



10th March 2022

Annual General Meeting

AGM Chair's Report 2020-21

This has been a year of living with the realisation of risks. The risk of running a covid-safe, hybrid operation and the implications for staff and students; the risk of a changed student profile and a wider educational achievement gap as a result of Centre-Assessed-Grades (CAGs); and finally the realisation of our fragile income-model.

Together with the staff team, the Directors have worked tirelessly managing the daily operation of the centre to establish the best possible routine and learning environment for our young people. This has involved the challenge of maintaining a covid protocols and flexing the education provision between in-person and online as necessary in accordance with both government restrictions and dealing local outbreaks amongst the organisation. Whilst this has been largely successful for the young people in our care, the restrictions have taken their toll on the welfare and wellbeing of our staff team who have felt the isolation of teaching bubbles and online working, as well as the anxiety of changing, unpredictable situation but all-the-while still concentrating on doing their best by their students. The unexpected achievement gaps caused by CAG has also demanded additional resource, commitment, creativity and initiative to ensure our new starters were both academically, socially and emotionally integrated into our centre. Despite these challenges, our student achievement, progression and retention indicators remain positive; the MDs have successfully applied for Matrix and Investors in People awards, added Relate counselling services to our offer, and have retained key staff demonstrating the collective commitment to our services and our young people.

The additional major risk to come to fruition is the loss of our major income stream due to the lagged funding model within further education and our reliance of an intermediary funder Aspire-Igen. In August 2021, the Board of Trustees, together with the Directors, made the decision to risk funds from our reserves to continue to finance the students already within our care, despite the risk that we will be unable to reclaim those costs. That decision was not taken lightly; currently we are able to sustain that financial commitment but it is not feasible to maintain our current study body from our reserves in the medium to long term. The directors



therefore have been working hard toward our ultimate goal of achieving direct claim status, but also overseen by our Treasurer, exploring opportunities to diversify our access to income by making use of our earlier investment in a marketing strategy. This remains our priority and will do so until we have recouped the reserves required to secure our future.

Looking ahead into the months to come, our key challenges will continue to be managing and resourcing the ongoing impacts of the pandemic on young peoples' education, and positioning ourselves as an appropriate solution and so diversifying our income. As a board will endeavour to make ourselves available to Directors as needed. Succession planning of our support is also a key priority this year, since a number of trustees have indicated their intention to give their notice. Together with the directors, we will work to raise our profile and recruit additional talent to our organisation to support its long term viability.

Directors' report 2020-21

This year has been a turbulent year for the directors in terms of ensuring that the staff, students and other partners get the support required to make progress. In all honesty the directors were overwhelmed with the amount of support that individuals committed to the bounce back, post covid.

The focus of the organisation as a whole was based on getting students back into the college, to assess the situation in terms of responding to the whole covid pandemic and to evaluate the impact it had on the student's attainment and wider social and emotional development.

Students who joined Motive8 with centre assessed grades (CAG) had to go through a rigorous assessment period, where gaps in educational achievement were assessed but so were the personal, social, emotional aspects of their lives so that a rich programme of learning could be planned and implemented to support wellbeing too.

The whole of the staff team had to swiftly change to blended learning to supplement and support the isolation periods and ensure that loss of learning did not have a detrimental effect on the students. The directors' were flexible in supporting the delivery of the teaching as well as the coordination of covering staff absence and ensuring that the centre remained 'business as usual'. The staff's well-being was also an essential consideration throughout this period as they were having to deal with a lot of chopping and changing, not just work but also personally.



The covid protocol also was an essential aspect of this year, ensuring that PPE, one way systems, mask guidance and policy and update were filtered down into the operation of the college.

The roll out of the marketing work and the website updates were all coordinated remotely and were a huge success in terms of informing individuals and organisations about the work that Motive8 undertake. The materials were presented in a professional way and the budget allocated to this project was utilised effectively to actively support recruitment of new students, strengthen partnerships and promote a professional image.

