards.

All risks are reviewed regularly by the SMT and wherever possible risks are mitigated or managed within routine business. A risk register is maintained for scrutiny by the Board of Trustees every six months, albeit the senior management team review it more regularly. There is little by way of mitigation for the macro risks until the full implications of apprenticeship reform become clearer, the Army migrates all their apprenticeship delivery to apprenticeship standards and RA recruiting returns to 'normal' levels. Covid-19 protection regulations are adhered to and regular briefings given to staff. Micro risks are mitigated against through normal routine procedures such as monitoring and regular audits.

The Charity's principal financial instrument, other than investments, is cash and bank deposits. The credit risk associated with cash is limited as the counterparties have reasonable credit ratings. The Charity has maintained a positive cash position throughout the year and the exposure to liquidity risk is considered to be minimal.

Fundraising Practice

RACPD does not engage in public fundraising and does not use professional fundraisers or commercial participators. RACPD nevertheless observes the relevant fundraising regulations and codes. During the year RACPD received no complaints relating to its fundraising practice.

⁵ A selection process was put in place and 4 fund managers were interviewed by the Finance Committee. Quilter Cheviot was then invited to manage the investment.

Reserves Policy and Going Concern

The trustees' Reserves Policy takes into account the following factors:

- The Charity is very heavily dependent on funds from Government departments and now employers. Government policy on post-16 education and training is dynamic.
- The level of reserves must allow for any radical shift in Government and Army policy which may reduce the Charity's income significantly.
- The trustees have a long term commitment to delivering the Charity's Objects and wish to maintain sufficient funds to allow the Charity to continue to operate if external funding were to be removed completely. In the event that funding ceases, the Charity will retain sufficient funds to provide for the learners registered on its programmes to complete their personal development plan.
- The strategic plan requires the expansion of the RACPD's programmes. Specific initiatives have been identified which extend the Charity's scope to provide additional public benefit and better fulfil its objectives.
- The strategy also recognises the need for the Charity to adapt its operating model in response to changes in the environment in which it operates, and sufficient funds must be maintained for transformation of the operating model should this be required.

The trustees have assessed the level of reserves needed to meet specific requirements and have agreed a plan to drive current reserves down to the target level. They endorsed the strategic plan that recognises that in the financial years 2016/17 up to 2019/20 the Charity would have to adjust to lower soldier numbers, re-configuration and rebasing of regiments. During this time, the trustees agreed to use reserves to fund charitable activity and to take care of the interests of the beneficiaries. Trustees have designated a strategic fund £2M, of which £100K will be held in a facility designated fund to relocate the Charity to a suitable long term location if required. These (unrestricted) Designated funds have been allocated to cover 50% of the cost of the Personal Development Advisors/Mentors and the Learning Centre Managers from FY 15/16 for four years. The intention was to return to a balanced budget in 2019/20 when Army 2020 will be complete and Apprenticeship Reform will be firmly in place. However, the poor recruiting/allocation figures were not factored into this planning and given that the deficit still remains, trustees have agreed to run the Charity at a deficit for an additional year. It is expected that the break-even point could be at the end of FY 2020/21 if RA recruiting increases. Current (unrestricted) General funds total £964,559.

There are no material uncertainties regarding the Charity's ability to continue as a going concern.

Plans for the Future

The Government's decision to reduce the size of the Army had an impact on the Charity's operations and that was further exacerbated by the reduction in recruiting/allocation to the Royal Artillery. In order to mitigate the loss of funding due to reduced numbers coming through initial training, the Charity continues to develop new programmes and standards at levels 2 and 3 and is

Trustees' annual report

For the year ended 31 July 2020

registered to carry out end point assessment through its trading subsidiary, Sheldrake Training Limited (currently registered for aviation, horse care and express delivery). The Board of Trustees remains committed to delivering its existing three-year strategic plan and to enhance delivery of a wider range of opportunities to Service personnel and their families. Work continues to further develop the Virtual Learning Environment so that it can be utilised more for Functional Skills and other courses, as well as teacher education. Sheldrake Training Limited, is slowly building up its reputation, range of delivery and consequent turnover. It will take time to deliver an independent funding stream and until that happens, cash reserves are being retained. This decision is reflected in the Charity's reserves policy.

