THE CO-OPERATIVE COLLEGE

England & Wales · Charity number 1159105

Details

Status	Registered
Legal form	CIO
Registered	2014-11-06
Register	View on the Charity Commission register

Contact

Address	The Co-operative College Holyoake House Hanover Street Manchester M60 OAS
Phone	07529225118
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Website	www.co-op.ac.uk

Activities

Objects: (1) THE OBJECT OF THE CHARITY IS TO PROMOTE THE EDUCATION OF THE PUBLIC, IN PARTICULAR, BUT NOT EXCLUSIVELY BY THE PROVISION AND CONDUCT OF THE COLLEGE FOR THE EDUCATION OF PEOPLE IN A MANNER CONSISTENT WITH THE VALUES AND PRINCIPLES OF THE CO-OPERATIVE MOVEMENT.

Activities: The Co-operative College is an educational charity dedicated to the promotion of co-operative values, ideas and principles within co-operatives, communities and society.

Classification

- **How:** Makes Grants To Individuals, Provides Human Resources, Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Acts As An Umbrella Or Resource Body
- **What:** Education/training
- **Who:** Children/young People, People With Disabilities, The General Public/mankind

Geography

- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-07-31	£264,862	£642,323	-	-
2024-07-31	£340,050	£687,709	-	-
2023-07-31	£414,423	£677,523	-	-
2022-07-31	£302,989	£676,152	-	-
2021-07-31	£462,823	£1,204,275	-	-

Trustees

Name	Role	Appointed
Barbara Ann Rainford		2023-06-22
Christopher Robert Jardine		2022-01-13
Daniel John Mark Douglas		2023-08-03
Dr Khadija Ali		2026-04-12
James William Day		2025-09-10
Janet Henshaw		2026-03-26
John Kirkland		2026-03-23
Ruth Teresa Sacks		2026-04-01
Simon Thomson		2022-09-08

THE CO-OPERATIVE COLLEGE

England & Wales - Charity number 1159105

Accounts

co-operative college

ANNUAL REPORT AND ACCOUNTS

YEAR ENDED
31 JULY 2025

TRUSTEES' REPORT

Contents

Introduction

The Trustees present their Annual Report and Financial Statements of the Charity 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 accounts and comply with the Charity's trust deed, the Charities Act 2011, the Charities Statement of Recommended Practice (second edition), and Financial Reporting Standard FRS 102.

The Co-operative College began the 2024-25 financial year in August 2024, entering the final year of its three-year strategy (2022–2025). This strategy was designed to streamline operations and focus activity where the College's distinctive learning approach could have the greatest impact, with a central aim of creating the conditions for long-term sustainability through a commensurate reduction in the operating deficit.

While the strategy delivered meaningful impact over the period, it did not ultimately enable the College to achieve a sustainable operating base. In light of this, and in anticipation of the expiry of endowment funds, the College's leadership and Board of Trustees committed during the year to the development of a new operating model, intended to ensure the organisation could continue to deliver its charitable objects and remain fit for the future.

This Annual Report sets out the extent to which the College delivered against the priorities described in Objects and Activities during the year as well as a strategy review for the three-year period. It also provides a detailed account of how the College responded to a significant partnership termination and resultant financial impact, as reported in last year's Annual Report (Events after the Reporting Period), and outlines the implications for the College's future direction.

Balancing the co-creation of a new operating model alongside the continued delivery of learning and support to our learners, partners, and wider community has been demanding. Throughout this period, the College has been sustained by the professionalism and commitment of its colleagues, the dedication of its Board of Trustees, and the continued support of our members and partner organisations in the UK and internationally. We are deeply grateful to all those who stood alongside us during this important year of transition.

Objects and activities

The College's charitable objective is "to promote the education of the public, in particular, but not exclusively, by the provision and conduct of a College for the education of people in a manner consistent with the values and principles of the co-operative movement."

The strategy, which the College published on 30 June 2022 at its AGM, identified the key aim of becoming "the distinctive learning partner of choice for educators, co-operators, like-minded individuals and organisations", in order to:

- Support co-operators and co-operatives to develop
- Inspire the co-operators of the future
- Tackle inequalities in communities by working together

Importantly, the strategy breaks down the College's work into four key strategic areas:

Co-operative learning

Networks of knowledge*

International co-operative development

Youth empowerment**

It also identifies the three curriculum areas into which the College's broad and diverse range of learning programmes can be classified:

- Co-operative leadership
- Co-operative values and behaviours
- Concern for community

**The 'Networks of knowledge' strand was originally described as 'Thought leadership' when the strategy was first published in the summer of 2022. A change of name was subsequently agreed to more accurately reflect the broad aims of this aspect of our work, which has at its core the intention to operate as an enabler and facilitator, using our unique position at the hub of networks of co-operative educators to improve the collaborative exchange of knowledge.*

***The 'Youth empowerment' strategic area was formally incorporated into 'Co-operative learning' in 2023-24 when the funding for this programme of work expired. The new co-operative youth programme had been developed and was incoporated into the learning team's delivery portfolio.*

In line with our strategy, our priorities for the academic year 2024-25 were:

- Creating pathways of learning for co-operators at different stages of their career and co-op journey, from a foundation level for those new to the movement, to skills-building for new managers and leadership for aspiring and current leaders who want to place co-operative values and principles at the heart of their decision making.
- Launching the postgraduate qualification in partnership with the University of Dundee, providing a range of options for learners from micro-accreditation to a postgraduate certificate via online delivery, with a pilot of a residential school scheduled for August 2024.
- Enhancing our study tour options by engaging the UK movement more widely to provide an even richer, more flexible experience for international participants and to widen the opportunity for peer learning across the UK.
- Launch a pilot of VISION, our new co-operative youth programme for a range of UK and international beneficiaries, in order to appeal to a broader range of potential funders.

- Continue to build our relations with the UK co-operative movement, to drive the co-construction of learning programmes relevant to their staff and members.
- Champion co-operative learning and knowledge exchange as our contribution to the United Nations International Year of Co-operatives, to be celebrated throughout 2025.
- Work with wide-ranging partners and stakeholders, including mainstream education providers to understand how the College can contribute to the Government's commitment to double the size of the co-operative economy.
- Build a better understanding of the learning needs of our members so that we can ensure we meet their needs and also access the skills and expertise that they can share to our programmes and learning design.

- Build towards the launch of the Fund for International Co-operative Development, to ensure that the College is able to continue to grow its ICD provision and make effective use of the experience and expertise of our staff.
- The development of the recently launched Global Co-operative College Network to maximise the shared potential of collaboration with co-operative educators around the world.

Organisational priorities:

- Co-create the College's 2025–2028 strategy with key stakeholders.
- A continuing commitment to staff development, to provide opportunities for all of our people and to ensure that we continue to be seen as an employer of choice.

Achievements and performance

2024–25 was an exceptional year, as the College balanced the delivery of Business as Usual (BAU) activity in the final year of the Strategy alongside a comprehensive organisational and market review and the development of a new target operating model. While this work was undertaken by the same team, it is reported separately within this document: BAU activity is covered here under *Achievements and performance,* and work relating to the new operating model is set out under *Significant events and future plans*.

Co-operative learning (incorporating Youth empowerment)

Co-operative learning at the College encompasses both what and how co-operation is taught, learned and experienced. Our learning delivery team provided sessions and courses for a range of UK and international co-ops building on the previous year's investment in consolidating our learning offer. Particular highlights included that we:

- **Designed and delivered the Chris Herries Leadership Programme,** commissioned by the Co-operative Party, creating a blueprint for female leadership development and equipping emerging co-operative leaders with the confidence and capability to advance equality across the movement.
- **Contributed to global co-operative learning and solidarity** during the International Year of Co-operatives by delivering a programme of learning events alongside the International Co-operative Alliance General Assembly, Co-op Congress, and the Festival of Co-operatives hosted in Greater Manchester.
- **Continued our role as a key delivery partner** to the Co-op Group National Members Council, delivering 13 workshops across the year on a wide range of topics to support members in fulfilling their roles, from newly elected representatives to experienced co-operators.
- **Strengthened international engagement** through the participation of the College's Principal, Ali Longden, and Chair, Rose Harvey, at the 53rd Annual General Assembly Education Forum in Cebu City, Philippines, presenting to an audience of more than 800 co-operators at the invitation of CLIMBS Life and General Insurance Co-operative.

- **Piloted the first module of the Postgraduate Certificate in Co-operative Leadership** in partnership with the University of Dundee and our sister College, the Co-operative College of the Philippines, delivering an intensive leadership programme for a cohort of co-operative pioneers who successfully completed the programme and graduated at a formal ceremony in Dundee in August 2024.

- **Helped bring co-operative learning to a wider audience** with a session at The Gathering, the UK's largest free voluntary and charity sector event. Our learning team delivered a taster of our change-management workshop to over 60 attendees, and the key takeaways from this session were converted into a shareable teaching resource.
- **Launched the pilot of VISION,** the College's new co-operative youth programme, creating a more flexible offer for schools and youth settings. Evaluation feedback indicated increased confidence and accountability among participants, alongside a stronger awareness of personal values and their impact on community.
- **Supported learning and development for 1,482 individuals** across the year, strengthening co-operative knowledge, skills, and behaviours through the College's UK and international education programmes (with evaluation findings set out below).

Learning sessions August 2024 - July 2025

79% Learning with the Co-operative College was a positive experience

83% I have gained skills/knowledge that I will implement in my personal or professional life

74% The objectives of the learning session met my expectations

Learners who rated the College four or five out of five for each statement (out of 268 responses).

Study visit responses August 2024 - July 2025

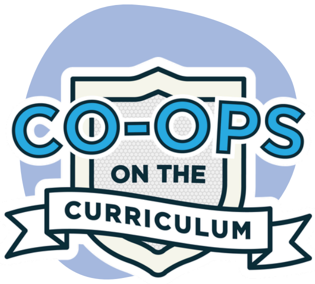
Overall, I felt satisfied with the organisation and co-ordination of the study visit	83%
The study visit met my expectations	85%
The workshops and presentations were informative and engaging	85%
My knowledge about the subject has increased as a result of the study visit	88%
I would recommend this study visit	83%

Learners who rated the College four or five out of five for each statement (out of 101 responses).

Networks of knowledge

This strategic theme focuses on generating and mobilising knowledge through collaboration and partnership across academia, the co-operative movement, and allied organisations. It also positions the College to lead on critical system-level issues, including the mainstreaming of co-operative education so that co-operation becomes a recognised and accessible option for future generations.

In the context of the UN International Year of Co-operatives 2025 (IYC25), activity during the year prioritised raising the profile and visibility of co-operative education over new research generation. Key highlights included that we:



- **Launched a national advocacy campaign** for Co-ops on the Curriculum in partnership with the Co-operative Party and Co-operatives UK, including the submission of evidence to the Curriculum and Assessment Review, positioning the College as the voice of the UK co-operative movement on the educational value and outcomes of co-operative learning.
- **Secured a strategic commitment from the ICA** to include specialist co-operative education providers in the Cooperative Cultural Heritage project, contributing to the identification, preservation, and promotion of co-operative heritage worldwide, including the development of a global digital map and a proposed international standard for recognising significant co-operative sites and traditions.
- **Influenced mainstream curriculum development** through an invitation to work with the Association for Citizenship Teaching, contributing content on co-operation for consideration within the revised programme of study for citizenship education in England.
- **Received national recognition for sector leadership,** with the College's CEO. Jacqui Thomasen, invited to attend the King's Garden Party at Buckingham Palace, hosted by His Majesty King Charles III, in recognition of contributions to education.
- **Provided international thought leadership** at the International Co-operative Alliance (ICA) Global Co-operative Conference in New Delhi, attended by more than 3,000 practitioners and opened by Prime Minister Narendra Modi, where Jacqui Thomasen was invited to speak on Mainstreaming Co-operative Education as part of the formal launch of the UN International Year of Co-operatives 2025.

- **Engaged with government and sector leaders** through representation at a Downing Street reception hosted by the Secretary of State for Business and Trade, marking the UN Year of Co-operatives and reinforcing government commitments to sector growth, inclusive economic development, and the role of co-operative and mutual enterprises.
- **Maintained strong sector-wide engagement** through active participation in major co-operative movement events, including Co-op Futures, the Co-operative Party Conference, Retail Conference, the Practitioners Forum (where the College led a session on organisational change), and Co-op Congress at Rochdale Town Hall, strengthening dialogue and knowledge exchange with co-ops and co-operators across the UK.

International co-operative development (ICD)

This strategic theme focuses on strengthening international co-operative solidarity and supporting co-operative development through partnership, knowledge exchange, and practical collaboration. The College plays an active role in international co-operative development, contributing expertise, convening partners, and supporting initiatives that promote sustainable development, social justice, and resilient co-operative economies. During the year, activity prioritised leadership within international co-operative networks and deepened long-standing partnerships, particularly in the context of the UN International Year of Co-operatives 2025.

Key highlights of the year included that we:

- **Provided international leadership within global co-operative development structures,** with the College's Head of International Partnerships, Dr Sarah Alldred, co-leading the International Co-operative Development Platform (ICDP) committee meeting at the International Co-operative Alliance Conference in New Delhi, in her capacity as an ICA ICDP Executive Committee member, and contributing to the Co-operatives Europe Development Platform (CEDP) committee.
- **Deepened learning and global solidarity through field engagement,** including a visit to SEWA Cooperative Federation in Ahmedabad alongside Co-op News, enabling first-hand insight into co-operative approaches to sustainable development, poverty alleviation, and women's economic empowerment. Learning from the visit has been shared widely across the movement, building on the UK co-operative sector's £100,000 solidarity fundraising effort to support SEWA during the pandemic.
- **Supported the establishment and launch of the Fund for International Co-operative Development,** formally launched in Rochdale in December 2024 to mark 180 years of the modern co-operative movement. As a key member of the International Co-operative Working Group convened by Co-operatives UK, the College played a significant role in the planning, coordination, and delivery of this initiative. The Fund provides humanitarian assistance in contexts of conflict and disaster, supports co-operative development in post-crisis recovery, and promotes inclusive and resilient economies through co-operative models.

2025
International Year of Cooperatives

- **Strengthened long-term international partnerships** through the continued delivery of the Our Malawi Partnership, working with Central Co-operative and the Malawi Federation of Co-operatives to improve livelihoods and build solidarity networks. As the third year of the partnership concluded, the College welcomed senior representatives from the Malawi Federation of Co-operatives to Manchester to participate in the Festival of Co-operation, showcase the partnership, and lead a session at Co-op Congress.

Strategy impact review 2022-2025

Year end (31 July 2025) saw the conclusion of the three-year strategy launched in 2022.The table below provides an overview of deliverables against the eleven performance indicators set out at the beginning of the strategic period.