All networking and maintaining relationships with outside agencies were switched to digital and remote delivery. All conferences, networking and other meetings were held outside of the college, although this was time efficient, it also prevented some of the informal networking opportunities that previously took place face to face.

Staff retention and commitment to the centre remained high and within this year Motive8 achieved Investors in people- Silver and gained the Matrix standard. This year also saw the roll out of the remuneration policy in recognition of our engaged and committed employees. Added to this was the additional support and dedication of the board of trustees who supported the directors throughout the whole period. Being there to pitch in as required and always there to provide the advice, guidance and to inform our practice.

A key strength in this period was the implementation of in house face to face counselling provided by relate, which is a fantastic resource for supporting our students and something that was required.

Throughout this period it was essential to keep pursuing the Community Asset Transfer application for the building we pride ourselves in working from. The board took responsibility for ensuring that this was pursued and didn't lose momentum.

Financially Covid had indirectly impacted on the resources of the charity, as any fundraising had been directed to charities who lost finances due to not being able to operate through the pandemic. This was not the case for Motive8 at this particular time, however, it later transpired that the lagged funding model of further education and training had significantly reduced the amount of funding available to two of our contractors. This directly impinged on the certainty of the contracts held. With careful negotiation Motive8 have responded to the challenge and ensured that all students who applied for a course, were guaranteed to complete their learning journey with them, with the help of the reserves.



This raised a significant issue for the directors'; that has always been of concern but this situation demonstrated how vulnerable Motive8 are for being over reliant on one funding stream. The solution to this situation would be to be able to directly deliver a government contract, if only it was that easy. Motive8 made a business case to the Education and skills funding agency (ESFA) and were directed to our local council- to highlight a gap in provision. Which through discussions were advised against as it would go out initially to all grade 2 good Ofsted providers – for open competitive tender. Where Motive8 wouldn't be guaranteed a contract.

This led to us making contact with our local MP and the Lead officer of Education and skills at Bradford Council, to seek support and raise awareness of the plight of small independent training providers who rely on prime delivers to work in partnership with them to gain funding. Our MP with the support of the local council wrote and highlighted this issue in parliament. The response from Alex Burghart MP the Parliamentary under Secretary of State for Skills was a rationale of the funding has always been on a lagged funding model, and although the government recognised the value of independent training providers they offered the option of demonstrating a gap in provision as a solution. But nothing in terms of gaining a contract there were no guidance.

Since this point the directors' have been actively making contact with other colleges and training providers to request the opportunity to subcontract. This has also been very challenging with colleges not currently open to subcontracting. However, we remain positive that this will eventually change once the pandemic has ceased to be an issue. The initial contacts have been made so that when subcontracting is available going forward they have our contact details.

Motive8 continue to drive the quality of the organisation and the below figures demonstrate how our commitment to the education and well-being of our students brings in good results. Although admittedly these have been impacted with all the restrictions and barriers to engagement.

Achievement 84%

Retention 95%

Pass rate 88%

Progression 74%

Lastly we would like to thank all the organisations we work with, who offer us support and guidance and who update us on opportunities available to us and our trustee who help steer our organisation.



Motive8 Bradford Ltd

Charity number 1148147

A company limited by guarantee number 08128916

Annual Report and Financial Statements **for the year ended 31 July 2021**



West Yorkshire Community Accounting Service

**Annual Report and Financial Statements
for the year ended 31 July 2021**

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Prepared by West Yorkshire Community Accounting Service

Motive8 Bradford Ltd

Trustees' report for the year ended 31 July 2021

Reference and administrative details of the charity, its trustees and advisors

The trustees during the financial year and up to and including the date the report was approved were:

Name	Position	Dates
Victoria Metcalf	Chair	
David Belmont	Treasurer	
Liz Cole		
Emily Blain		
Anna Wos		
Jacqui Stringer		Appointed 3 December 2020
Emily West		