Structure, Governance and Management

The Charity is governed by up to ten trustees, who are also the members. This is an appropriately sized forum to ensure a good range of relevant expertise and to enable timely decision-making. The trustees hold three Board meetings each year which is sufficient to review operational business as well as an AGM which reviews performance over the whole year. In addition, in a normal year they meet in May for development and appraisal, and to discuss strategy in an unrestricted forum. The number of meetings, their format and timings provide sufficient opportunity to review and update the strategy and to oversee and assure performance on a quarterly basis. The trustees delegate operational control, including full management of staff, to the Chief Executive (Claire Foxley) who is directly supported by the director of operations (Simon Upton). They are supported by two Heads of department (MIS and Teaching & Learning) and together they constitute the Senior Management Team.

The Board postponed the March meeting due to lockdown but it then took place virtually in June. The strategy meeting was postponed from May until October and ran successfully as a mixed face to face and virtual meeting.

The Board nominates individual trustees to hold responsibility for key regulatory matters: Health & Safety; Safeguarding; Data Protection; Equality & Diversity and Security. The Board has three committees: Audit; Finance and Remuneration. The Chair of each committee holds Board responsibility for those specific matters.

The Board decides the Charity's three-year strategy, which is reviewed each year in May (held in October this year due to Covid-19). Additionally, in Q3, Trustees endorse the Chief Executive's annual Business Plan, which sets out the forthcoming income and expenditure budgets for the next academic year. The Board has endorsed a scheme of delegation in which the trustees delegate limited spending authority to the Chief Executive, while retaining authority to spend single amounts not exceeding £60,000. The trustees also retain authority to appoint (executive) directors.

The organisation is a charitable company limited by guarantee, incorporated on 17 May 2005 and registered as a charity on 31 August 2005 with articles amended on 24 February 2014. The company was established under a memorandum of association, which established the Objects and

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For the year ended 31 July 2020

powers of the charitable company and is governed under its articles of association. All trustees give their time voluntarily and receive no benefits from the Charity. Any expenses reclaimed from the Charity are set out in the notes to the accounts.

Appointment of Trustees

The memorandum provides for ten trustees, up to five of whom are serving in the Royal Artillery (RA). The serving RA trustees are directly linked to their military roles, which is on the basis that those roles command or train the Charity's beneficiaries. These 'military' trustees are only appointed as trustees for the duration of their specific military role, normally two years. One third of the trustees resign each year, on the occasion of the AGM. They may be re-appointed for up to three terms in office.

A skills scan is conducted periodically to identify the skills gap among trustees so that new trustees may be recruited to provide the missing skills and experience. Such trustees are found either through recruitment via charity trustee organisations, or local networking. The Board conducts a biannual analysis of their effectiveness and this was last conducted in May 2019 using the Cobseo Governance Tool. This gave an overall green rating with some consideration for improvement in the areas of trustee responsibilities, capabilities and board effectiveness. These were acted upon. Another self-assessment was undertaken on 7 October 2020 but results had not been analysed at time of writing this report.

Trustee Induction and Training

All trustees attend an induction briefing lasting up to three hours before their first Board meeting. The briefing, which is preceded by receipt of a comprehensive information pack, is led by the Chief Executive, who with the Operations Director, briefs the new trustee on the organisational structure, three-year strategic plan, current business plan, operations and forthcoming initiatives. This is followed by a governance briefing by the Board Secretary on the trustee's responsibilities as a company director and trustee. The briefing includes details of when and how the Board meetings are held. New trustees are apprised of their specific Board responsibilities viz committee membership (Audit / Finance / Remuneration) and /or Board lead on regulatory matters such as Health & Safety, Safeguarding, Data Protection, Security, or Equality & Diversity. During this induction, and at subsequent events, the trustees meet key RACPD staff.

Subsequently, but preferably within three months of induction, the trustee will attend a formal, professional charity governance training course delivered by Civil Society.

Related Parties and Relationships with other Organisations

RACPD is a member of Cobseo (The Confederation of Service Charities). RACPD has a wholly-owned trading subsidiary, Sheldrake Training Limited, which was incorporated on 17 March 2016.