Performance indicator:	Co-operative learning	Youth empowerment	International co-operative development	Networks of knowledge
We'll develop and deliver a co-operative learning approach	Refined and articulated a co-operative learning approach through action research using collaborative methods with a range of learners in different contexts; broadened reach through showcasing the learning approach at other values-led organisational events such as 'The Gathering'	Adapted our co-operative learning approach to meet the needs of young people, blending appropriate use of technology with face-to-face methods	Shared learning methodology with other educators through presentations and collaborations including Zambia Co-operative College, Co-operative College of Philippines, UKSCS conference (Sept 2023)	Published 'Eau de Co-operation: An exploration of the essence of co-operative learning' in the Journal of Co-operative Studies
We'll create the flexibility to meet our diverse learner needs	Re-purposed priority courses to be delivered online, face-to-face and for different durations	Created a flexible youth empowerment programme (VISION) and resources focused on the co-operative values which can be delivered by College staff, or provided through in-depth facilitator training to empower others to run projects in their area		Undertook market insight which led to the development of a suite of co-operative values-based courses that form a central pillar to all learning design; re-shaped our member benefits package to incorporate learning opportunities for members

Performance indicator:	Co-operative learning	Youth empowerment	International co-operative development	Networks of knowledge
We'll build valuable strategic partnerships	Maintained our role as learning partner of choice for Co-op Group's National Members' Council and strengthened the learning partnership with sister College of the Philippines with annual Masterclass	Built a network of delivery partners across the country to deliver Youth Co-operative Action (YCA), blending the College's co-operative expertise with their specialist knowledge of local young people and their priorities	Maintained positions as co-lead of the International Cooperative Development Platform (ICDP) at the International Cooperative Alliance (ICA) and committee membership of Cooperatives Europe Development Platform (CEDP)	Established relationships with higher education accrediting and membership bodies to raise awareness and demand for co-operative education in business schools, including the Chartered Association for Business Schools and the Principles for Responsible Management Education (PRME), a United Nations-supported initiative
We'll create innovative solutions to learning	Made all learning deliverable through in-person, online or hybrid maintaining the integrity of the co-operative learning approach	Created higher education partnerships preparing to deliver qualifications, keynote lectures, informal learning and employability skills; explored and trialled partnerships with accrediting organisations	Developed teach-meets to share our distinctive learning approach with our partners in Malawi, MAFECO	Created partnerships within higher education to be able to offer diversity and bias training in virtual reality and multi-media rich environments
We'll collaborate and share co-operative research	Established research and practice partnerships with a range of higher educational establishments and research centres who are committed to co-operative and credit union advancement	Developed Co-ops on the Curriculum Action Plan to mainstream co-operative education; delivered a nationwide campaign with Co-op Party and Co-ops UK	Hosted ICA Principle 5 online consultation and co-chaired a session at Co-op Congress to understand and grow the role of co-op education as a key differentiator within the co-op identity as an input to the ICA call for evidence	Proud partners of the ICA Research Conference held at Dundee University and hosted a group of academics from Brazil on an Immersive Co-operative Experience in Manchester following the conference

Performance indicator:	Co-operative learning	Youth empowerment	International co-operative development	Networks of knowledge
We'll advocate for the development of co-operative education	Contributed to the Curriculum and Assessment Review on the need for co-operative education and attended a reception at 10 Downing Street to reinforce the need for education as a critical success factor in doubling the size of the co-op economy	Established a relationship with the Association of Citizenship Teachers to begin influencing for inclusion of co-operation and co-operativism in citizenship curriculum as the voting age changes to 16 in the UK	Established the Global Co-op College Network with five partners across four continents to expand the practice of co-operative learning	Presented Co-ops on the Curriculum advocacy work designed to mainstream co-operative education at the 2024 ICA Global Conference in New Delhi, alongside sister colleges, universities and federal organisations
We'll facilitate transformative international co-operative projects	Hosted a ministerial visit from Zambia to support analysis of what might be needed to build the co-operative infrastructure, resulting in the design of a learning programme for consideration	Developed 'What is a co-operative?' for young people in Eswatini, Laos and Colmbia in partnership with DGRV	Ongoing partner in Our Malawi Partnership programme with Central Co-op and MAFECO which works in solidarity to support co-operative development in Malawi through co-op-to-co-op trade, promoting fair trade, building farmer capacity through training, strengthening co-operatives, increasing income, and improving community infrastructure	Rooted in our long-standing expertise in ICD, we have been a key partner in forming the Fund for International Co-operative Development, through Co-op UK's Internatonal Co-operative Working Group (launched December 2024)
We'll adopt more effective evaluation methods	Established evaluation as standard across all learning programmes, including stakeholder feedback and tutor reflections to support continous quality improvement; included in Board reporting as a performance measure	Undertook evaluation for all Youth Co-operative Action programmes, resulting in a youth-led video of celebration of change to close the programme	Developed quarterly and annual evaluation and reporting for Our Malawi Partnership measuring progress against the UN SDGs	Undertook motivations and sentiments insight with our members

Performance indicator:	Co-operative learning	Youth empowerment	International co-operative development	Networks of knowledge
We'll focus more of our projects on disadvantaged youth	Delivered final cohorts of the Youth Co-operative Action (YCA) programme in London, Rochdale and Lowestoft	Developed VISION - a more flexible successor to YCA to reach more young people; Incorporated our youth programme into mainstream learning offer	Delivered 'What is a co-operative?' for young people in Eswatini, Laos and Colmbia in partnership with DGRV	Shared our experience and learnings through conferences, study tour sessions, and webinars
We'll work together with co-operative funders	Secured projects funded by the DGRV, International Raiffeisen Union, and Swoboda Research Centre	Youth work was supported through co-operative funding from the Co-op Foundation	International development work was supported by co-operative funders including Central Co-op and Co-ops UK	Invested significant time in reconnecting with the co-operative movement, understanding needs and what is realistic and mutually beneficial
We'll get it right for our people	Operated a values-based recruitment approach to build a co-operative and high trust culture	Committed to sharing openly our financial and strategic position and supporting colleagues on the choices they make informed by that understanding	Developed a comprehensive professional development review process for all colleagues which seeks to actively identify progression pathways	Developed new ways of working which seek to connect us, enhance wellbeng, share best practice and equip us to work optimally in a home-based environment

Significant event and future plans

Significant event

As reported in last year's Annual Report (*Significant events after the reporting period*), the College's strategic partnership with the University of Dundee was unilaterally terminated as a result of the University's financial crisis. This brought the jointly delivered Postgraduate Certificate in Co-operative Leadership to an end. The termination resulted in the loss of projected income for the financial year ending 31 July 2025 and materially undermined the financial forecasts underpinning the College's pathway to sustainability in the following two years.

While there was theoretical potential to transfer the qualification to an alternative higher education institution, the timeframe required to do so – typically 18-24 months due to regulatory and quality assurance processes – made this unviable given the level of remaining endowment and unrestricted reserves.

The loss of this income stream, combined with increasingly challenging market conditions, necessitated an urgent reassessment of the College's operating model.

Immediate consequences and actions

- An emergency meeting of the Board of Trustees was convened, resulting in the establishment of a delegated subcommittee – the Transition Committee (TRANSCo) – tasked with developing alternative target operating models for the College.
- In light of the scale and potential impact of the income loss, the termination of the partnership was reported to the Charity Commission as a Serious Incident. The Charity Commission acknowledged the report and confirmed that no further action was required.
- As the termination of the Dundee partnership meant the College was no longer operating in Scotland, the College de-registered from the Office of the Scottish Charity Regulator (OSCR). The College's registration with the Charity Commission permits continued delivery in Scotland.
- The College's Executive Team and Leadership Team model, provided a stable framework for maintaining business-as-usual operations while a strategic review was undertaken. Clear role delineation enabled continuity and focus, with the Chief Executive Officer leading the development of the new target operating model, supported by the Head of Engagement, while the Principal retained responsibility for delivery of core activities, supported by the Head of International Partnerships.

To support this transitional phase, the Chief Executive Officer's contract was temporarily increased to full-time (from a substantive 0.8 FTE), enabling effective oversight of both strategic development and organisational leadership during a period of change.

The process

A comprehensive financial and operational review was undertaken across the College during the year to assess value creation, efficiency, and cost recovery, and to evaluate the extent to which each area of activity was delivering mission-aligned impact, financial contribution, and strategic value.

The findings were reviewed against historical performance to test the assumptions underpinning previous strategic investments and to identify where anticipated outcomes had not been realised. This analysis highlighted structural challenges within the College's operating model. In particular, it became clear that the level of back-office and overhead costs could not be sustainably supported by learning income alone. While the International co-operative development (ICD) portfolio continued to attract external funding, it did not achieve full economic recovery and had not experienced growth in recent years. In addition, changes to the College's approach to delivering higher education resulted in a skills base that could no longer be fully deployed.

These internal factors were compounded by a challenging external environment. Rising costs across the sector, including increases in National Insurance and the Living Wage, alongside cost-of-living pressures affecting clients and partners, cyber-security incidents, and sector consolidation, contributed to delayed or cancelled contracts. Taken together, this reduced the volume and certainty of work available and constrained the College's ability to operate sustainably under its existing model.

In response, the Board, and the specially convened TRANSCo, undertook a thorough appraisal of alternative operating models. Options considered included mergers, partnerships with charitable organisations, higher education, further education and private training providers, immediate wind-up with transfer of resources, and other structural arrangements. Following careful consideration, two viable options were identified that would enable the College to steward its remaining resources responsibly while continuing to advance its charitable objects:

1. To establish a strategic partnership, short of merger, with an aligned membership organisation, enabling the transfer of the College's learning portfolio (including study visits) and associated staff, while benefiting from shared infrastructure and economies of scale across membership, marketing, sales, and finance; or
2. To cease direct delivery and transition to a grant-giving model, supporting co-operative education through funding partner organisations.

The Board approved the first option in principle, on the basis that it offered the greatest potential to sustain benefit for the College's beneficiaries, contribute to the wider co-operative movement, and retain elements of the College's workforce.

Co-operatives UK was subsequently identified as the preferred strategic partner, reflecting strong alignment of mission and values. We are grateful to Co-operatives UK for the immediacy with which they responded to our situation and willingness to enter into discussion. On 20 January 2025, the Board approved the commencement of formal discussions. This was followed by a period of detailed due diligence and information sharing, culminating in an agreement in principle and the signing of Heads of Terms to begin the development of a Service Level Agreement (SLA) to create a single, co-ordinated point for co-operative learning provision.

To enable the development of the proposed Service Level Agreement (SLA), Co-operatives UK advised that a contribution was required to resource the work (commencing August 2025). The payment was agreed as part of the process to eliminate the College's deficit in the coming years and reflected the allocation of senior leadership and specialist staff time, the use of external professional services (including legal, financial and human resources expertise), and the reservation of accommodation capacity that would be required should the SLA proceed to implementation (for full details refer to note 27 of the Notes to the Financial Statements).

The Board approved this expenditure in recognition of Co-operatives UK's responsibility to manage its own financial risk and this approach ensured that Co-operatives UK would not be financially disadvantaged should the partnership not progress beyond the development phase; enabling the Boards to remain objective in their decision making.

Given the nature of the proposed partnership and the absence of alternative providers with the requisite alignment and capability, the contract was awarded outside the College's standard procurement process. The outcome of this work falls outside of the financial year and as such is concluded in the section: *Significant events after the reporting period*

Consultation and engagement

In parallel with the review and development of the College's future operating model, extensive consultation and engagement were undertaken with key stakeholders. The Board is grateful to the College's members and wider stakeholder community for their constructive, thoughtful and sustained engagement throughout this period, which informed and strengthened the decision-making process.

Engagement activity during the year included the distribution of five member e-bulletins, two surveys, two online engagement meetings, and a significant number of individual discussions conducted through meetings, telephone conversations and written correspondence.

In addition, targeted membership insight work was undertaken to better understand the motivations, expectations and concerns of both organisational and individual members. This evidence played an important role in shaping internal deliberations and in informing discussions with Co-operatives UK, as well as wider consideration of the College's future operating model.

Significant events after the reporting period

Staffing base
The financial year 2025-26 commenced on 1 August 2025. In light of the College's financial position, a reduced pipeline of work, and the findings of the earlier comprehensive operational review, a formal consultation was initiated in August 2025 in relation to the existing operating model. This process ran in parallel with work to develop a future target operating model.

Following the conclusion of the consultation, four roles were identified as redundant: Principal, Head of International Partnerships, Education Technologist, and one Education Practitioner.

Following the conclusion of the consultation, four roles were identified as redundant: Principal, Head of International Partnerships, Education Technologist, and one Education Practitioner.

Target operating model
Following the development of a proposed Service Level Agreement (SLA) with Co-operatives UK, the Board carefully considered this option intended to reduce operating costs and create a more integrated approach to co-operative learning and development in the UK. While the discussions were constructive and detailed, the Board ultimately decided not to progress with the proposed SLA.

This decision was taken in light of the College's current financial position and a detailed assessment which concluded that, within the lifetime of the proposed agreement, the model would not remove the need for continued drawdown of funds. As a result, the Trustees determined that the arrangement would not sufficiently mitigate the longer-term financial risks facing the College.

The College is grateful to Co-operatives UK for their thorough approach to budgeting, forecasting and financial analysis, and recognises the importance of their responsibility to protect their own financial position. However, as a registered charity, the College must act in accordance with charity law and the expectations of the Charity Commission. On balance, the Trustees concluded that the residual financial risk remained too high, with the possibility that the College could still face wind-up at the conclusion of the SLA period.

Following consultation with members, key stakeholders, and UK and international partners, the Board has agreed a new operating model designed to enable the College to continue delivering its charitable objects in a financially responsible and sustainable way.

Under this model, the College will transition to a non-staffed organisation. It will continue to advance co-operative education through a combination of free online learning provision, making best use of its specialist learning resources developed over many years, alongside a partnership-led approach to learning delivery. In addition, the College will establish a new grant-giving programme, administered by the Trustees, to support co-operative education and development.

Together, these elements will allow the College to continue fulfilling its charitable purposes and to uphold Co-operative Principles 5 (Education, Training and Information) and 6 (Co-operation among Co-operatives). The College will retain staff for as long as required to complete all contracted commitments and to put in place the necessary governance, systems and frameworks to support a successful transition. The transition to the new operating model is expected to be completed by 31 July 2026.

Future plans

In light of the proposed transition, the College's priorities for the academic year 2025/26 are to:

- **Continue to deliver high-quality learning and support**, ensuring an excellent service and learner experience across all contracted education provision.
- **Establish a lasting learning legacy**, through the development of free learning resources and courses delivered in partnership with the Open University.
- **Establish strategic partnerships and relationships** to support the College's future operation as an unstaffed charitable organisation.
- **Develop a future-focused membership proposition** that meets the needs of individuals and organisations.
- **Review feasibility of an associate programme** to extend learning delivery in an unstaffed College model.
- **Design and implement a grant-giving programme to deliver our charitable objects in the future**, in collaboration with members, which will support the advancement of co-operative education.
- **Support colleagues through transition,** providing appropriate resources, guidance and opportunities to prepare for the next stages of their careers.