Company secretary Emily West

Senior Management team

Moy Grange
Melissa Simpson

Charity number 1148147 Registered in England and Wales

Company number 08128916 Registered in England and Wales

Registered and principal address

The Vocational Centre
Huddersfield Road
Wyke
Bradford
BD12 8AA

Bankers

Barclays
9 Town Gate, Wyke
Bradford
BD12 9PA

Independent examiner

Rhys North ACA

West Yorkshire Community Accounting Service

Stringer House
34 Lupton Street
Leeds
LS10 2QW

Structure, governance and management

The charity is a company limited by guarantee and was formed on 3 July 2012. It is governed by a memorandum and articles of association. The liability of the members in the event of the company being wound up is limited to a sum not exceeding £1.

Method of recruitment and appointment of trustees

The trustees of the charity are also the directors for the purposes of company law and are appointed by the members at the AGM.

Motive8 Bradford Ltd

Trustees' report (continued) for the year ended 31 July 2021

Objectives and activities

The charity's objects

For the public benefit to promote the education (including social and physical training) of people in the area of the City of Bradford Metropolitan District Council and the surrounding areas in such ways as the charity trustees think fit, including by providing their education, to undertake travel in furtherance of that education or to prepare for entry to any occupation, trade or profession on leaving any educational establishment.

The charity's main activities

Here at Motive8 we are passionate about supporting young people to enhance their life opportunities by providing them with qualification options, optimising their employability and thus their future health and welfare. We pride ourselves on providing learners with a safe and nurturing environment where they can grow and progress on the understanding that it is not about them learning a trade so much as learning the essential skills needed to assist them in the future.

Good education is not a 'one size fits all' process and we offer choices to young people who may not feel motivated by a mainstream academic approach; we therefore offer a bespoke programme of education, skills development and support to help young people succeed in their next steps – whatever those might be.

Putting young people at the heart of everything that we do, puts us in a position where we can consult and adapt to the ever changing environment and create opportunities for vocational training that are current and accessible for all learners.

Motive8 recognise the benefits of working with young people in a holistic way, providing them with opportunities to grow and develop in an environment that is safe and supporting. Young people feel safe, supported and respected at our training centre: we know this because that's what they tell us! The success of our learners is at the heart of everything we do. We work in partnership with parents, carers, schools and other providers of specialist support to help our learners move forward.

Public benefit statement

In setting our objectives and planning our activities our Trustees have given serious consideration to the Charity Commission's general guidance on public benefit and in particular the advancement of education.

Achievements and performance

2020-2021 has been another Covid year but Motive8 College has managed to weather the storm and be proactive to vulnerable students' needs by ensuring the centre stayed open and wellbeing was at the forefront for our students. More remote learning was undertaken with students which has helped the staff team to embrace technologies into their teaching and all students had access to Laptops.

All students achieved their intended main aims despite the current situation with gratitude to the dedication of the tutors and the support staff.

Motive8 Bradford Ltd

Trustees' report (continued) for the year ended 31 July 2021

Financial review

The net income for the year was £99,720, including net income of £99,786 on unrestricted funds and net expenditure of £66 on restricted funds.

Reserves policy

The charity's free reserves, excluding fixed assets, at the year end were £440,694.

The Trustees have adopted a reserves policy which is to ensure that there are 9-12 months of budgeted running costs left in reserve; which based on budgeted 2021/2022 expenditure equates to between £284,000 and £378,000. We provide two year courses to our students and therefore must ensure that we are able to fulfil our obligations to them. Furthermore, we are operating under a tenancy at will which means that we do not have security of tenure at our current premises. This is a further reason for being very prudent with our resources

In January 2020, Motive8 made a formal application for the transfer of its current premises from Bradford Council under the Council's Community Asset Transfer programme. On 21 January 2022 the Council's Community Asset Transfer Board approved Motive8's application which is now moving to the next stage - Stage 2. This is the stage at which Motive8 will need to present a detailed Business Case. If/when an asset transfer is agreed, and Motive8 has security of tenure, we will be able to invest more of our reserves into both our infrastructure and teaching resources. For this reason the trustees are content to build up the organisation's reserves, whilst anticipating that the application will be successful.