Remuneration Policy for Key Management Personnel

The Remuneration Committee endorses the pay policy and takes advice from the Chief Executive on any cost of living increases in salary. These are then recommended to the Board for endorsement, once the Finance Committee has agreed affordability. Changes in salary are normally effective from the start of the Financial Year on 1 August and salaries are benchmarked against the Charity, Further Education and public sectors.

Statement of Responsibilities of the Trustees

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

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and group and of the incoming resources and application of resources, including the income and expenditure, of the group for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation.

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

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware.
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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

The Royal Artillery Centre for Personal Development

Trustees' annual report

For the year ended 31 July 2020

Members of the Charity guarantee to contribute an amount not exceeding £1 to the assets of the Charity in the event of winding up. The total number of such guarantees at 31 July 2020 was 8 (2019: 8). The trustees are members of the Charity but this entitles them only to voting rights. The trustees have no beneficial interest in the Charity.

The trustees' annual report has been approved by the trustees on 10 December 2020 and signed on their behalf by

Maj Gen W J F Bramble CBE
Chairman

Independent auditor's report

To the members of

The Royal Artillery Centre for Personal Development

Opinion

We have audited the financial statements of The Royal Artillery Centre for Personal Development (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 July 2020 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 July 2020 and of the group's 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
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

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's responsibilities for the audit of the group financial statements section of our report. We are independent of the group and parent 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

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

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

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 group financial statements and our auditor's report thereon. Our opinion on the group financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the group financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the group 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 group financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

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

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the group's or the parent charity's internal control
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group's or the parent

Independent auditor's report

To the members of

The Royal Artillery Centre for Personal Development

charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or the parent charitable company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Helen Elliott (Senior statutory auditor)

10 December 2020

for and on behalf of Sayer Vincent LLP, Statutory Auditor

Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

The Royal Artillery Centre for Personal Development

Consolidated statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 July 2020

	Note	Unrestricted General £	Unrestricted Designated £	2020 Total £	Unrestricted General £	Unrestricted Designated £	2019 Total £
Income from:							
Charitable activities							
Army Apprenticeships		1,297,625	–	1,297,625	1,365,384	–	1,365,384
Educational Training		184,251	–	184,251	252,072	–	252,072
Trading activities		34,630	–	34,630	29,480	–	29,480
Bad Debt		–	–	–	5,933	–	5,933
Other		101,622	–	101,622	–	–	–
Investments		45,103	–	45,103	4,239	–	4,239
Total income		1,663,231	–	1,663,231	1,657,108	–	1,657,108
Expenditure on:							
Investment management fees		5,666	–	5,666			
Charitable activities							
Army Apprenticeships		1,543,465	–	1,543,465	1,747,552	336,960	2,084,512
Educational Training		97,927	–	97,927	116,657	14,040	130,697
Trading activities		2,459	–	2,459	20,649	–	20,649
Total expenditure	2	1,649,517	–	1,649,517	1,884,858	351,000	2,235,858
Net income/(expenditure) before net gains on investments		13,715	–	13,715	(227,750)	(351,000)	(578,750)
Net (losses) / gains on investments	9	(57,075)	–	(57,075)	70,503	–	70,503
Net income / (expenditure) for the year and net movement in funds	3	(43,360)	–	(43,360)	(157,247)	(351,000)	(508,247)
Reconciliation of funds:							
Total funds brought forward		1,007,919	2,000,000	3,007,919	1,165,166	2,351,000	3,516,166
Total funds carried forward		964,559	2,000,000	2,964,559	1,007,919	2,000,000	3,007,919

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 16 to the financial statements.