The Trustees and Executive Team are grateful for the continued support of the College's members, partners and colleagues, and extend their sincere thanks during this period of transition.

Chris Jardine
On behalf of the Board of Trustees

Jacqueline Thomasen
Chief Executive Officer

FINANCE REPORT

Contents

Overview of financial results

Background

The year to July 2025 was the final year in which the College was operating under the latest strategy which launched in 2022. The three-year strategy had clarified four areas of focus for the College during the period from 2022-2025, three of which were immediately linked to income generation (Co-operative learning, International co-operative development, and Youth empowerment), with a fourth (Networks of knowledge) focusing on reputational enhancement designed to support financial growth over the longer term.

The overall deficit recorded for the year to July 2025 was £320,407, which includes investment gains of £57,054. Over the last few years, the net movement in funds had been decreasing year on year however, in 2024-25 this has increased by 58.7% compared to the overall deficit of £201,902 recorded in 2023-24.

The significant shortfall in income is due to several significant factors. Most notably, the unilateral termination of the partnership with the University of Dundee (as referenced above in detail), and the impact of the announcement of the review of the College's operating model as a result of this exogenous shock. The College committed to transparency with its stakeholders and therefore made members aware, but this may also have influenced subsequent purchasing decisions. Further, the capacity for business development was significantly reduced because of the need for the CEO to focus on developing the future target operating model. These factors, combined with the difficult trading environment for many of our clients and partners created a shortfall in income.

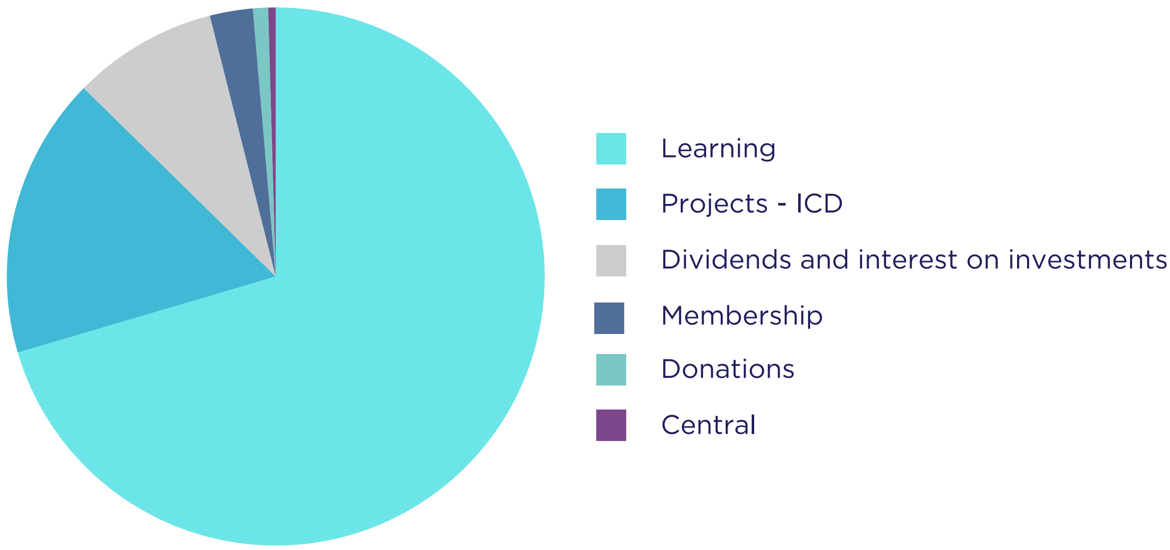
As with previous years, the College received no government funding, and no core funding was received from the co-operative movement. The College made limited and ultimately unsuccessful attempts to grow grant income which remained elusive due to the very limited capacity of staff with the requisite experience and the ongoing challenge of holding £1M+ in restricted funds.

Given the College's lean staff base and operation of a four-day week (excluding the CEO's temporary increase in hours), with a small office base, there were very limited options for further cost reduction. Minor cost savings were made through changing suppliers for elections, partnering across New Era for preferential hotel rates and creating digital membership welcome packs.

Performance

Total income for the year to July 2025 was £264,862, made up of £241,073 income from charitable activities, £551 from donations and legacies, and £23,238 from investments.

Total income by type 2024-25



Learning income decreased by 13.9% in 2024-25 to £187,889. Income from this area of work reflects both workshops and bespoke training programmes delivered to a wide range of clients and partner organisations across the UK and overseas, and in particular, international study visits continued to be a significant source of learning income, drawing on the movement's heritage, Greater Manchester's vibrant co-operative ecosystem, and the College's distinctive blend of reputation and innovative pedagogy.

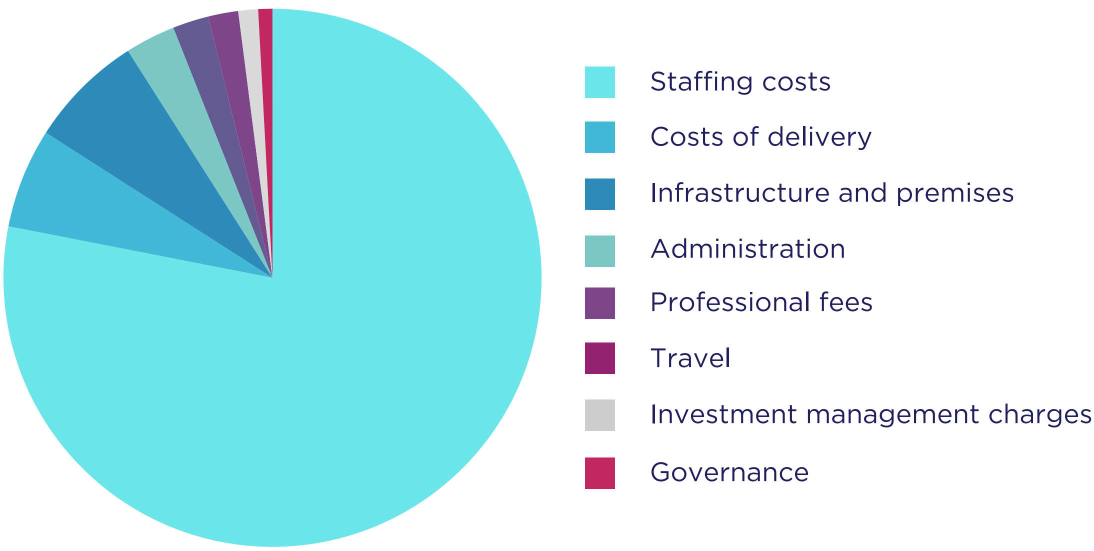
In January 2025, the announcement that the ICA General Assembly would be hosted in Manchester alongside Co-op Congress and create the first Festival of Co-operation created a scheduling overlap with the College's planned Immersive Co-operative Experience, designed for the UN International Year of Co-operation. While the Festival provided a valuable platform to showcase the College's offer, ICA requirements meant that activities could not be charged for. As a result, staff time was redirected to designing and delivering learning events that generated no direct income. The College is grateful to Co-op Group for covering the associated direct costs and staff time. Encouragingly, the Festival strengthened the pipeline of future study-tour enquiries.

Project income in 2024–25 decreased by 40.2% to £45,096. During the year, the College received grant funding from Co-operatives UK for coordination and associated work relating to the International Co-operative Working Group (ICWG). The College also continued to manage the 'On the Ground Development' strand of the Central Co-op–funded International Co-operative Development Project, Our Malawi Partnership. Income associated with this project had been received in advance in the prior financial year, in line with the grant agreement. As a result, the reduction reflects the grant's payment profile and income recognition timing, rather than a reduction in delivery.

Membership income reduced by 12.4% from £7,872 to £6,893. This is in part due to the College's review process as members were not yet clear on the College's future strategy. Insight gained from our member survey was particularly helpful in clarifying motivation for individual membership and we used this to tailor our offer appropriately. The revised offer now provides increased opportunities for engagement and recognition in the decision making around co-operative education and the College's operation,. We also corrected a wrong assumption, where in the previous year we had made changes to our membership offer to alignige it more explicitly to our learning offer, for which there had been no uptake or interest.

We would like to take this opportunity to thank all of our individual and organisational members for continuing to support the work of the College, particularly in this year of change.

Total expenditure by type 2024-25



Total expenditure in the year to July 2025 was £642,323, made up of £601,928 expenditure on charitable activities, £20,324 on raising funds and £20,071 on restructuring costs. This reflects an overall decrease of £45,385 from the prior year, mainly due to a 56.4% reduction in costs of delivery. Other areas of expenditure including administration, infrastructure and professional fees have increased during the year, as well as staffing costs which have increased slightly by £1,578 despite the overall headcount reducing from 10.6 FTE to 9.7 FTE during the year. The restructuring costs of £20,071 incurred during the year relate to the process of reviewing the College's operating model, which the Trustees and Executive Team began working on in January 2025, and as of the year-end this review was still underway.

Balance sheet

The College balance sheet shows net assets of £1,106,819. Virtually all available funds are invested in Sustainable Diversified Funds with Royal London. These investments are liquid, allowing us to withdraw funds (if necessary) within a couple of days, thereby enabling us to protect any funds held for specific purposes should there be a significant de-valuation in investment value. To 31 July 2025, we have continued to add funds to specific project monies held through our investments.

Investments

Investment policy

The Board of Trustees have agreed that funds be invested in order that the interest and dividends arising be used in the furtherance of the object of the Charity and to achieve capital growth of funds in the medium to long term, so that the income-generating potential of the fund is not compromised.

It is recognised that the College does not have expertise in making longer-term investment decisions and, as such, has appointed investment advisers to manage the College's portfolio.

Investment performance

Investments have been held in Royal London Asset Management's Sustainable Diversified Fund for a number of years. This is a mixed portfolio, which falls into the 40% to 60% level of shares category. Typically, the mix has been almost 60% equity with the remainder earning fixed rates of income. The value of our investments held in Royal London's Sustainable Diversified Fund reflected a gain of £57,054 in the year to July 2025. The general performance of the Royal London Sustainable Diversified Fund that we have invested in has been exceptional, with gains achieved in every year apart from 2021-22. Therefore, we believe that, long term, this remains an appropriate investment.

Reserves

Reserves policy

In previous years, the Trustees have determined that the minimum level of unrestricted reserves to be held should be at least three months' operating expenditure and costs of delivery, allowing the College to cover such costs in the most extreme absence of income. The minimum level is normally calculated each year after approval of the annual budget and review of expected year-end reserves.

On the basis outlined above, at the start of the financial year to July 2025 the minimum level of unrestricted reserves to be carried through 2024-25 was £200,000. However, by the end of the 2024-25 financial year the Co-operative College Fund (endowment fund) was fully utilised and as such, the level of unrestricted reserves remaining at the year-end is £24,711. Of these unrestricted funds, £3,613 would only be realised by the sale of fixed assets, thereby leaving £21,098 as free reserves. As a result, the College is in consultation with the Charity Commission with regard to unrestricting the Co-operative Pioneers Memorial Fund to support the solvent transition to a new operating model of the College.

Total reserves as at 31 July 2025 were £1,106,819, with restricted funds making up £1,082,108 and unrestricted funds of £24,711. Movements in funds and more detail on the purpose of specific funds can be found in note 22 of the Notes to the Financial Statements.

Annual reserves management

The methodology for managing reserves throughout the year seeks to recognise two factors. Firstly, the uneven pattern of income and expenditure throughout the year and secondly, the recognition of investment gains/losses only on an annual basis.

Considering these factors, quarterly transfers are made from the Co-operative College Fund to unrestricted reserves, when required, to maintain unrestricted reserves at the minimum level throughout the year. At year-end, upon recognition of investment gains/losses for the year, a final transfer to/from the Co-operative College Fund will be agreed by the Board of Trustees.

However, as mentioned previously, the Co-operative College Fund was fully utilised by the end of 2024-25 and the College is in consultation with the Charity Commission with regards to unrestricting the Co-operative Pioneers Memorial Fund to support the solvent transition to a new operating model of the College.

At the time of writing, the College is finalising its future structure and approach to reserves management. Trustees, through the Audit and Risk Committee, will continue to exercise oversight of reserves and fund movements via quarterly management accounts throughout 2025-26, with formal arrangements to be confirmed following the Charity Commission's decision.

Annual review of reserves policy and long-term plans

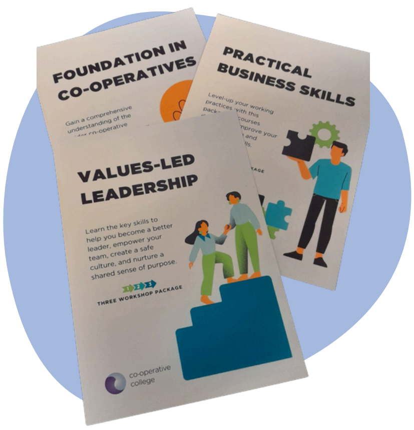
At the time of writing, the College's restructuring plans were ongoing and the outcome of its application to unrestrict the Co-operative Pioneers Memorial Fund had not yet been confirmed. As a result, the annual review of the reserves policy and long-term plans had not yet been completed. The review will be undertaken once these matters are resolved, and Trustees have deferred the review to ensure it is informed by the final restructuring position.

Going concern

At the reporting date, the College held unrestricted reserves of £24,711 and restricted funds of £1,082,108. These funds are invested for income and long-term growth but can be accessed within two working days if required. The College is currently in active consultation with the Charity Commission regarding the potential of changing the Co-operative Pioneers Memorial Fund to an unrestricted fund in order to support a solvent transition to a revised operating model.

The accounts have been prepared on a going concern basis. However, the Trustees recognise that a material uncertainty exists which may cast significant doubt on the College's ability to continue as a going concern, arising from the planned transition during the 2025-26 financial year to a new operating model. The College's ability to continue operating beyond this period is dependent on the successful implementation of this transition and, in part, on the outcome of discussions with the Charity Commission regarding the use of restricted funds.

The Trustees have concluded that the going concern basis of accounting remains appropriate, having regard to the level of restricted funds held, the short-term liquidity of investments, and the planned and controlled nature of the transition. The Annual Report seeks to provide transparent disclosure of the material uncertainties affecting the College and includes, where appropriate, further disclosure under Significant events after the reporting period.



STRUCTURE, GOVERNANCE AND MANAGEMENT

Contents

Governance

Governance of the Co-operative College is the responsibility of the Trustees, who act in an unpaid capacity.

Trustees meet at least four times a year as a collective with further ad-hoc meetings and sub-committees meeting when required. The Audit and Risk Committee (ARCo) meet on a quarterly basis. All meetings are attended by the Chief Executive Officer and Principal, and, where appropriate, other colleagues.

The Chief Executive and Principal provide first-line leadership, and together are described as the Executive Team. These roles provide a co-leadership model for the College and provide clear leadership in policy making, strategic planning and executive management to deliver the College's objectives and ambitions. The Chief Executive Officer and Principal are supported by a Leadership Team, which includes the Head of International Partnerships, Sarah Alldred, and the Head of Engagement, Hayley Street, who are accountable for specific areas of the College's work.