Future Plans

As noted above, Motive8 has passed the first stage in its application to Bradford Council to agree a longer term lease for its current premises, under the Community Asset Transfer programme. Once this transfer is completed, Motive8 intends to invest further into its premises and thereby increase the number of educational courses that are offered.

However, following Covid-19, the funding from its main sponsor, Aspire-Igen has been dramatically reduced for 2021-2022. We are hoping that the quality of our education provision will result in funding reverting back to historic levels. If this is not the case, planning for the medium term becomes more uncertain.

In terms of going concern though, the trustees have reassessed the charity's ability to continue for at least 12 months from the date that the accounts are approved and conclude that no material uncertainties exist that cast significant doubt on the charity's ability to continue as a going concern during this time.

Motive8 Bradford Ltd

Trustees' report (continued) for the year ended 31 July 2021

Statement of trustees' responsibilities

The trustees (who are also the directors for the purposes of company law) are responsible for preparing the Trustees report and the financial statements in accordance with the applicable law and UK Accounting Standards.

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

select suitable accounting policies and apply them consistently;

observe the methods and principles in the Charities SORP;

make judgements and estimates that are reasonable and prudent;

state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;

prepare the accounts on a going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial accounts 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.

This report has been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (Charities SORP (FRS102)), and in accordance with the special provisions of the Companies Act 2006 relating to small companies.

Signed on behalf of the board of trustees on

Signed: (Trustee)

Name:

Motive8 Bradford Ltd

Independent examiner's report to the trustees of Motive8 Bradford Ltd

I report to the charity trustees on my examination of the accounts of the charitable company for the year ended 31 July 2021, which are set out on pages 7 to 15.

Responsibilities and basis of report

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

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

Independent examiner's statement

Since the charitable company'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 ICAEW which is one of the listed bodies.

I have completed my examination. I confirm that no material 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 company as required by section 386 of the 2006 Act; or
- 2 the accounts do not accord with those records; or
- 3 the accounts 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 accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

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

Signed:

Name: Rhys North ACA

Date:

West Yorkshire Community Accounting Service

Stringer House
34 Lupton Street
Leeds
LS10 2QW

Motive8 Bradford Ltd
Statement of Financial Activities
(including summary income and expenditure account)
for the year ended 31 July 2021

	Notes	2021 Unrestricted funds £	2021 Restricted funds £	2021 Total funds £	2020 Total funds £
Income and endowments from:					
Donations and legacies	(2)	-	-	-	22,390
Charitable activities	(3)	519,213	-	519,213	446,000
Other trading activities	(4)	-	-	-	690
Investments	(5)	3	-	3	7
Other income	(6)	580	-	580	80
Total income		519,796	-	519,796	469,167
Expenditure on:					
Raising funds	(7)	11,211	-	11,211	34
Charitable activities	(8)	408,799	66	408,865	396,214
Total expenditure		420,010	66	420,076	396,248
Net income / (expenditure)		99,786	(66)	99,720	72,919
Fund balances brought forward		341,872	66	341,938	269,019
Fund balances carried forward	(11)	441,658	-	441,658	341,938

All incoming resources and resources expended derive from continuing activities.