The Royal Artillery Centre for Personal Development

Balance sheet

Company no. 05454676

As at 31 July 2020

	Note	The group 2020 £	2019 £	The charity 2020 £	2019 £
Fixed assets:					
Tangible assets	8	79,346	133,552	79,346	133,552
Investments	9	1,986,024	2,005,268	1,986,025	2,005,269
		<u>2,065,370</u>	<u>2,138,820</u>	<u>2,065,371</u>	<u>2,138,821</u>
Current assets:					
Debtors	12	271,060	293,747	274,820	302,546
Cash at bank and in hand		721,408	851,723	679,460	830,338
		<u>992,468</u>	<u>1,145,470</u>	<u>954,280</u>	<u>1,132,884</u>
Liabilities:					
Creditors: amounts falling due within one year	13	(93,279)	(276,371)	(87,262)	(263,786)
		<u>899,189</u>	<u>869,099</u>	<u>867,017</u>	<u>869,098</u>
Net current assets		<u>899,189</u>	<u>869,099</u>	<u>867,017</u>	<u>869,098</u>
Total net assets	15	<u>2,964,559</u>	<u>3,007,919</u>	<u>2,932,388</u>	<u>3,007,919</u>
The funds of the charity:	16				
Unrestricted income funds:					
Designated funds		2,000,000	2,000,000	2,000,000	2,000,000
General funds		964,559	1,007,919	932,388	1,007,919
		<u>2,964,559</u>	<u>3,007,919</u>	<u>2,932,388</u>	<u>3,007,919</u>
Total unrestricted funds		<u>2,964,559</u>	<u>3,007,919</u>	<u>2,932,388</u>	<u>3,007,919</u>
Total charity funds		<u>2,964,559</u>	<u>3,007,919</u>	<u>2,932,388</u>	<u>3,007,919</u>

Approved by the trustees on 10 December 2020 and signed on their behalf by

Major General W J F Bramble CBE
Trustee

Consolidated statement of cash flows

For the year ended 31 July 2020

Reconciliation of net income / (expenditure) to net cash flow from operating activities

	2020 £	2019 £
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	(43,360)	(508,247)
Depreciation charges	49,708	80,099
Loss on disposal of fixed assets	19,200	–
Losses / (Gains) on investments	57,075	(70,503)
Dividends, interest and rent from investments	(45,103)	(4,239)
Decrease / (Increase) in debtors	22,687	67,547
Increase / (Decrease) in creditors	(183,092)	92,425
Net cash (used in)/provided by operating activities	(122,886)	(342,918)

	Note	2020 £	£	2019 £	£
Cash flows from operating activities					
Net cash used in operating activities			(122,886)		(342,918)
Cash flows from investing activities:					
Dividends and interest from investments		45,103		4,239	
Purchase of fixed assets		(14,702)		(120,478)	
Proceeds from the sale of investments		230,465		32,643	
Purchase of investments		(341,514)		(530,088)	
Cash movement in investments		73,218		–	
Net cash used in investing activities			(7,430)		(613,684)
Change in cash and cash equivalents in the year			(130,316)		(956,602)
Cash and cash equivalents at the beginning of the year			851,723		1,808,325
Cash and cash equivalents at the end of the year			721,407		851,723

1 Accounting policies

a) Statutory information

The Royal Artillery Centre for Personal Development is a charitable company limited by guarantee and is incorporated in the United Kingdom.

The registered office address is Old Fire Station, Salt Lane, Salisbury, Wiltshire, SP1 1DU. The principal place of business is Royal Artillery Barracks, Larkhill, Wiltshire, SP4 8QT.

b) Basis of preparation

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) – (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

These financial statements consolidate the results of the charity and its wholly-owned subsidiary Sheldrake Training Limited on a line by line basis. Transactions and balances between the charity and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two entities are disclosed in the notes of the charity's balance sheet. A separate statement of financial activities, or income and expenditure account, for the charity itself is not presented as a summary of the result for the year is disclosed in the notes to the accounts.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Income

Income is recognised when the Charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the Charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

1 Accounting policies (continued)

f) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the bank.

g) Fund accounting

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

h) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Investment management fees relate to fees incurred in the management of the charity's investments
- Trading activities relate to the costs incurred by the group of delivering educational activities outside of its charitable objects.
- Expenditure on charitable activities includes the costs of delivering services and other educational activities undertaken to further the purposes of the charity and their associated support costs

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

i) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

- | | |
|-----------------------|-----|
| ● Army Apprenticeship | 80% |
| ● Education Training | 5% |
| ● Support costs | 14% |
| ● Governance costs | 1% |

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on staff time, of the amount attributable to each activity

- | | |
|-----------------------|-----|
| ● Army Apprenticeship | 94% |
| ● Education Training | 6% |

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

j) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

1 Accounting policies (continued)

k) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The useful lives are as follows:

● Portacabin	4 years
● Computers	3 years
● Fixtures & Fittings	5 years
● Motor Vehicles	4 years
● Online Learning Portal	3 years

l) Listed investments and common investment funds

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Any change in fair value will be recognised in the statement of financial activities and any excess of fair value over the historic cost of the investments will be shown as a fair value reserve in the balance sheet. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading "Net gains/(losses) on investments" in the statement of financial activities. The charity does not acquire put options, derivatives or other complex financial instruments.