During the year to July 2025, the Executive Team comprised:

Name	Role	Length of service
Jacqueline Thomasen	Chief Executive Officer	Two years, nine months: • 19 months - Director of Operations and Business Development (until 31 May 2024) • 14 months – Chief Executive Officer (from 1 June 2024)
Alison Longden	Principal	Four years, one month: • 12 months – Head of Learning (until 30 June 2022) • 23 months – Director of Learning and Teaching (until 31 May 2024) • 14 months – Principal (from 1 June 2024)

In July 2024 the change of structure to a co-leadership model was implemented creating two separate roles of Chief Executive Officer (primarily responsible for governance and operational leadership) and Principal (primarily responsible for academic leadership) on an interim basis to 31 December 2025 in the first instance. Following the significant events that occurred in the financial year 2024-25, this model was re-evaluated in June 2025 based on income levels and forecast and the decision was made to revert to a single point of leadership in the CEO position.

Remuneration for the Executive staff team is determined via the College's Reward and Recognition Policy whereby all colleagues' roles are evaluated against specific role and salary bands. The roles of the Chief Executive Officer and Principal are external to these salary bands and are determined via the College's Remuneration and Employment Committee, with reference to market conditions and specific skill sets.

In 2024-25 because of the increase in contracted hours (from 0.8 FTE to 1.0 FTE) to manage both business as usual and the transition work, this meant that the CEO's total remuneration (excluding National Insurance and pension contributions) exceeded £60,000, falling within the £60,000 - £70,000 salary band (for full details please refer to note 12 of the Notes to the Financial Statements).

Risk management

The College's Trustees and management have a clear responsibility for:

- Identifying risks facing the business
- Putting in place actions and procedures to mitigate and control risks
- Monitoring risks

All risks are assessed against a framework of impact and likelihood. Each risk is attributed to a member of the College Leadership Team to monitor. The risk is detailed, controls identified, mitigating factors considered, and any further actions to be taken identified, together with a consideration of the level to which we are able to reduce the risk. Re-assessment against the framework is undertaken for each risk and the risk register updated accordingly.

The Audit and Risk Committee meets every quarter, and these meetings are a channel for risks to be reviewed, and for updates and recommendations to be made to the full Board of Trustees.

Internal controls

The Trustees are ultimately responsible for the College's system of internal control and reviewing its effectiveness. However, such a system is designed to manage rather than eliminate the risk of failure to achieve the Charity's business objectives and can provide only reasonable, and not absolute, assurance against material misstatement or loss.

Key controls in place include:

- Clearly defined lines of responsibility and delegation, formalised in a Schedule of Delegations (reviewed annually)
- Clear approval processes for transactions including two signatories for all outgoings
- Budget setting and Trustee approval
- Regular review of performance against budget by Trustees
- Quarterly meetings of the Audit and Risk Committee to assist the Leadership Team in managing the operations and risks of the College; with escalation processes for significant events
- The Board adopted The Charity Governance Code in September 2024; the College benchmarked its governance framework against the Code and this is monitored quarterly by the Audit and Risk Committee.

Trustee board

Trustee method of appointment

The maximum number of Board members is 12, made up from the following categories:

- Up to seven Board members can be elected by and from the membership.
- Up to two Board members can be appointed by co-option by the Board of Governors for their particular skills and/or experience.
- One Board member who is a student/learner at the College can be nominated and elected by the students/learners.
- One Board member who is a member of the College staff can be nominated and elected by staff of the College.
- Up to one Board member can be appointed by Co-operatives UK.

One new Trustee was appointed during the year to 31 July 2025.

Board of Trustees

The Trustees for the year to 31 July 2025 and up to the point of signing the Annual Report and accounts were as follows:

Name	Category	Appointed	Further details
Simon Thomson	Individual member	13 January 2022	Reappointed 30 August 2022 Co-optee until 22 June 2023 Individual member from that date
Gregory Roberts	Individual member	13 January 2022	Co-optee until 30 June 2022 Individual member from that date Retired 10 September 2025
Rose Harvey	Individual member	13 January 2022	Reappointed 20 July 2022 Co-optee until 10 September 2025 Individual member from that date Resigned 30 January 2026
Christopher Jardine (Chair)	Individual member	13 January 2022	Co-optee until 30 June 2022 Individual member from that date Reappointed 10 September 2025

Name	Category	Appointed	Further details
Jenny de Villiers	Co-operatives UK	3 November 2022	Resigned 5 March 2026
Barbara Rainford	Organisational member	22 June 2023	
Danny Douglas	Co-opted member (Central Co-op)	3 August 2023	
Justine Balani	Co-opted member (learner member)	1 May 2024	Resigned 27 February 2025
Stacey Salt	Staff member	1 May 2024	Resigned 21 January 2025
Theresa Vaughan	Individual member	20 June 2024	Resigned 20 January 2025
Olufemi Sallyanne Decker	Individual member	20 June 2024	Resigned 29 July 2025
Catherine Darby	Staff member	6 March 2025	Resigned 15 January 2026
James Day	Individual member	10 September 2025	

Audit and Risk Committee

The membership of the Audit and Risk Committee (ARCo) is made up as follows:

- Committee Chair appointed by the Trustees
- One Trustee Board member (this Trustee was Jenny de Villiers until her resignation on 5 March 2026; recruitment in progress for new member(s) at the time of publication.)

For the year to 31 July 2025 and up to the point of signing the Annual Report and accounts, the members of the Audit and Risk Committee were as follows:

Name	Appointed - Retired	Category
James Day (Chair)	1 April 2022 -	Co-optee (non-Trustee member of ARCo) until 10 September 2025 Board member from that date
Christopher Jardine (Chair)	8 September 2022 - 13 October 2025	Board member
Jenny de Villiers	8 March 2023 - 5 March 2026	Board member

Status and charity number

The Co-operative College was founded in 1919 and is registered with the Charity Commission England and Wales as a Charitable Incorporated Organisation (registration date 6 November 2014): Registered charity number 1159105.

As recorded, the Co-operative College deregistered from the Scottish Charity Regulator (OSCR); formerly registered charity number: SCO48848, following the termination of its partnership in Scotland. The deregistration was formalised on 8 July 2025.

Governing document

The Charity is administered in accordance with a constitution for a Charitable Incorporated Organisation, registered with the Charity Commission on 6 November 2014 and amended on 16 December 2015 and 28 June 2016.

Public benefit

In planning and delivering our services and activities, the Trustees and management of the College confirm that they have complied with the duty in Section 4 of the Charities Act 2011 to have due regard to public benefit guidance by the Charity Commission in delivering the activities undertaken by the Charity.

The College's charitable objective is to *promote the education of the public, in particular, but not exclusively, by the provision and conduct of a College for the education of people in a manner consistent with the values and principles of the co-operative movement.*

The College's activities as described in this report are considered to meet the public benefit requirement as specified in the Charities Act 2011.

LEGAL AND ADMINISTRATIVE INFORMATION

Contents

Registered office

Co-operative College CIO
Holyoake House
Hanover Street
Manchester
M60 OAS

Website: www.co-op.ac.uk
Email: hello@co-op.ac.uk

Registered charity number England and Wales: 1159105
Registered charity number Scotland: SCO48848 (to 8 July 2025)

Principal advisors

Bankers
The Co-operative Bank
1 Balloon Street
Manchester
M4 4BE

Statutory auditor
Menzies LLP
One Express
1 George Leigh Street
Manchester
M4 5DL

Investment managers
Royal London Asset Management
80 Fenchurch Street
London
EC3M 4BY

STATEMENT OF TRUSTEES' RESPONSIBILITIES

Contents

Statement of Trustees' responsibilities in respect of the Trustees' Annual Report and the financial statements

Under charity law, the Trustees are responsible for preparing the Trustees' Annual Report and the financial statements for each financial year which show a true and fair view of the state of affairs of the Charity and of the excess of expenditure over income for that period. The Trustees have elected to prepare the financial statements in accordance with FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland.

In preparing these financial statements, generally accepted accounting practice entails that the Trustees:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether the recommendations of the Statement of Recommended Practice have been followed, subject to any material departures disclosed and explained in the financial statements;
- state whether applicable accounting standards 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 its activities.

Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The Trustees are required to act in accordance with the trust deed of the Charity, within the framework of trust law. They are responsible for keeping proper accounting records, sufficient to disclose at any time, with reasonable accuracy, the financial position of the Charity at that time, and to enable the Trustees to ensure that, where any statements of accounts are prepared by them under section 132(1) of the Charities Act 2011, those statements of accounts comply with the requirements of regulations under that provision. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the Charity and to prevent and detect fraud and other irregularities.

Approved by the Trustees on 5 March 2026 and signed on their behalf by:

Chris Jardine (Chair)
On behalf of the Board of Trustees

INDEPENDENT EXAMINER'S REPORT

Contents

Independent examiner's report to the Trustees of the Co-operative College

I report to the Charity Trustees on my examination of the accounts of the Charity for the year ended 31 July 2025.

Responsibilities and basis of report

As the Charity's Trustees you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the charity's accounts carried out under section 145 of the Act and in carrying out my examination I have followed all the applicable directions given by the Charity Commission under section 145(5)b of the Act.

Independent examiner's statement

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 Co-operative College as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 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.

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.

Helen Binns

Helen Binns FCA
Chartered Accountant
Menzies LLP
One Express
1 George Leigh Street
Manchester M5 4DL

24 March 2026

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

Contents

Co-operative College Statement of Financial Activities for the Year Ended 31 July 2025

	Notes	Year Ended 31 July 2025 Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds 2025	Year Ended 31 July 2024 Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds 2024
		£	£	£	£	£	£	£	£
Income									
Donations and Legacies	2	551	-	-	551	10,303	-	-	10,303
Charitable Activities	4	172,113	68,960	-	241,073	207,686	93,931	-	301,617
Investments	5	4,561	18,677	-	23,238	9,586	18,544	-	28,130
Total Income		**177,225**	**87,637**	**0**	**264,862**	**227,575**	**112,475**	**0**	**340,050**
Expenditure									
Raising Funds	9	12,798	7,526	-	20,324	21,962	7,020	754	29,736
Charitable Activities	8	479,102	122,826	-	601,928	450,817	207,156	-	657,973
Restructuring Costs	10	-	20,071	-	20,071	-	-	-	0
Total Expenditure		**491,900**	**150,423**	**0**	**642,323**	**472,779**	**214,176**	**754**	**687,709**
Gains/(Losses) on Investments	16	1,273	55,781	-	57,054	22,586	111,227	11,944	145,757
Net Income/(Expenditure)		**(313,402)**	**(7,005)**	**0**	**(320,407)**	**(222,618)**	**9,526**	**11,190**	**(201,902)**
Transfers Between Funds	22	138,113	-	(138,113)	-	187,618	-	(187,618)	-
Net Movement in Funds	**22**	**(175,289)**	**(7,005)**	**(138,113)**	**(320,407)**	**(35,000)**	**9,526**	**(176,428)**	**(201,902)**
Reconciliation in Funds									
Funds Brought Forward		200,000	1,089,113	138,113	1,427,226	235,000	1,079,587	314,541	1,629,128
Total Funds Carried Forward		**24,711**	**1,082,108**	**0**	**1,106,819**	**200,000**	**1,089,113**	**138,113**	**1,427,226**

Co-operative College Balance Sheet as at 31 July 2025

	Notes	Total Funds 31 July 2025 £	Total Funds 31 July 2024 £
Fixed Assets			
Tangible Assets	15	3,613	4,690
Investments	16	496,015	1,246,658
Total Fixed Assets		**499,628**	**1,251,348**
Current Assets			
Stock	18	886	1,549
Debtors and Prepayments	17	30,232	76,655
Investments	16	590,000	175,000
Cash at Bank and in Hand	24	32,353	50,750
Total Current Assets		**653,471**	**303,954**
Liabilities			
Creditors: amounts falling due within one year	19	46,280	128,076
Net Current Assets		**607,191**	**175,878**
Net Assets		**1,106,819**	**1,427,226**
The Funds of the Charity			
Endowment Funds	22	-	138,113
Restricted Funds	22	1,082,108	1,089,113
Unrestricted Funds	22	24,711	200,000
Total Charitable Funds		**1,106,819**	**1,427,226**

The financial statements on pages 44 to 63 were approved and authorised for issue by the Board of Trustees on 5 March 2026 and approved on its behalf by

Chris Jardine
Chair of the Board of Trustees

Co-operative College Cash-flow Statement for the Year Ended 31 July 2025

	Notes	Year Ended 31 July 2025 £	Year Ended 31 July 2024 £
Cash Flows from Operating Activities:			
Net Cash Used in Operating Activities	**23**	**(425,873)**	**(386,274)**
Cash Flows from Investing Activities:			
Dividends and Interest from Investing		23,238	28,130
Purchasing of Plant and Equipment		(762)	(5,239)
Proceeds from Sale of Plant and Equipment		-	388
Proceeds from Sale of Investment		385,000	325,000
Net Cash Provided by Investing Activities		**407,476**	**348,279**
Change in Cash and Cash Equivalents in the Reporting Period		**(18,397)**	**(37,995)**
Cash and Cash Equivalents at the Beginning of the Reporting Period		**50,750**	**88,745**
Cash and Cash Equivalents at the End of the Reporting Period		**32,353**	**50,750**

Notes to the Financial Statements for the Year Ended 31 July 2025

1. Accounting policies

a Basis of preparation and assessment of going concern

The financial statements of the Charity, which is a public benefit entity under FRS 102, have been prepared under the historical cost convention, modified for the revaluation of the investment portfolio which is held at market rate, in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the 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 and the Charities Act 2011.

At the reporting date, the College held unrestricted reserves of £24,711 and restricted funds of £1,082,108. These funds are invested for income and long-term growth but can be accessed within two working days if required. The College is currently in active consultation with the Charity Commission regarding the potential of changing the Co-operative Pioneers Memorial Fund to an unrestricted fund in order to support a solvent transition to a revised operating model.

The accounts have been prepared on a going concern basis. However, the Trustees recognise that a material uncertainty exists which may cast significant doubt on the College's ability to continue as a going concern, arising from the planned transition during the 2025-26 financial year to a new operating model. The College's ability to continue operating beyond this period is dependent on the successful implementation of this transition and, in part, on the outcome of discussions with the Charity Commission regarding the use of restricted funds.