Motive8 Bradford Ltd
Balance sheet
as at 31 July 2021

	2021	2021	2021	2020
	Unrestricted	Restricted	Total	Total
	£	£	£	£
Fixed assets				
Tangible assets	(12) 964	-	964	2,854
Total fixed assets	<u>964</u>	<u>-</u>	<u>964</u>	<u>2,854</u>
Current assets				
Debtors and prepayments	(13) 135,099	-	135,099	139,331
Cash at bank and in hand	(14) 314,073	-	314,073	225,317
Total current assets	<u>449,172</u>	<u>-</u>	<u>449,172</u>	<u>364,648</u>
Current liabilities:				
amounts falling due within one year				
Creditors and accruals	(15) 8,478	-	8,478	25,564
Total current liabilities	<u>8,478</u>	<u>-</u>	<u>8,478</u>	<u>25,564</u>
Net current assets / (liabilities)	<u>440,694</u>	<u>-</u>	<u>440,694</u>	<u>339,084</u>
Net assets	<u>441,658</u>	<u>-</u>	<u>441,658</u>	<u>341,938</u>
Funds				
Unrestricted funds	441,658	-	441,658	341,872
Restricted funds	-	-	-	66
Total funds	<u>441,658</u>	<u>-</u>	<u>441,658</u>	<u>341,938</u>

For the year ending 31 July 2021 the charitable company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

The members have not required the charitable company to obtain an audit of its accounts for the year in question in accordance with section 476. The trustees (who also the directors for the purposes of company law) acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and with FRS 102 (effective January 2019).

The financial statements were approved by the board of trustees on

Signed: (Trustee)

Name:

Motive8 Bradford Ltd
Statement of cash flows
for the year ended 31 July 2021

	2021 £	2020 £
Cash flows from operating activities:		
Net cash provided by (used in) operating activities	<u>88,753</u>	<u>64,383</u>
Cash flows from investing activities:		
Dividends and interest	3	7
Proceeds of sale of assets	-	-
Purchase of tangible fixed assets	<u>-</u>	<u>(1,928)</u>
Net cash provided by (used in) investing activities	<u>3</u>	<u>(1,921)</u>
Cash flows from financing activities:		
Repayments on borrowing	-	-
Cash inflows from new borrowing	<u>-</u>	<u>-</u>
Net cash provided by (used in) financing activities	<u>-</u>	<u>-</u>
Change in cash and cash equivalents in the reporting period	88,756	62,462
Cash and cash equivalents at the beginning of the reporting period	<u>225,317</u>	<u>162,855</u>
Cash and cash equivalents at the end of the reporting period	<u>314,073</u>	<u>225,317</u>

Reconciliation of net movement in funds to net cash flow from operating activities	2021 £	2020 £
Net movement in funds for the reporting period (as per the statement of financial activities)	99,720	72,919
Adjustments for:		
Depreciation charges	1,890	1,892
Dividends and interest from investments	(3)	(7)
(Increase) / decrease in debtors	4,232	(27,016)
Increase / (decrease) in creditors	<u>(17,086)</u>	<u>16,595</u>
Net cash provided by (used in) operating activities	<u>88,753</u>	<u>64,383</u>

Analysis of cash and cash equivalents	2021 £	2020 £
Cash at bank	313,973	225,217
Cash in hand	100	100
Total cash and cash equivalents	<u>314,073</u>	<u>225,317</u>

Motive8 Bradford Ltd

Notes to the accounts

for the year ended 31 July 2021

1 Accounting policies

Basis of accounting

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by 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) and with the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS 102.

There has been no change to the accounting policies since last year.

No changes have been made to the accounts for previous years.

Going concern

The trustees are satisfied that there are no material uncertainties about the charity's ability to continue.

Incoming resources

All incoming resources are included in the Statement of Financial Activities (SOFA) when the charity becomes entitled to the resources, it is more likely than not that the trustees will receive the resources and the monetary value can be measured with sufficient reliability.

Grants and donations

Grants and donations are only included in the SOFA when the charity has unconditional entitlement to the resources.

Where grants are related to performance and specific deliverables, they are accounted for as the charity earns the right to consideration by its performance.

Expenditure and liabilities

Expenditure is recognised on an accrual basis as a liability is incurred. Liabilities are recognised where it is more likely than not that there is a legal or constructive obligation committing the charity to pay out the resources and the amount of the obligation can be measured with reasonable certainty.

Taxation

As a charity the organisation benefits from rates relief and is generally exempt from income tax and capital gains tax but not from VAT. Irrecoverable VAT is included in the cost of those items to which it relates.