Investments in subsidiaries

Investments in the subsidiary are at cost.

m) Debtors

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

n) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

o) Creditors and provisions

Creditors and provisions 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. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

p) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

q) Pensions

The charity operates a defined contribution scheme for employees. The assets of the scheme are held separately from those of the charity. The annual contributions payable are charged to the statement of financial activity.

The Royal Artillery Centre for Personal Development

Notes to the financial statements

For the year ended 31 July 2020

2a Analysis of expenditure (current year)

	Charitable activities					
	Army Apprenticeship £	Educational Training £	Trading activities £	Governance costs £	Support costs £	2020 Total £
Staff costs (Note 4)	984,376	61,524	–	12,305	172,266	1,230,471
Registration fees	75,466	4,717	(539)	943	13,207	93,794
External trainers	13,822	864	1,727	173	2,419	19,004
Other direct course fees	4,731	296	–	59	828	5,914
PD Grants	6,124	383	–	77	1,072	7,655
Marketing & PD Promotion	6,742	421	–	84	1,180	8,427
Other	12,675	792	72	158	2,218	15,916
Motor Expenses	10,184	637	–	127	1,782	12,730
Insurance	11,534	721	–	144	2,019	14,418
Depreciation	10,019	626	–	125	1,753	12,524
Professional Fees	9,971	1,188	1,175	14,946	3,327	30,607
Trustees' meetings and expenses	–	210	–	3,399	587	4,196
Travel and Subsistence	10,231	639	24	128	1,790	12,813
Resources	20,550	1,284	–	257	3,596	25,687
IT Support	52,683	3,293	–	659	9,220	65,854
Development Projects	41,231	2,577	–	515	7,215	51,539
Redundancy	30,374	1,898	–	380	5,315	37,967
	1,300,713	82,070	2,459	34,480	229,795	1,649,517
Support costs	216,007	13,788	–	–	(229,795)	–
Governance costs	32,411	2,069	–	(34,480)	–	–
Total expenditure 2020	1,549,131	97,927	2,459	–	–	1,649,517

The Royal Artillery Centre for Personal Development

Notes to the financial statements

For the year ended 31 July 2020

2b Analysis of expenditure (prior year)

	Charitable activities						
	Army Apprenticeship £	Army Apprenticeship Providers (AAP) £	Educational Training £	Trading activities £	Governance costs £	Support costs £	2019 Total £
Staff costs (Note 4)	1,295,881	–	80,993	1,320	16,199	226,779	1,621,172
Registration fees	101,862	–	6,366	5,586	1,273	17,826	132,913
External trainers	30,688	–	1,918	10,879	384	5,370	49,239
Other direct course fees	11,993	–	750	121	150	2,099	15,113
PD Grants	40,204	–	2,513	–	503	7,036	50,256
Marketing & PD Promotion	20,114	–	1,257	79	251	3,520	25,221
Other	30,294	–	1,893	–	379	5,302	37,868
Motor Expenses	13,418	–	839	–	168	2,348	16,773
Insurance	13,378	–	836	313	167	2,341	17,035
Depreciation	12,637	–	790	–	158	2,212	15,797
Professional Fees	–	–	–	1,643	17,956	2,923	22,522
Trustees' meetings and expenses	2,671	–	167	–	33	467	3,338
Travel and Subsistence	19,064	–	1,191	18	238	3,336	23,847
Resources	21,896	–	1,369	690	274	3,832	28,061
IT Support	33,676	–	2,105	–	421	5,893	42,095
Development Projects	62,223	–	3,888	–	778	10,889	77,778
Redundancy	45,464	–	2,841	–	568	7,957	56,830
	1,755,463	–	109,716	20,649	39,900	310,130	2,235,858
Support costs	291,522	–	18,608	–	–	(310,130)	–
Governance costs	37,527	–	2,373	–	(39,900)	–	–
Total expenditure 2019	2,084,512	–	130,697	20,649	–	–	2,235,858