The Trustees have concluded that the going concern basis of accounting remains appropriate, having regard to the level of restricted funds held, the short-term liquidity of investments, and the planned and controlled nature of the transition. The Annual Report seeks to provide transparent disclosure of the material uncertainties affecting the College and includes, where appropriate, further disclosure under '*Significant events after the reporting period'* (page 19) *and* note 27 '*Non-adjusting post balance sheet events*' (page 63)

All values within the annual report and accounts are reported in £ sterling.

b Funds structure

The College has three types of fund. Unrestricted funds which can be spent in any manner appropriate to the furtherance of the general objectives of the Charity. Restricted funds are those where the funder has provided for the funds to be spent in furtherance of a specified charitable purpose and often relate to funding for a particular project. The College also has an expendable endowment fund: the Co-operative College Fund, resulting from the sale of property originally purchased with funds gifted by the co-operative movement. The funds are invested in order that the interest and gains arising can be used to support the College in the furtherance of co-operative education. The Trustees reserve the right to release funds from the endowment for strategic purposes. During the financial year funds were released to support College operations in line with the agreed strategic plan, and by the end of the 2024-25 financial year this fund had been fully utilised. Details of each fund and the transactions taking place in the year can be found in note 22 to the accounts.

c Critical accounting judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates. The following judgements (apart from those involving estimates) have had the most significant effect on amounts recognised in the financial statements:

i) Income recognition

All income is recognised when there is an entitlement to the funds, the receipt is probable and the amount can be measured reliably. Grants are recognised when received or in accordance with the conditions set by the funding provider. Project income is recognised on actual work completed to the end of the period. Donations are recognised when the College receives the funds.

The measurement of actual work completed on a project takes into account a number of factors. Where outputs directly related to income can be identified as complete the income is recognised in full. Otherwise, timesheets of staff and invoices of associates are used to determine the progress of each identifiable strand of work. Where a particular strand of work within the project is deemed to progress evenly between two points of time, income is allocated evenly over that period of time. All allocations of income to the accounting period are confirmed to available project reporting and agreed with project management.

Where entitlement to funds is not yet due or due in full because conditions for its entitlement are not met then such income is deferred to the extent that entitlement has not yet been earned. Measurement of that extent is in accordance with the most appropriate basis as detailed above.

ii) Expenditure

Expenditure is recognised on an accruals basis and is spent in line with the appropriate income, or in the case of core costs (staffing, rent etc.) in line with invoices and contracts of employment. Charitable expenditure enables the Co-operative College to meet its charitable objective.

Project expenditure is similarly recognised on an accruals basis. Where invoices are not available to directly attribute expenditure to the accounting period, expenditure is accrued upon the same basis as income recognition, as follows: where outputs directly related to specific expenditure can be identified as complete, the expenditure is recognised in full. Otherwise, timesheets of staff and associate invoices determine the progress of work and recognition of expense. Finally, where a particular strand of work is deemed to progress evenly between two points in time, expenditure is allocated evenly over that period of time.

Governance and support costs are allocated to each charitable activity stream in proportion to its level of direct expenditure.

iii) Tangible fixed assets

Tangible fixed assets are stated at cost, less the accumulated depreciation. Tangible fixed assets are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets are assessed and reviewed for each asset and depreciated accordingly, on a straight-line basis, taking into account the following minimum rates:

Plant, fixtures and fittings	10%–33% per annum
Information technology equipment	20%–50% per annum

iv) Intangible fixed assets

Intangible fixed assets are stated at cost, less the accumulated amortisation. Amortisation is calculated in equal monthly amounts based on cost. Amortisation takes place over the estimated useful life of the asset, taking into account the following minimum rates:

Technology investment	25% per annum

d Stock

Stocks are stated at the lower of cost and net realisable value being the estimated selling price, less costs to sell. Cost is based on cost of purchase on a first-in, first-out basis. Review at the end of each reporting period determines the likely resale value of each stock item and any write down needed, should this be lower than the cost of the item.

e Debtors

Trade debtors are recorded at transaction price. Review of trade debtors takes place throughout the year and at the reporting date to determine any provision required for doubtful debts. Project debtors reflect the value of work performed, less the funds received at year end. Value of work performed is based on actual expenditure incurred in performing the work, except where the funding budget states alternative measurement. These alternatives may include fee rates for staff time, or round-figure rates for travel and subsistence.

f Creditors

Trade creditors are recorded at transaction price. Project creditors reflect the funds received by year end, less the value of work performed by that date. Value of work performed is based on actual expenditure incurred in performing the work, except where the funding budget states alternative measurement. These alternatives may include fee rates for staff time, or round-figure rates for travel and subsistence.

g Restructuring costs

Restructuring costs contain two elements:

i) Redundancy pay

With the proviso that no redundant employee is to receive less than two weeks' pay, and no less than four weeks' pay for two years' services, the amount of entitlement will be the number of weeks' pay determined by the prescribed scale, as detailed in the Employment Rights Act 1996, increased by 75% and rounded up to the nearest half-week.

The prescribed scale is calculated in the following manner:

1. For each year of employment from age 15 and over, but under 22 – half a week's pay.
2. For each year of employment from age 22 and over, but under 41 – one week's pay.
3. For each year of employment from age 41 and over – one and a half weeks' pay.

ii) Payment in lieu of notice

Should the redundant employee not be required to work their notice period, they shall be entitled to payment in lieu of notice based on the following notice periods:

1. Less than four years' service, notice period of four weeks.
2. More than four years' service, notice period of 13 weeks.

Restructuring costs are recognised on an accruals basis, attributing the expense to the period in which the restructuring took place.

h Financial instruments

Trade debtors and accrued income
Trade debtors and accrued income are recognised at original value. Provision is made for impairment where there is objective evidence that the College will not be able to collect all amounts.

Cash at bank and in hand
Cash at bank and in hand represents those balances held for working capital purposes and available upon demand. These are recognised at carrying value.

Trade creditors and accruals
Trade creditors and accruals are recognised at original value and subsequently measured at amortised cost unless the maturity date is less than 12 months.

Investments
Investments are recognised at fair value at each reporting date. This is taken to be the publicly listed market value of the fund.

i Investments

Investment income is recognised on an accruals basis. Investments are managed by Royal London Asset Management and are invested in a Sustainable Diversified Fund. Investments are held for income and capital growth in the long term, but in accessible funds, which are liquid enough to meet the needs of any programme, project or fund. Valuation is taken as the publicly listed market value at each reporting date. To the extent that investments are expected to be utilised in the next

12 months for operational purposes they are reflected as current assets. To the extent that the funds are expected to be held for a period of over 12 months from balance sheet date they are reflected as fixed assets.

j Allocation of support and governance costs

Support costs are those functions that assist the work of the College but do not directly undertake charitable activities. Support costs include back-office costs, finance, personnel, payroll and governance costs which support the College's programmes and activities. These costs have been allocated to expenditure on charitable activities apportioned as set out in note 7.

k Pension scheme

The Co-operative College offers an auto-enrolment compliant, group personal pension scheme which is administered and managed by The Royal London Mutual Insurance Society Limited. Up to 30 April 2021, new employees were enrolled at an employee contribution rate of 4% with The Co-operative College paying 8%. After two years' employment employees could opt to increase their contribution to 6%, with the employer contribution increasing to 12%. From 1 May 2021 all employees are able to enrol at one of two levels of contribution: either 4% (both employee and employer) or 6% (employee and employer). Contributions to the scheme are recognised in the period to which they relate.

l Tax and VAT

The Co-operative College is a registered charity and, as such, is potentially exempt from taxation of its income to the extent that it falls within the charity exemptions as detailed in the Corporation Taxes Act 2010. The Co-operative College is VAT-registered and charges VAT at the applicable rates according to its outputs. Where expenses can be directly attributed to a specific income stream, the VAT treatment mirrors that of the income. Where expenses cannot be directly attributed, the irrecoverable amount of VAT is calculated on the basis of staff allocation between different income streams.

2 Income from donations and legacies

	2025	2024
	£	£
Donations	2,426	2,803
Core Funding	(1,875)	7,500
	551	**10,303**

Income from donations and legacies above includes £nil relating to restricted purposes (2024: £nil)

3 Grants

In 2024-25 the College received the following grants and funding:

	2025	2024
	£	£
Central England Co-operative Society:		
International Co-operative Development Project Malawi - 'On the Ground Development'	2,825	31,200
Co-operatives UK:		
International Co-operative Working Group	36,000	36,000
	38,825	**67,200**

Income from grants above reflects £38,825 for restricted purposes (2024: £67,200)

4 Charitable income

2025	Learning	Membership	Projects	Central	Total
	£	£	£	£	£
Course and Programme Fees	185,401	-	-	-	185,401
Projects	-	-	45,096	-	45,096
Miscellaneous	2,488	-	-	1,195	3,683
Other (note 6)	-	6,893	-	-	6,893
	187,889	**6,893**	**45,096**	**1,195**	**241,073**

Charitable income above includes £68,960 relating to restricted purposes

2024	Learning	Membership	Projects	Central	Total
	£	£	£	£	£
Course and Programme Fees	215,936	-	-	-	215,936
Projects	-	-	75,437	-	75,437
Miscellaneous	2,334	-	-	38	2,372
Other (note 6)	-	7,872	-	-	7,872
	218,270	**7,872**	**75,437**	**38**	**301,617**

Charitable income above includes £93,931 relating to restricted purposes

5 Investment income

	2025	2024
	£	£
Dividends and Interest on Investments	**23,238**	**28,130**

Investment income above includes £18,677 relating to restricted funds (2024: £18,544)

6 Other charitable income

	2025	2024
	£	£
Membership	**6,893**	**7,872**

None of the above income related to restricted purposes.

7 Allocation of governance and support costs

	2025 Total Allocated	2025 Governance	2025 Other Support Costs	2024 Total Allocated	2024 Governance	2024 Other Support Costs	Basis of apportionment
	£	£	£	£	£	£	
Administration	8,796	225	8,571	9,461	14	9,447	Expenditure*
Central Staffing	152,941	-	152,941	149,597	-	149,597	Expenditure*
Infrastructure	17,567	468	17,099	9,312	513	8,799	Expenditure*
Professional Fees	12,425	-	12,425	11,337	-	11,337	Expenditure*
Travel	6,036	-	6,036	8,378	-	8,378	Expenditure*
Governance Costs (below)	5,528	5,528	-	4,295	4,295	-	Expenditure*
Total	**203,293**	**6,221**	**197,072**	**192,380**	**4,822**	**187,558**	

*Governance and support costs are allocated to each charitable activity stream in proportion to its level of direct expenditure

Governance costs

	2025	2024
	£	£
Trustee Expenses	2,903	350
Independent Examiner	2,625	2,550
Legal Fees	-	1,395
	5,528	**4,295**

The Independent Examiner's remuneration constituted an independent examination fee of £2,625 (2024 audit fee: £2,550). No other services were provided by the Independent Examiner.

8 Charitable expenditure

2025	Learning	Projects	Total 2025
	£	£	£
Direct Staffing Costs	266,444	62,522	328,966
Direct Costs of Delivery	36,089	2,805	38,894
Administration	3,729	350	4,079
Infrastructure and Premises	18,189	9,063	27,252
Travel	5,597	97	5,694
Miscellaneous	(6,250)	-	(6,250)
Other Support Costs (see note 7)	160,075	36,997	197,072
Governance Costs (see note 7)	5,053	1,168	6,221
	488,926	**113,002**	**601,928**

Expenditure on charitable activities was £601,928 (2024: 657,973) of which £479,102 (2024: £450,817) was unrestricted and £122,826 (2024: £207,156) was restricted.

2024	Learning	Projects	Total 2024
	£	£	£
Direct Staffing Costs	226,026	108,770	334,796
Direct Costs of Delivery	58,317	30,831	89,148
Administration	2,259	488	2,747
Infrastructure and Premises	4,860	24,293	29,153
Travel	2,466	1,033	3,499
Miscellaneous	6,250	-	6,250
Other Support Costs (see note 7)	120,923	66,635	187,558
Governance Costs (see note 7)	3,109	1,713	4,822
	424,210	**233,763**	**657,973**

9 Raising funds

	2025	2024
	£	£
Fundraising Staff Costs	5,448	10,459
Membership Staff costs	6,981	9,889
Administration	198	187
Investment Management	7,697	9,201
	20,324	**29,736**

Expenditure on raising funds above includes £7,526 relating to restricted funds (2024: £7,020)

10 Restructuring costs

In January 2025 the Trustees and Executive Team began the process of reviewing the College's operating model. As of 31 July 2025, this review was still underway.

The following costs were incurred during 2024-25 as part of the initial phase of the process.

	2025
	£
Staffing costs	11,995
Professional Fees	1,575
Legal fees	6,486
Other costs	15
	20,071

Expenditure on restructuring costs above reflects £20,071 relating to restricted funds

11 Employee costs

The College seeks to ensure that all colleagues are fairly rewarded for the work that they undertake. All colleagues are appointed to a role cluster and level that is appropriate to the content of their role. Each role cluster and level has specific salary bands.

The average number of colleagues employed by the College was:

	2025	2024
Full time	0.4	-
Part time	11.5	13.4
	11.9	**13.4**
Full-time equivalents	**9.7**	**10.6**

The costs incurred in respect of these employees were:

	2025	2024
	£	£
Salaries and wages	421,781	436,369
Social Security	41,808	38,928
Pension	21,543	22,239
Other	21,198	7,216
	506,330	**504,752**

Included within Other costs above is an ex-gratia payment of £8,500 made to an employee upon termination of employment during the year.

12 Key management personnel

The College considers its key personnel to comprise the Trustees, Chief Executive Officer and Principal. From June 2024, the role of Chief Executive Officer and Principal comprises of two separate roles.

The total remuneration for the key management personnel was as follows:

	2025	2024
	£	£
Salaries	118,162	68,462
National Insurance Contribution	14,646	7,879
Pension Contribution	7,090	3,109
Other	-	1
	139,898	**79,451**

The remuneration of the Chief Executive Officer and Principal, who are the highest paid employee(s) and included in the above figures is as follows:

Neil Calvert **Chief Executive Officer and Principal (until 30 June 2024)**	2025	2024
	£	£
Salary	-	49,929
National Insurance Contribution	-	5,740
Pension Contribution	-	1,997
Other	-	1
	0	**57,667**

Jacqueline Thomasen Chief Executive Officer (from 1 June 2024)	**2025**	**2024**
	£	**£**
Salary	63,308	9,467
National Insurance Contribution	7,941	1,097
Pension Contribution	3,799	568
	75,048	**11,132**

Alison Longden Principal (from 1 June 2024)	**2025**	**2024**
	£	**£**
Salary	54,853	9,067
National Insurance Contribution	6,706	1,042
Pension Contribution	3,291	544
	64,850	**10,653**

On 1 June 2024, Jacqueline Thomasen began her role as Chief Executive Officer (former Director of Operations and Business Development) and Alison Longden began her role as Principal (former Director of Learning and Teaching), with Neil Calvert leaving his role as Chief Executive Officer and Principal after a handover period on 30 June 2024.

The number of members of the key management personnel (including the Chief Executive Officer and Principal) whose remuneration, excluding national insurance and pension contributions, falls into the following banding(s):

	2025	**2024**
£60,001 - £70,000	1	-
	1	**-**

13 Trustee remuneration

The Trustees received no remuneration in the performance of their duties.

Eight Trustees (2024: six) were reimbursed expenses during the year totalling £2,903 (2024: £350). These represented essential travel and subsistence costs in performance of their duties.