Tangible fixed assets

Tangible fixed assets costing more than £1,000 are capitalised and included at cost including any incidental expenses of acquisition. Gifted assets are shown at the value to the charity on receipt. Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost on a straight line basis over their expected useful economic lives as follows:

Equipment: over 4 years

Pensions

The charity operates a defined contribution scheme for the benefit of its employees. The costs of contributions are recognised in the year they are payable.

Motive8 Bradford Ltd
Notes to the accounts continued
for the year ended 31 July 2021

1 Accounting policies continued

Fund accounting

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

Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

Further explanation of the nature and purpose of each fund is included in the notes to the accounts.

Leases

Rents under operating leases are charged on a straight line basis over the lease term or to an earlier date if the lease can be determined without financial penalty.

2 Donations and legacies

	2021 Unrestricted funds £	2021 Restricted funds £	2021 Total funds £	2020 Total funds £
HMRC - Coronavirus Job Retention Scheme	-	-	-	21,940
Yorkshire Dales Trust	-	-	-	200
Rank Foundation	-	-	-	250
	<u>-</u>	<u>-</u>	<u>-</u>	<u>22,390</u>

3 Charitable activities

	2021 Unrestricted funds £	2021 Restricted funds £	2021 Total funds £	2020 Total funds £
Aspire-i	438,070	-	438,070	361,335
Schools income	34,470	-	34,470	36,975
Adult education income	46,673	-	46,673	47,690
	<u>519,213</u>	<u>-</u>	<u>519,213</u>	<u>446,000</u>

4 Other trading activities

	2021 Unrestricted funds £	2021 Restricted funds £	2021 Total funds £	2020 Total funds £
Room hire	-	-	-	690
	<u>-</u>	<u>-</u>	<u>-</u>	<u>690</u>

5 Investments

	2021 Unrestricted funds £	2021 Restricted funds £	2021 Total funds £	2020 Total funds £
Interest receivable	3	-	3	7
	<u>3</u>	<u>-</u>	<u>3</u>	<u>7</u>

Motive8 Bradford Ltd
Notes to the accounts continued
for the year ended 31 July 2021

6 Other income	2021 Unrestricted funds £	2021 Restricted funds £	2021 Total funds £	2020 Total funds £
Care to learn	580	-	580	80
	<u>580</u>	<u>-</u>	<u>580</u>	<u>80</u>
7 Raising funds	2021 Unrestricted funds £	2021 Restricted funds £	2021 Total funds £	2020 Total funds £
Marketing and publicity	10,291	-	10,291	34
Allocated support costs	920	-	920	-
	<u>11,211</u>	<u>-</u>	<u>11,211</u>	<u>34</u>
8 Charitable activities	2021 Unrestricted funds £	2021 Restricted funds £	2021 Total funds £	2020 Total funds £
Provision of educational services	372,906	-	372,906	369,324
Allocated support costs	35,959	-	35,959	26,890
	<u>408,865</u>	<u>-</u>	<u>408,865</u>	<u>396,214</u>
9 Support costs	2021 Fundraising activity £	2021 Charitable activity £	2021 Total cost £	2020 Total cost £
Insurance	49	1,919	1,968	1,949
IT support	195	7,595	7,790	8,625
Printer costs	78	3,058	3,136	3,139
Telephone and internet	115	4,499	4,614	3,279
Trustee expenses	3	135	138	-
Professional fees	395	15,416	15,811	6,617
Independent examination	36	1,404	1,440	1,308
Bank charges	47	1,843	1,890	1,892
Subscriptions and licences	2	90	92	81
	<u>920</u>	<u>35,959</u>	<u>36,879</u>	<u>26,890</u>

Motive8 Bradford Ltd
Notes to the accounts continued
for the year ended 31 July 2021

10 Staff costs and numbers

	2021	2020
	£	£
Gross salaries	254,684	244,615
Social security costs	20,466	19,969
Employment allowance	(4,000)	(4,000)
Pensions	4,796	4,388
	<u>275,946</u>	<u>264,972</u>

The average number employees during the year was 13.5, being an average of 9.3 full time equivalent (2020: 12, 8.7 FTE).