Notes to the financial statements

For the year ended 31 July 2020

3 Net income / (expenditure) for the year

This is stated after charging:

	2020 £	2019 £
Depreciation	49,708	80,099
Auditor's remuneration (excluding VAT):		
Audit	9,900	9,700
Other services	–	850
	<u> </u>	<u> </u>

4 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2020 £	2019 £
Salaries and wages	1,088,029	1,383,605
Redundancy and termination costs	37,967	56,830
Social security costs	99,127	127,813
Employer's contribution to defined contribution pension schemes	43,313	52,924
	<u> </u>	<u> </u>
	<u>1,268,437</u>	<u>1,621,172</u>

The following number of employees received employee benefits in excess of £60,000 (excluding employer national insurance and employer pension contributions) during the year between:

	2020 No.	2019 No.
£70,000 – £79,999	<u>1</u>	<u>1</u>

The total employee benefits (including employer national insurance and employer pension contributions) of the key management personnel were £156,853 (2019: £152,394).

The Charity trustees were not paid or received any other benefits from employment with the Charity in the year (2019: £nil). No Charity trustee received payment for professional or other services supplied to the Charity (2019: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £771 (2019: £702) incurred by 4 (2019: 5) members relating to attendance at meetings of the trustees.

5 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2020 No.	2019 No.
Army Apprenticeships	38	42
Training Courses	3	3
Support	4	7
	<u> </u>	<u> </u>
	<u>45</u>	<u>52</u>

6 Related party transactions

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties. (2019: £nil).

Notes to the financial statements

For the year ended 31 July 2020

7 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The charity's trading subsidiary Sheldrake Training Limited distributes available profits under gift aid to the parent charity. There was no charge to corporation tax in the year.

8 Tangible fixed assets

Group and charity	Online Learning Portal £	Portacabin £	Fixtures and fittings £	Computers £	Motor vehicles £	Total £
Cost						
At the start of the year	192,907	79,236	20,550	281,932	46,730	621,355
Additions in year	11,683	–	–	3,019	–	14,702
Adjustment in year	102,712	–	–	(121,912)	–	(19,200)
At the end of the year	307,302	79,236	20,550	163,039	46,730	616,857
Depreciation						
At the start of the year	192,907	79,236	20,373	154,421	40,866	487,803
Charge for the year	37,183	–	177	6,484	5,864	49,708
At the end of the year	230,090	79,236	20,550	160,905	46,730	537,511
Net book value						
At the end of the year	77,212	–	–	2,134	–	79,346
At the start of the year	–	–	177	127,511	5,864	133,552

All of the above assets are used for charitable purposes.

9 Listed investments

	The group		The charity	
	2020 £	2019 £	2020 £	2019 £
Fair value at the start of the year	2,005,268	1,437,320	2,005,269	1,437,321
Additions at cost	341,514	530,088	341,514	530,088
Disposal proceeds	(230,465)	(32,643)	(230,465)	(32,643)
Change in cash held	(73,218)	–	(73,218)	–
Net gain on change in fair value	(57,075)	70,503	(57,075)	70,503
Fair value at the end of the year	1,986,024	2,005,268	1,986,025	2,005,269

Investments comprise:

	The group		The charity	
	2020 £	2019 £	2020 £	2019 £
UK Common investment funds	1,466,506	1,480,306	1,466,506	1,480,306
Listed investments	510,061	442,287	510,061	442,287
Cash	9,457	82,675	9,457	82,675
Investment in subsidiary company	–	–	1	1
	1,986,024	2,005,268	1,986,025	2,005,269

Notes to the financial statements

For the year ended 31 July 2020

10 Subsidiary undertaking

The charitable company owns the whole of the issued ordinary share capital of Sheldrake Training Limited, a company registered in England (Company Number 10070090). The subsidiary is used for non-primary purpose trading activities. All activities have been consolidated on a line by line basis in the statement of financial activities. Available profits are distributed under Gift Aid to the charitable company. The trustee Stephen Ellison together with the Chief Executive are also directors of the subsidiary. A summary of the results of the subsidiary is shown below:

	2020 £	2019 £
Turnover	34,630	29,480
Cost of sales	(1,212)	(17,985)
Gross profit	33,418	11,495
Administrative expenses	(1,247)	(2,664)
Operating profit and profit on ordinary activities	32,171	8,831
Retained earnings		
Brought forward	–	–
Profit for the year	32,171	8,831
Distribution to parent under gift aid	–	(8,831)
Carried forward	32,171	–
The aggregate of the assets, liabilities and funds was:		
Assets	43,881	12,586
Liabilities	(11,709)	(12,585)
Funds	32,172	1

Included within administrative expenses above is a management charge of £nil (2019: £500) from the parent entity.