The Co-operative College had the following staff Trustees during the year. They received no remuneration as a Trustee. Their remuneration as an employee was as follows:

	Stacey Salt	**Catherine Darby**
	£	**£**
Salary	15,934	24,859
National Insurance Contribution	1,467	2,451
Pension Contribution	637	994
	18,038	**28,304**

Stacey Salt resigned from the role as staff Trustee on 21 January 2025 and was replaced by Catherine Darby.

14 Intangible fixed assets

	Website
	£
Cost	
1 August 2024	18,000
31 July 2025	**18,000**
Amortisation	
1 August 2024	18,000
Charge for Year	-
31 July 2025	**18,000**
Net Book Value at 1 August 2024	0
Net Book Value at 31 July 2025	**0**

Amortisation has been charged against charitable activities in the Statement of Financial Activities.

15 Tangible fixed assets

	IT Equipment	Plant, Fixtures and Fittings	Total
	£	£	£
Cost			
1 August 2024	29,785	16,344	46,129
Additions	762	-	762
Disposals	(3,603)	-	(3,603)
31 July 2025	**26,944**	**16,344**	**43,288**
Depreciation			
1 August 2024	25,095	16,344	41,439
Charge for Year	1,839	-	1,839
Disposals	(3,603)	-	(3,603)
31 July 2025	**23,331**	**16,344**	**39,675**
Net Book Value 1 August 2024	4,690	0	4,690
Net Book Value 31 July 2025	**3,613**	**0**	**3,613**

16 Investments

	Total	Royal London Sustainable Diversified Fund	Co-operative Group Shares	Chelmsford Star Share Account
	£	£	£	£
1 August 2024	1,421,658	1,420,158	500	1,000
Divestments	(385,000)	(385,000)		
Valuation Gain	57,054	57,054		
Charges Against Valuation	(7,697)	(7,697)		
31 July 2025	**1,086,015**	**1,084,515**	**500**	**1,000**

Investments held at 31 July 2025 comprise the following:

	2025	2024
	£	£
Current Asset Investments – to be utilised within 12 months	590,000	175,000
Fixed Asset Investments – to be held for at least 12 months	496,015	1,246,658
	1,086,015	**1,421,658**

Investments are split between current and fixed asset investments to accurately reflect the periods for which the investment is made. Current investments reflect that element that are expected to be drawn for use within 12 months.

Investments held with Royal London in a Sustainable Diversified Fund are reflected at fair value (their market value) at the reporting date. This treatment is in accordance paragraph 11.14(d) of FRS 102.

17 Debtors

	2025	2024
	£	£
Trade Debtors	10,090	49,193
Project Debtors	3,000	3,000
Accrued Income	5,790	9,421
VAT	3,071	-
Prepayments	8,281	15,041
	30,232	**76,655**

18 Stock

	£
Opening stock	1,549
Stock write down	(663)
Total Stock	**886**

19 Creditors

	2025	2024
	£	£
Trade Creditors	4,409	8,288
Project Creditors	11,678	11,678
Accruals	11,466	19,726
Taxation and Social Security	11,801	10,868
Other Deferred Income (note 20)	3,198	62,762
Other Creditors	3,728	3,658
VAT	-	11,096
	46,280	**128,076**

20 Deferred income

	2025	2024
	£	£
Project Creditors	11,678	11,678
Course and programme fees	1,150	47,480
Study Visits	-	12,862
Membership Subscriptions	2,048	2,420
	14,876	**74,440**

Reconciliation of deferred income

	£
Balance at 1 Aug 2024	74,440
Amount Released from Previous Years	(62,762)
Amount Deferred in Current Year	3,198
Balance at 31 July 2025	**14,876**

21 Operating lease commitments

	2025	2024
	£	£
Land and Buildings		
Not Later than One Year	3,325	4,988
Later than One Year and Not Later than Five Years	-	831
	3,325	**5,819**

Payment under operating leases within the year amounted to:

	2025	2024
	£	£
Land and Buildings	4,988	8,068

22 Charitable funds

2025	Balance at 1 August 2024	Income	Expenditure	Investment Gains	Transfers Between Funds	Balance at 31 July 2025
	£	£	£	£	£	£
Expendable Endowment Funds:						
Co-operative College Fund	138,113	-	-	-	(138,113)	0
	138,113	**0**	**0**	**0**	**(138,113)**	**0**
Restricted Funds:						
Les Stannard Co-operative Citizenship Fund	34,601	637	(257)	1,901	-	36,882
Co-operative Pioneers Memorial Fund	1,022,671	18,039	(49,429)	53,876	-	1,045,157
Joyce & Vic Butler	214	1	(150)	4	-	69
Co-op Foundation/Big Lottery Fund #iWIll Fund:						
- Youth Co-operative Action Continuation Project	-	-	-	-	-	0
Malawi Project - Central England Co-operative Society	31,627	6,907	(38,534)	-	-	0
Co-operative and Youth People project - DGRV	-	-	-	-	-	0
Rochdale Creative People and Places Programme	-	23,864	(23,864)	-	-	0
Co-operatives UK - International Funding	-	38,189	(38,189)	-	-	0
	1,089,113	**87,637**	**(150,423)**	**55,781**	**0**	**1,082,108**
Unrestricted Funds:						
Revenue Reserves	**200,000**	**177,225**	**(491,900)**	**1,273**	**138,113**	**24,711**
Total Charitable Funds	**1,427,226**	**264,862**	**(642,323)**	**57,054**	**0**	**1,106,819**

Transfers between funds of £138,113 took place to maintain unrestricted reserves at agreed minimum levels.

2024	Balance at 1 August 2023	Income	Expenditure	Investment Gains	Transfers Between Funds	Balance at 31 July 2024
	£	£	£	£	£	£
Expendable Endowment Funds:						
Co-operative College Fund	314,541	-	(754)	11,944	(187,618)	138,113
	314,541	**0**	**(754)**	**11,944**	**(187,618)**	**138,113**
Restricted Funds:						
Les Stannard Co-operative Citizenship Fund	30,684	606	(223)	3,534	-	34,601
Co-operative Pioneers Memorial Fund	928,756	17,934	(28,460)	104,441	-	1,022,671
Joyce & Vic Butler	190	3	(1)	22	-	214
Co-op Foundation/Big Lottery Fund #iWIll Fund:						
- Youth Co-operative Action Continuation Project	91,583	-	(91,583)	-	-	0
Malawi Project - Central England Co-operative Society	28,374	34,083	(34,060)	3,230	-	31,627
Co-operative and Youth People project - DGRV	-	11,953	(11,953)	-	-	0
Rochdale Creative People and Places Programme	-	11,896	(11,896)	-	-	0
Co-operatives UK - International Funding	-	36,000	(36,000)	-	-	0
	1,079,587	**112,475**	**(214,176)**	**111,227**	**0**	**1,089,113**
Unrestricted Funds:						
Revenue Reserves	**235,000**	**227,575**	**(472,779)**	**22,586**	**187,618**	**200,000**
Total Charitable Funds	**1,629,128**	**340,050**	**(687,709)**	**145,757**	**0**	**1,427,226**

Transfers between funds of £187,618 took place to maintain unrestricted reserves at agreed minimum levels.

Endowment and Restricted Funds are held for the following purposes:

Co-operative College Fund

Resulting from the sale of property originally purchased with funds gifted by the co-operative movement. The funds are invested in order that the interest and gains arising can be used to support the College in the furtherance of co-operative education. The Trustees reserve the right to release funds from the endowment for strategic purposes. During the financial year funds were released to support College operations in line with the agreed strategic plan. During the financial year funds were released to support College operations in line with the agreed strategic plan, and by the end of the 2024-25 financial year this fund had been fully utilised.

Les Stannard Co-operative Citizenship Fund

Given by the South East Region of The Co-operative Group, the purpose of the fund is to support young people (aged 25 and under) who wish to participate in educational opportunities provided by the College. Such educational opportunities should be within a wider citizenship theme.

Co-operative Pioneers Memorial Fund

Established in early 2010 when a number of small funds were brought together, the fund aims to enable learners facing financial difficulties to participate in programmes arranged by the Co-operative College. This includes funding for bursaries and match funding for projects through which participants benefit from College services and programmes that they could not afford to do so otherwise. The College is currently in consultation with the Charity Commission with regards to unrestricting this fund to support the solvent transition to a new operating model of the College.

Central England Fairtrade and International Development Project – Malawi

Two grants have been awarded by Central England Co-operative Society in regard to this project. The first grant, awarded in October 2021 funded the College to work on the Development Phase of the 'On the Ground Development' section of the Central England Fairtrade and International Development Project. This work completed in June 2022. The second grant commenced in July 2022 and funds the College to manage the 'On the Ground Development' section of the project as part of Central England's 'Our Malawi Partnership' five-year programme, for which the College was contracted to deliver the first three years (concluding in December 2025) and launched in July 2022. The project uses 'principle 6' to improve the livelihoods of smallholder farmers across Malawi, by strengthening key co-operative unions producing coffee, rice, nuts and tea through training support given my MAFECO (the national co-op apex body in Malawi) and linking them to UK Co-operative buyers.

Sufficient resources are held in an appropriate form to enable the funds to be applied in accordance with any restrictions imposed.

Analysis of net assets between funds

2025	Unrestricted Funds	Restricted Funds	Endowment Funds	Total
	£	£	£	£
Tangible Assets	3,613	-	-	3,613
Fixed Asset Investments	-	496,015	-	496,015
Current Assets	67,378	586,093	-	653,471
Current Liabilities	(46,280)	-	-	(46,280)
	24,711	**1,082,108**	**0**	**1,106,819**

2024	Unrestricted Funds	Restricted Funds	Endowment Funds	Total
	£	£	£	£
Tangible Assets	4,690	-	-	4,690
Fixed Asset Investments	23,822	1,084,723	138,113	1,246,658
Current Assets	299,564	4,390	-	303,954
Current Liabilities	(128,076)	-	-	(128,076)
	200,000	**1,089,113**	**138,113**	**1,427,226**

23 Reconciliation of net incoming resources to net cash outflow from operating activities

	2025	2024
	£	£
Net expenditure for the reporting period (as per the statement of financial activities)	**(320,407)**	**(201,902)**
Adjustments for:		
Depreciation Charges	1,839	1,917
Disposal of Assets	-	72
Gains on Investments	(57,054)	(145,757)
Management Charges Against Valuation of Investment	7,697	9,201
Dividends and Interest from Investments	(23,238)	(28,130)
Decrease in Stock	663	120
Decrease/(Increase) in Debtors	46,423	(35,096)
(Decrease)/Increase in Creditors	(81,795)	13,301
Net Cash used in Operating Activities	**(425,873)**	**(386,274)**

24 Analysis of changes in net debt

	Balance at 1 August 2024	Cash flows	Balance at 31 July 2025
	£	£	£
Cash at Bank and In Hand	50,750	(18,397)	32,353
Total Cash and Cash Equivalents	**50,750**	**(18,397)**	**32,353**

25 Contingent liabilities and capital commitments

The College has no contingent liabilities or capital commitments as at the balance sheet date.

26 Related party transactions

The following are related party transactions, as defined by Financial Reporting Standard 102, section 33, together with details of notable transactions.

The Co-operative Heritage Trust

The Co-operative College is one of the founding members of the Co-operative Heritage Trust. As a founding member, the College has the right to nominate up to two Trustees onto the Board of the Co-operative Heritage Trust.

Amounts of £nil (2023-24: £nil) and £2,104 (2023-24: £3,251) were receivable from and payable to the Co-operative Heritage Trust for the 12-month period. At 31 July 2025 the balance owed to the College was £nil (2024: £nil) and the balance payable to the Co-operative Heritage Trust was £nil (2024: £45).

Transactions with Trustees are detailed in note 13.

27 Non-adjusting post-balance sheet events

In October 2025, following the reporting date, the Board of Trustees concluded that a proposed Service Level Agreement to transfer certain activities to a partner organisation would not meet the intended objectives of the partnership, including cost reduction, role retention, and the effective delivery of the College's charitable aims. The fee payable to Co-operatives UK for work undertaken between August - December 2025 was £100,000 (including Legal advice £15,000; HR advice £16,000; Property £21,000; Leadership fees and consultancy £48,000). The fee remained payable at the full initial costed amount. Following this decision, the Board agreed that the College would transition during the 2025-26 financial year to deliver a free learning legacy and to operate as a grant-giving organisation.

At the same time, the College applied to the Charity Commission for consent to unrestrict the remaining funds of the Co-operative Pioneers Memorial Fund, with the aim of maximising the delivery of the Charity's objects.

As a separate matter, and following the reporting date, the College undertook a limited number of redundancies arising from business-as-usual conditions, including the absence of a forward pipeline of funded activity and areas of no anticipated growth. These actions were not taken as a result of the strategic transition described above. As no constructive obligation existed at the reporting date, no provision has been recognised in these accounts.

Accounts

ANNUAL REPORT AND ACCOUNTS

YEAR ENDED
31 JULY 2024

TRUSTEES' REPORT

Contents

Introduction

The Trustees present their annual report and financial statements of the Charity 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 accounts and comply with the Charity's trust deed, the Charities Act 2011, the Charities Statement of Recommended Practice (second edition) and Financial Reporting Standard FRS 102.

The Co-operative College began the financial year in August 2023 with a commitment to investing more time and resource into deepening and strengthening relationships and partnerships across the co-operative movement. Throughout the course of the year College colleagues and Trustees joined members and co-operators at all the major events, either with exhibition stands or as part of the programme. We also undertook a significant piece of market insight across UK co-operatives of all sizes and multiple industries to inform our continuing curriculum development and we are grateful to all who contributed and engaged with us so positively throughout the year.

A significant change for the College was the departure of Neil Calvert, College Chief Executive Officer and Principal at the end of year. The nature of the College had changed substantially since the role of Chief Executive Officer and Principal was originally created, and the Board took the opportunity to review the leadership needs of the current College and decided to adopt a co-leadership model, appointing Jacqui Thomasen (former Director of Operations and Business Development) as Chief Executive Officer, and Ali Longden (former Director of Learning) as Principal.

The leadership transition also coincided with our Chair, Jon Nott, completing his term and formally stepping down from the role at the AGM, whereupon Rose Harvey (former Vice Chair) assumed the role of Acting Chair for the remainder of the financial year. Our thanks go to both Jon and Neil for their commitment and hard work over several years.

The Chief Executive Officer and Principal provide first-line leadership. These key roles provide clear leadership in policy making, strategic planning and executive management to deliver the College's objectives and ambitions. The Chief Executive Officer and Principal are supported by a Leadership Team who are accountable for specific areas of the College's work.

Our work is only possible due to the continued hard work of our colleagues, the dedication and commitment of our Board of Trustees, and the support of our members and partner organisations in the UK and around the world, so our thanks go to them all.