There were no employees with emoluments above £60,000.

Defined contribution pension scheme

	2021	2020
	£	£
Costs of the scheme to the charity for the year	4,796	4,388
Amount of any contributions outstanding at the year end	1,494	651

11 Restricted funds

	Balance b/f	Incoming	Outgoing	Transfers	Balance c/f
	£	£	£	£	£
Youth Café	66	-	66	-	-
	<u>66</u>	<u>-</u>	<u>66</u>	<u>-</u>	<u>-</u>

Fund name

Youth Café

Purpose of restriction

To enable the provision of enriched vocational training via the operation of a youth café.

12 Tangible assets

	Equipment	Total
	£	£
<u>Cost</u>		
At 1 August 2020	7,566	7,566
Additions	-	-
At 31 July 2021	<u>7,566</u>	<u>7,566</u>
<u>Depreciation</u>		
At 1 August 2020	4,712	4,712
Charge for year	1,890	1,890
At 31 July 2021	<u>6,602</u>	<u>6,602</u>
<u>Net book value</u>		
At 31 July 2021	<u>964</u>	<u>964</u>
At 31 July 2020	<u>2,854</u>	<u>2,854</u>

13 Debtors and prepayments

	2021	2020
	£	£
Debtors	134,006	138,243
Prepayments	1,093	1,088
	<u>135,099</u>	<u>139,331</u>

Motive8 Bradford Ltd
Notes to the accounts continued
for the year ended 31 July 2021

14 Cash at bank and in hand	2021	2020
	£	£
Cash at bank	313,973	225,217
Cash in hand	100	100
	<u>314,073</u>	<u>225,317</u>

15 Creditors and accruals	2021	2020
	£	£
Creditors	3,508	20,581
Accruals	1,440	1,308
Taxation and NI	3,530	3,675
	<u>8,478</u>	<u>25,564</u>

16 Related party transactions

Trustee expenses

No trustee received any expenses during this year or the previous year.

Trustee remuneration and benefits

No trustee received any remuneration or benefit during this or the previous year.

Remuneration and benefits received by key management personnel

The key management personnel of the charity include the trustees and two Managing Directors. The total employee benefits received by the Managing Directors were £92,251 (2020: £88,090).

17 Operating leases

Expected future minimum lease payments over the remaining life of the lease, analysed into the period in which the commitment expires:	2021	2020
	£	£
Within one year	4,991	4,991
In the second to fifth years inclusive	15,761	17,361
Over five years from the balance sheet date	3,577	6,968
	<u>24,329</u>	<u>29,320</u>

Motive8 Bradford Ltd

Statement of Financial Activities including comparatives for all funds (including summary income and expenditure account) for the year ended 31 July 2021

	2021 Unrestricted funds £	2020 Unrestricted funds £	2021 Restricted funds £	2020 Restricted funds £	2021 Total funds £	2020 Total funds £
Income						
Donations and legacies	-	250	-	22,140	-	22,390
Charitable activities	519,213	446,000	-	-	519,213	446,000
Other trading activities	-	690	-	-	-	690
Investments	3	7	-	-	3	7
Other income	580	80	-	-	580	80
Total income	519,796	447,027	-	22,140	519,796	469,167
Expenditure						
Raising funds	11,211	34	-	-	11,211	34
Charitable activities	408,799	364,190	66	32,024	408,865	396,214
Total expenditure	420,010	364,224	66	32,024	420,076	396,248
Net income / (expenditure)	99,786	82,803	(66)	(9,884)	99,720	72,919
Fund balances brought forward	341,872	259,069	66	9,950	341,938	269,019
Fund balances carried forward	441,658	341,872	-	66	441,658	341,938

Motive8 Bradford Ltd**Management letter issues for the accounting period 1 August 2020 to 31 July 2021.**

Please take some time at your next meeting to consider the following issues arising from our work.