11 Parent charity

The parent charity's gross income and the results for the year are disclosed as follows:

	2020 £	2019 £
Gross income	1,628,601	1,636,458
Result for the year	(75,531)	(508,247)

12 Debtors

	The group		The charity	
	2020 £	2019 £	2020 £	2019 £
Trade debtors	74,285	121,783	72,385	121,751
Amounts due from trading subsidiary	–	–	5,692	8,831
Prepayments	46,973	43,774	46,940	43,774
Accrued income	149,803	128,190	149,803	128,190
	271,060	293,747	274,820	302,546

Notes to the financial statements

For the year ended 31 July 2020

13 Creditors: amounts falling due within one year

	The group		The charity	
	2020	2019	2020	2019
	£	£	£	£
Trade creditors	24,742	143,888	20,274	131,303
Taxation and social security	23,927	44,611	23,927	44,611
Other creditors	15,494	4,639	15,496	4,639
Accruals	27,566	82,714	27,566	82,714
Deferred income	1,550	519	–	519
	93,279	276,371	87,262	263,786

14 Pension scheme

The group operates a defined contribution scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge of £43,313 (2019: £52,924) represents contributions payable by the group into the fund. At the year end there were contributions outstanding of £16,314 (2019: £10,997).

15a Analysis of group net assets between funds (current year)

	Unrestricted General £	Unrestricted Designated £	Total funds £
Tangible fixed assets	79,346	–	79,346
Investments	–	1,986,024	1,986,024
Net current assets	885,213	13,976	899,189
Net assets at the end of the year	964,559	2,000,000	2,964,559

15b Analysis of group net assets between funds (prior year)

	Unrestricted General £	Unrestricted Designated £	Total funds £
Tangible fixed assets	133,552	–	133,552
Investments	5,268	2,000,000	2,005,268
Net current assets	869,099	–	869,099
Net assets at the end of the year	1,007,919	2,000,000	3,007,919

16a Movements in funds (current year)

	At 1 August 2019 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 July 2020 £
Unrestricted funds:					
Designated funds:					
Strategic Funds	1,900,000	–	–	–	1,900,000
Facilities Funds	100,000	–	–	–	100,000
Total designated funds	2,000,000	–	–	–	2,000,000
General funds	1,007,919	1,663,231	(1,706,591)	–	964,559
Total unrestricted funds	3,007,919	1,663,231	(1,706,591)	–	2,964,559
Total funds	3,007,919	1,663,231	(1,706,591)	–	2,964,559

Notes to the financial statements

For the year ended 31 July 2020

16b Movements in funds (prior year)

	At 1 August 2018 £	Income & gains £	Expenditure & losses £	Transfers £	At 1 August 2019 £
Unrestricted funds:					
Designated funds:					
Strategic Funds	1,900,000	–	–	–	1,900,000
Strategic Funds – PDA/LC	351,000	–	(351,000)	–	–
Facilities Funds	100,000	–	–	–	100,000
Total designated funds	2,351,000	–	(351,000)	–	2,000,000
General funds	1,165,166	1,727,611	(1,884,858)	–	1,007,919
Total unrestricted funds	3,516,166	1,727,611	(2,235,858)	–	3,007,919
Total funds	3,516,166	1,727,611	(2,235,858)	–	3,007,919

Purposes of designated funds

The Strategic fund was kept at £1,900,000 to meet the level of reserves that the trustees agreed were required for contingency.

Strategic funds – PDA/LC, has been allocated a fund of £1,400,000 over 5 years to fund 50% of the PDA (Personal Development Advisors)/LC (Learning Centres) expenditure as agreed by the trustees and the remainder was used in the year.

The Facilities Funds represents monies set aside to relocate the charity to a suitable long term location.

17 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.