Objects and activities

The College's charitable objective is "to promote the education of the public, in particular, but not exclusively, by the provision and conduct of a College for the education of people in a manner consistent with the values and principles of the co-operative movement."

The strategy, which the College published on 30 June 2022 at its AGM identified the key aim of becoming "the distinctive learning partner of choice for educators, co-operators, like-minded individuals and organisations", in order to:

- Support co-operators and co-operatives to develop
- Inspire the co-operators of the future
- Tackle inequalities in communities by working together

Importantly, the strategy breaks down the College's work into four key strategic areas:

Co-operative learning

Networks of knowledge*

International co-operative development

Youth empowerment

It also identifies the three curriculum areas into which the College's broad and diverse range of learning programmes can be classified:

- Co-operative leadership
- Co-operative values and behaviours
- Concern for community

**The 'Networks of knowledge' strand was originally described as 'Thought leadership' when the strategy was first published in the summer of 2022. A change of name was subsequently agreed to more accurately reflect the broad aims of this aspect of our work, which has at its core the intention to operate as an enabler and facilitator, using our unique position at the hub of networks of co-operative educators to improve the collaborative exchange of knowledge.*

Our focus for 2023-24 was to build on our progress toward financial sustainability, following a significant reduction in the operating deficit the previous year. In a challenging environment of ongoing inflation, global instability, and the absence of core funding, we carefully balanced an efficient trading model with targeted fundraising. However, with the right team and a strong portfolio, we remained confident in our ability to achieve this goal, guided by a clear commitment to authentic partnerships with co-operatives, academic institutions, and values-aligned organisations.

The College's greatest asset is its people, and the year has seen very high levels of engagement from the staff team together with a real sense of shared purpose. By the close of year, the staff size had reduced to 12 with the majority of colleagues forming the Learning Team. The Learning Team is the hub for the design, delivery and quality assurance of a wide range of programmes to meet the needs of co-operatives, co-operators, learners and other beneficiaries.

The Business Development Team's responsibilities include the key operational areas of finance, marketing, governance, health and safety, estates and human resources (with the continued support of an external HR consultant). Alongside its core function of developing client relationships and new business opportunities, the team also has oversight of member engagement and developing the College's membership offer.

The Head of International Partnerships is a member of the Leadership Team and develops and maintains relationships with overseas partners and clients across the full range of activity of the College, plays a key role in the work of the International Co-operative Working Group (ICWG) convened and funded by Co-operatives UK, and leads the College's international co-operative development work.

Achievements and performance

2023-24 saw exceptional levels of activity across all areas and key highlights are shared here against our four strategic themes:

Co-operative learning

Co-operative learning at the College encompasses both what and how co-operation is taught, learned and experienced.

2023-24 saw overall growth in learning income and an increase across the breadth of organisations who chose to learn with the College through a mix of face-to-face and online delivery of values-based courses. We partnered with academy trusts, travel and tourism, retail societies, libraries, insurance companies and more. All of whom were committed to embedding values at the heart of their professional practice.

Our learning offer had been developed sufficiently to enable us to implement more accurate evaluation and reporting methods, welcomed by tutors, learners and clients alike. The reporting period saw consistently positive feedback and provided us with the information to continuously improve and ensure that our learning design met individuals' and organisations' objectives.

Learning sessions Aug 2023 - Jul 2024

Learning with the Co-operative College was a positive experience

87%

I have gained skills/knowledge that I will implement in my personal or professional life

94%

The objectives of the learning session met my expectations

79%

Learners who rated the College four or five out of five for each statement (out of 352 responses).

Our international study visits continued to provide fertile ground for sharing best practice between UK based co-ops and international co-operators; a frequently explored theme is understanding the past to plan for a better future. Delegations came from the Philippines, Nigeria, Italy, Brazil and Zambia, for rich and personalised visits which are only possible thanks to the continued co-operation from partners including the Co-operative Heritage Trust, Co-operatives UK, Co-op News, ICMIF, FC United, Unicorn, Eighth Day, The Co-op Group and Hulme Community Garden Centre.

Unfortunately, this year several groups were affected by the very late issue, or denial, of visas for these learning experiences and we are grateful to the support of Lucy Powell, Labour and Co-operative MP for Manchester Central, who was actively trying to resolve these issues with the Home Office.

The study-visit participants continued to provide detailed feedback indicating how these tailored programmes continue to improve and deliver positive learning experiences and outcomes.

Study visit responses from Q3 and Q4 (Aug 2023 - Jul 2024)

Overall, I felt satisfied with the organisation and co-ordination of the study visit	99%
The study visit met my expectations	89%
The workshops and presentations were informative and engaging	93%
My knowledge about the subject has increased as a result of the study visit	96%
I would recommend this study visit	94%

Learners who rated the College four or five out of five for each statement (out of 70 responses).

Our international work also includes online provision and during 2023-2024 we completed our work with DGRV – the German Co-operative and Raiffeisen Confederation – to successfully design and deliver a programme of self-paced, digital learning resources for their Core Curriculum: Co-operatives and Young People to be used in Eswatini, Colombia and Laos.

Our self-paced online short courses remain an important and accessible learning opportunity for small organisations, the co-op curious and individuals. In 2023/24 we made the decision to make these online courses freely available to all our individual members.

Progressing specialist postgraduate education

In spring of 2024 we were delighted to welcome our long-standing partners from CLIMBS and the Co-operative College of the Philippines as a closed cohort for a pilot of our masters-level module, delivered in partnership with the University of Dundee. The cohort of 13 students were high performers, with a success rate of 93%, and provided excellent peer learning for one another as well as learning from the tutors and recommended learning resources. This pilot provided us with excellent feedback to evolve our offer in the postgraduate space, with students reporting such things as the course being “very helpful to emerging leaders”, “informative and well-structured", and providing practical insights and strategies which “refined my understanding and knowledge.”

Our learning approach

A key achievement this year was undertaking action research to explore and articulate our distinctive co-operative learning approach and what this means for others. This milestone for the College reaffirms our position that co-operative learning is as much about how you learn as what you learn, and that our methodology defines us and our unique position in a crowded professional learning and development market. This paper has subsequently been published in the Journal of Co-operative Studies.

Networks of knowledge

This strategic theme aims to generate knowledge through collaboration and partnership within academia, the co-operative movement and allied parties.

As one of the oldest co-operative education institutions, we are proud of our strong relationships with sister institutions around the globe. In a bid to share best practice and knowledge, reduce duplication and seek synergies, we launched the Global Co-op College Network (GCCN) in 2023. With original members from Co-operative College's in the Philippines, Zambia, Brazil, Nigeria and Malta, the group meets on a quarterly basis with focused discussion to either co-create resources, resolve current issues and provide mutual support. Unlike other co-operative education networks, the GCCN is focused on the application of theory into practice, and supporting co-operative professionals and organisations to be their best, rather than the generation of primary research or formal qualifications.

Another stand-out moment for the College was our consultation event on Principle 5, as part of the ICA's global consultation to strengthen our co-operative identity and to test how well our values and principles, as expressed in the Identity Statement, set co-operatives apart from other business models. The event focused on discussing Co-operative Principle 5 regarding education, training, and information.

The meeting served as a continuation of the 2021 process at the ICA World Cooperative Congress, which aimed to test the durability of the Co-operative Identity Statement over time.

198 people registered for the consultation, with 60 people attending on the day. A total of 152 people responded to the questions that were circulated prior to the consultation event. The audience came from a mix of worker, agricultural, finance and retail co-op backgrounds, alongside people from co-operative support bodies. The geographical spread included 21 countries, including the UK, US, Canada, Ghana, India, Kenya, Mali, Nigeria, Uganda, Cameroon, South Africa, Eswatini, Greece, Nepal, Ethiopia, Philippines, Tibet, Iran, Argentina, Jamaica and Finland.

We were proud partners of the ICA Research Conference held at Dundee University and hosted a group of academics from Brazil on an Immersive Co-operative Experience in Manchester following the conference.

We designed a campaign, Co-ops on the Curriculum, to coalesce support across the movement to mainstream co-operative education. We are still seeking funding to underpin many of the actions in the campaign, but have already started to address the lack of education on co-operatives and the co-operative model in standard business curricula through participating in a range of academic and professional services conferences, including EFMD Business Schools Deans and Directors and CABS Professional Managers.

Most importantly we re-energised our outreach campaign and focused our time on meeting co-operators where they were, by attending UK co-op movement events including those organised by Co-ops UK, the Co-operative Party, Co-operative Futures and others, to build relationships and re-position the College as a proud member of the UK's infrastructure bodies. This was underpinned by a programme of market insight undertaken by a third party to ensure objectivity and actionable insights. This has proved invaluable in making incremental and more seismic changes to our planning and operations. We thank all who contributed.

International co-operative development (ICD)

Our Malawi Partnership

The Co-op College continues to work with Central Co-operative on their Our Malawi Partnership Programme, as their ICD specialists. In March 2024 Dr Sarah Alldred, our Head of International Partnerships, travelled to Malawi to work with the Malawi Federation of Co-operatives (MAFECO), which is the Malawi Co-op Apex Body. The aim was to strengthen existing partnerships, explore new opportunities, and plan for the continued development of co-operative projects in Malawi, through the annual review and reporting process.

Sarah conducted a site visit with United Purpose, an offshoot partner of the Our Malawi Partnership (OMP), to support water access for tea co-operatives in TA Bvumbwe. United Purpose focuses on sustainable WASH (water, sanitation, and hygiene) access to improve the health of tea producers.
Additionally, the visit included meetings with:

- the British High Commission in Lilongwe to discuss the impact of the OMP, specifically on the Highland Macadamia Co-operative Union (HIMACUL).
- HIMACUL, as they had just achieved Fair Trade status.
- NRECA International (rural electric co-ops), which has recently set up an office in Lilongwe to establish rural energy co-ops.

To highlight the need for such work, the visit took place against the backdrop of significant events in Malawi over the previous 12 months, including Cyclone Freddy and flash floods that displaced around 7,000 people in Nkhotakota District, high inflation at 28.4% with rapidly increasing food prices, and a 44% devaluation of the Malawi kwacha, causing significant price rises for basic goods.

Fund for International Co-operative Development

In addition to the Our Malawi Partnership, the Co-op College has played a pivotal role in the development of the Fund for International Co-op Development (FICD) launching December 2024, through its place on Co-operative UK's International Co-operative Working Group. As a key member of the ICWG, the College contributed significantly in the planning, co-ordination, and delivery of this international initiative, through our Head of International Partnerships.

International Co-operative Alliance Development Platform (ICADP)

Our Head of International Partnerships sits on the Executive Committee of the ICADP and ran a workshop at the ICA Global Assembly on their strategy for the next four years with international members.

Youth empowerment

In 2023-24 we delivered the final round of Youth Co-operative Action (YCA) projects funded by the Co-operative Foundation and the Big Lottery #iwill Fund. Multiple cohorts of young people in London, Rochdale and Lowestoft were able to follow the YCA programme, which is either centred in a school or college or anchored by an existing community organisation. The programme aims to inspire young people to use co-operative values and principles to make a change where they live and is typically targeted at disadvantaged groups and/or communities experiencing multiple indices of deprivation. A highlight of the year was bringing together the young people who participated in YCA to create a video, in which they shared their insights and learnings from the programme (available here or by clicking the image below).

Responding to feedback, we were subsequently supported by the Co-operative Foundation to develop a next generation programme for young people. VISION is the Co-operative College's new youth empowerment project that ignites young people's passion to tackle the issues they care about, through the lens of co-operative history, identity, and values.

Future plans

Financial sustainability continues to be the highest priority for the College, and we are delighted to have further reduced the operational deficit this year; our projections look positive as we project further year-on-year reduction to achieve break-even early in the next strategic cycle.

As we come to the end of the second year of our strategy successfully completed, we will begin looking ahead to engaging our members in developing our strategy for the next three-year period from late 2024.

Our priorities for the academic year 2024-25 are:

- Creating pathways of learning for co-operators at different stages of their career and co-op journey, from a foundation level for those new to the movement, to skills-building for new managers and leadership for aspiring and current leaders who want to place co-operative values and principles at the heart of their decision making.
- Launching the postgraduate qualification in partnership with the University of Dundee, providing a range of options for learners from micro-accreditation to a postgraduate certificate via online delivery, with a pilot of a residential school scheduled for August 2024.
- Enhancing our study tour options by engaging the UK movement more widely to provide an even richer, more flexible experience for international participants and to widen the opportunity for peer learning across the UK.
- Launch a pilot of VISION, our new co-operative youth programme for a range of UK and international beneficiaries, in order to appeal to a broader range of potential funders.
- Continue to build our relations with the UK co-operative movement, to drive the co-construction of learning programmes relevant to their staff and members.
- Plan our contribution to the United Nations International Year of Co-operatives, to be celebrated throughout 2025.
- Work with wide-ranging partners and stakeholders, including mainstream education providers to understand how the College can contribute to the new Government’s commitment to double the size of the co-operative economy.
- Build towards the launch of the Fund for International Co-operative Development, to ensure that the College is able to continue to grow its ICD provision and make effective use of the experience and expertise of our staff.
- The development of the recently launched Global Co-operative College Network to maximise the shared potential of collaboration with co-operative educators around the world.

- Build a better understanding of the learning needs of our members so that we can ensure we meet their needs and also access the skills and expertise that they can share to our programmes and learning design.
- A continuing commitment to staff development, to provide opportunities for all of our people and to ensure that we continue to be seen as an employer of choice.

We are grateful for the continued support of all members, partners and colleagues and extend our thanks to you all at this time.

Rose Harvey On behalf of the Board of Trustees	Jacqueline Thomasen Chief Executive Officer	Alison Longden Principal

Events after the reporting period

In late December 2024, we were informed of a partner institution's pivot as part of their financial sustainability planning, which led to the immediate termination of our strategic partnership and the loss of the associated projected income for the current financial year, ending 31 July 2025 as well as undermining the financial forecast and projection to our own financial sustainability. This shortfall, coupled with challenging market conditions, has necessitated a reassessment of our operating model. As a result, we are developing alternative arrangements to ensure the College can continue to build on its strong foundations in a more sustainable way which will assure the College's legacy while managing remaining funds effectively and in accordance with their intended purposes.

At the time of writing we are in early negotiations with an existing partner to embed the College within their organisation, however it is too early to give an indication of size, scope, structure or governance.

The Board of Trustees approved commencing negotiations on 20 January 2025.

FINANCE REPORT

Contents

Overview of financial results

Background

The year to July 2024 showed a different distribution in our income sources to previous years in line with the latest strategy launched in June 2022, which was designed to offset the cessation of core funding from the movement. The three-year strategy clarified four areas of focus for the College to 2025, three of which are immediately linked to income generation, with a fourth focusing on reputational enhancement designed to support financial growth over the longer term.

The College's annual business plan focused on increasing income in the areas of co-operative learning (trade), youth empowerment (grants) and international co-operative development (grants). This year showed growth in learning income and stability in international co-operative development, however this was offset by an overall decline in restricted income through grants.