Priority 1 issues must be addressed promptly, providing evidence that they have been actioned provided for the next accounting year.

Priority 2 issues are good practice and will improve your organisation's financial management systems.

Priority 3 issues are for your information or requests from WYCAS.

Support to action any of these points is available from WYCAS.

Issue	Recommendation / Tips for improvement	Priority (1=High)
Approval and signing the accounts - As trustees you are required to approve and sign the accounts, including the trustees annual report.	Please have a careful read through the accounts and make sure you are happy with the text and the figures. We encourage you to pay particular attention to the balances on the restricted funds note and also on the commentary about the reserves in the trustees annual report.	3
Pages to sign	Please sign pages 5 and 8 in black ink	1
Compliance with your governing document - Whilst there are no specific issues arising from the independent examination, we are using this opportunity to remind trustees to have an understanding of their own charity's rules - ie. the constitution, trust deed or memorandum and articles of association. Please ask your fellow trustees if you have not had access to the governing document.	If you are thinking about any significant change in your activities or engaging a trustee or a close relative to do some work for the charity, the governing document is the first place to check to see what is possible. We would also encourage trustees to refer to the Charity Commission's guidance for more general information about your responsibilities. This is a really helpful guide and is very user friendly. It can be found here: The Essential Trustee - Charity Commission Guidance	3
Companies House filing deadline	30 April 2022	1
Filing accounts at the Charity Commission	31 May 2022	1
Please remember to update the Charity Commission when trustees join or leave the charity.	The charity register details must be up-to-date at all times.	1

Update directors details at Companies House.	All appointments and resignations should be notified within 14 days of any such event. Companies House shows Emily West as being the Company Secretary whilst she is shown as a trustee at the Charity Commission. Since all the trustees are directors for the purposes of Company Law, Emily should be recorded as a director as well as Company Secretary at Companies House.	1
Annual Return	When reviewing the charity's information on the Charity Commission's website I noted that the reported income and expenditure per the Annual Return only referred to unrestricted amounts (rounded to nearest £'000). This should refer to total income and expenditure ie restricted and unrestricted funds.	2
Financial Position	At 31 March 2021 the charity had unrestricted reserves totalling £440,694, representing nearly 14 months of budgeted 2021/2022 expenditure.	
	Accordingly the charity's financial position at 31 March 2021 is clearly a positive one. However, with regard to the financial position, in 2021/2022 I understand that monthly contract income received from Aspire-i has reduced significantly from £29,596 per month to £5,250 per month. As a result, I understand income from Aspire-i could reduce from £438k in 2020/2021 to £90k in 2021/2022. Additionally I understand income from Bradford College and other school income is lower in 2021/2022 compared to 2020/2021.	
	Notwithstanding these reductions in income trustees are confident as to the going concern position of the charity; a position which I understand, given the level of reserves available.	
	However if income does not recover in 2022/2023 then it will be important for trustees to carefully consider the financial position of the charity.	

	Given the changing financial position for the charity I recommend that trustees develop financial reports that enable actual and budgeted income and expenditure to be monitored on a year to date and forecast basis. This would allow trustees to both monitor the charity's in year performance and enable the future financial position of the charity to be kept under regular review so that any necessary actions can be taken to manage the charity's financial position on a timely basis. If helpful I would be happy to support the charity concerning how such a report could be prepared.	1
	I have attached our simple budgeting tool which should help you to map in your known monthly expenditure across the next few years. You can then map in the income on a monthly basis - this will give you a rough idea of whether it looks like your are making surpluses or deficits over the medium, term and should help you to plan.	
	If the forecast financial position indicates the financial viability of the charity is at risk I would advise you to take advice concerning your responsibilities as trustees at an early stage. Concerning this I can provide contact details for a Business Recovery Practitioner who would be able to provide such advice.	1
Remember to complete WYCAS online survey.	See link on management letter or request a printed copy from your community accountant.	3