Growing grant income was, and remains, challenging. The external environment has shown a marked increase in competitiveness for philanthropic funding, which we have experienced through a lack of success in any of the bids submitted during the year, despite making it to the final stages on several occasions and with positive feedback. Our restricted reserves also have an impact on our success in this area with some funders excluding the College on this basis.

With a small team and this highly competitive environment, we have adopted strict assessment criteria to ensure judicious selection of grants to apply for, given the resource-intensive nature of fundraising through these means.

Our income projections for 2023-24 fell short of the budget set for the year for several reasons: learning income was reduced due to late changes in delivery of international study visits, an issue we are urgently addressing as this impacted the final quarter of 2023-24 in particular, leaving little time to replace the lost income (although some of this work has been postponed into 2024-25 rather than cancelled); lack of success in philanthropic activity; our key campaign being supported in-kind rather than financially.

As the College now operates a lean staff base on a four-day week, with a small office base, there are very limited options for further cost reduction although, with the support of Co-operatives UK, we further reduced our premises costs during the year to July 2024.

The overall deficit recorded for the year to July 2024 was £201,902, which includes investment gains of £145,757. Whilst still in deficit, the net movement in funds has continued to reduce, with a 23% reduction compared to the overall deficit of £260,816 recorded in 2022-23.

Performance

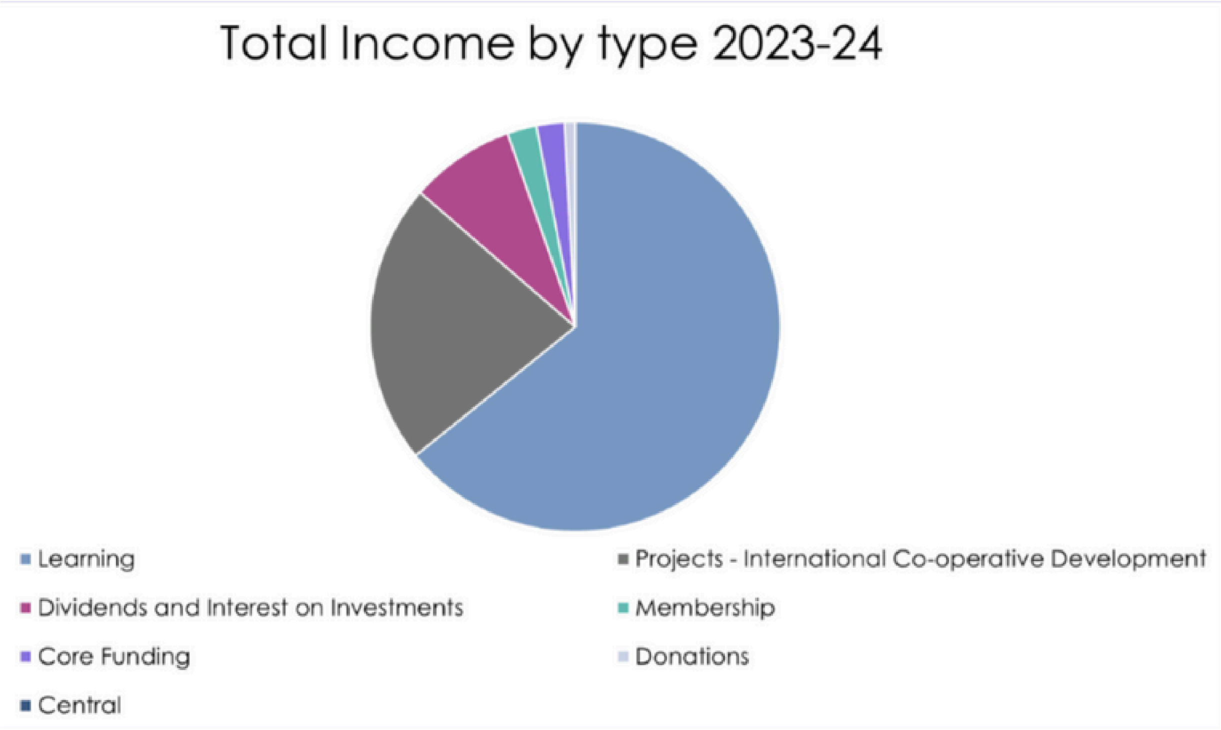
Total income for the year to July 2024 was £340,050, made up of £301,617 income from charitable activities, £10,303 from donations and legacies, and £28,130 from investments.

Learning income increased by 59.5% in 2023-24 to £218,270. This reflects both workshops and bespoke training programmes delivered to a wide range of clients and partner organisations across the UK and overseas, and in particular continued growth in the income generated by international study visits, the market for which has continued to be particularly buoyant and receptive. These capitalise on the movement's heritage, the vibrant co-operative ecosystem across Greater Manchester and the College's combination of heritage and reputation coupled with our innovative learning approach.

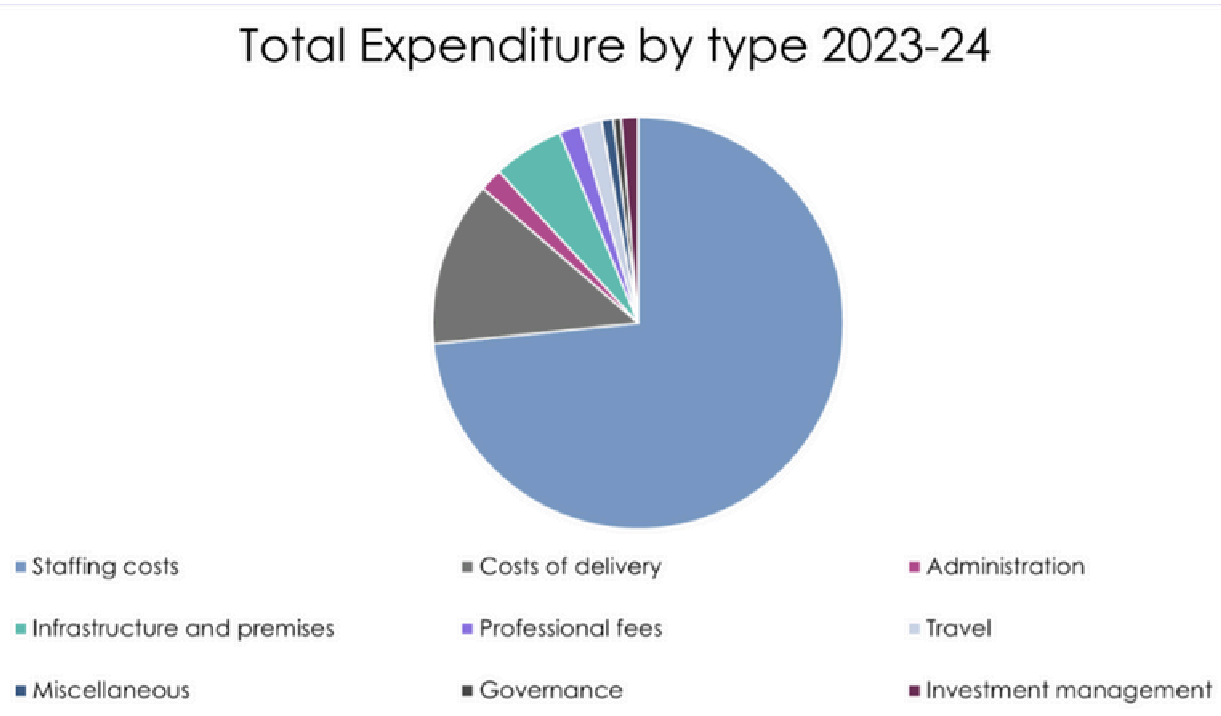
The partnerships with higher education providers that have been established over the last two years have continued to provide slow progress due to the regulatory environment, but we were pleased to be able to offset the investment to date through the delivery of a pilot for a postgraduate module.

Projects income in 2023-24 reduced by more than half to £75,437. Income for the year reflects a grant received from Co-ops UK relating to the co-ordination and associated work in respect of the International Co-operative Working Group (ICWG) and in addition to this, our major piece of international project work focused around the Central Co-op funded international co-operative development project, Our Malawi Partnership, of which the College manages the 'on-the-ground development' section of the project. The significant decline in projects income relates to UK projects; delivery of the Youth Co-operative Action project funded by the Co-op Foundation ended during 2023-24, with the final instalment of funding having been received in the previous year, and no further funding relating to UK project work was secured during the year to July 2024.

Membership income reduced by 15.4% from £9,302 to £7,872. Where members have kindly taken the time to inform us of the reason for their decision, this has been cited most frequently as the external environment and increase to cost of living. In response to this reduction, we have made further changes to our membership offer to create greater value and aligning the membership more explicitly to our learning offer. We would like to take this opportunity to thank all of our individual and organisational members for continuing to support the work of the College.



Overall expenditure in the year to July 2024 was £687,709; this is made up of £657,973 expenditure on charitable activities and £29,736 expenditure on raising funds. Expenditure has increased by £10,186 from the prior year, mainly due to costs of delivery being higher in relation to the increase in learning income as mentioned above. In addition to this, staffing costs increased by £9,921 with the overall headcount rising from 10.3 FTE to 10.6 FTE during the year. However, savings were made on administration, infrastructure and travel costs during 2023-24.



Balance sheet

The College balance sheet shows net assets of £1,427,226. Virtually all available funds are invested in Sustainable Diversified Funds with Royal London. These investments are liquid, allowing us to withdraw funds (if necessary) within a couple of days, thereby enabling us to protect any funds held for specific purposes should there be a significant de-valuation in investment value. To 31 July 2024, we have continued to add funds to specific project monies held through our investments.

Investments

Investment policy

The Board of Trustees have agreed that funds be invested in order that the interest and dividends arising be used in the furtherance of the object of the Charity and to achieve capital growth of funds in the medium to long term, so that the income-generating potential of the fund is not compromised.

It is recognised that the College does not have expertise in making longer-term investment decisions and, as such, has appointed investment advisers to manage the College's portfolio.

Investment performance

Investments have been held in Royal London Asset Management's Sustainable Diversified Fund for a number of years. This is a mixed portfolio, which falls into the 20% to 60% level of shares category. Typically, the mix has been almost 60% equity with the remainder earning fixed rates of income. The value of our investments held in Royal London's Sustainable Diversified Fund reflected a gain of £145,757 in the year to July 2024. The general performance of the Royal London Sustainable Diversified Fund that we have invested in has been exceptional, with gains achieved in every year with the exception of 2021-22. Therefore, we believe that, long-term, this remains an appropriate investment.

Reserves

Reserves policy

The Trustees have determined that the minimum level of unrestricted reserves to be held should be at least three months' operating expenditure and costs of delivery, allowing the College to cover such costs in the most extreme absence of income. The minimum level will be calculated each year after approval of the annual budget and review of expected year-end reserves.

On the basis outlined above, the minimum level of unrestricted reserves at 31 July 2024, and to be carried through the 2024-25 financial year, is £200,000.

The level of unrestricted reserves held at the year-end is £200,000 in line with the College's reserves policy. Of these unrestricted funds, £4,690 of funds held would only be realised by the sale of fixed assets, thereby leaving £195,310 as free reserves.

Total reserves were £1,427,226, with endowment funds making up £138,113 and restricted funds £1,089,113. Movements in funds and more detail on the purpose of specific funds can be found in note 21 to the accounts.

Annual reserves management

The methodology for managing reserves throughout the year seeks to recognise two factors. Firstly, the uneven pattern of income and expenditure throughout the year and secondly, the recognition of investment gains/losses only on an annual basis.

Considering these factors, a quarterly transfer will be made from the Co-operative College Fund to unrestricted reserves, when required, to maintain unrestricted reserves at the minimum level throughout the year. At year-end, upon recognition of investment gains/losses for the year, a final transfer to/from the Co-operative College Fund will be agreed by the Board of Trustees.

The Audit and Risk Committee and Trustees shall continue to monitor any such transfers through the quarterly presentation of management accounts.

Annual review of reserves policy and long-term plans

The reserves policy will be reviewed on an annual basis and an appropriate level set for the year ahead.

The current College structure was designed to provide a cost base from which the College could achieve a break-even position; although this will not be achieved within this strategic cycle (2022-2025). The Trustees' intention is that the level of unrestricted reserves be maintained without continued drawing upon the capital of the Co-operative College Fund, and that only the income and gains should be drawn upon for working capital purposes in future years.

Post-reporting period note: As noted in 'Events after the reporting period' on page 12, due to the current financial position of the College it has been decided that a review of the College's operating model and structure is needed, which will require investment from restricted reserves under the development provision.

Going concern

The College has £200k of unrestricted reserves and approximately £138k of expendable endowment. The latter is invested for income and long-term gains, but accessible within two days should it be required.

The Trustees wish to preserve as much of the expendable endowment for the long term as possible, but it is recognised that this could expire within the next two years, which coincides with the College's projected timeline to sustainability. However, to mitigate the risk of financial sustainability not being met, the Trustees have approved a project to explore use of restricted funds in line with the changes made to these in 2018, as spend from these funds has remained low resulting in significant growth over the same period due to interest and investment gains applied to these funds. Taking these factors into account, the Trustees consider that there are no material uncertainties about the College's ability to continue as a going concern.

Post-reporting period note: As noted in 'Events after the reporting period' on page 12, due to the current financial position of the College it has been decided that the College requires a new structure to avoid becoming financially unviable and unable to continue as a going concern.

STRUCTURE, GOVERNANCE AND MANAGEMENT

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Governance

Governance of the Co-operative College is the responsibility of the Trustees, who act in an unpaid capacity.

Trustees meet at least four times a year as a collective with further ad-hoc meetings and sub-committees meeting when required. The Audit and Risk Committee (ARCo) meet on a quarterly basis. All meetings are attended by the Chief Executive Officer and Principal, relevant members of the Leadership Team and, where appropriate, other colleagues.

The Chief Executive and Principal provide first-line leadership. These roles now provide a co-leadership model for the College and provide clear leadership in policy making, strategic planning and executive management to deliver the College's objectives and ambitions. The Chief Executive Officer and Principal are supported by a Leadership Team who are accountable for specific areas of the College's work.

During the year to July 2024, the Executive Team comprised:

Name	Role	Length of service
Neil Calvert	Chief Executive Officer and Principal	3 years (until 30 June 2024)
Jacqueline Thomasen	Chief Executive Officer	21 months: • 19 months - Director of Operations and Business Development (until 31 May 2024) • Two months – Chief Executive Officer (from 1 June 2024)
Alison Longden	Principal	37 months: • 12 months – Head of Learning (until 30 June 2022) • 23 months – Director of Learning and Teaching (until 31 May 2024) • Two months – Principal (from 1 June 2024)

Neil Calvert left the College on 30 June 2024. The Trustees approved the change of structure to a co-leadership model on 23 January 2024, splitting the role of Chief Executive Officer (primarily responsible for governance and operational leadership) and Principal (primarily responsible for academic leadership) on an interim basis to 31 December 2025 in the first instance. This decision was based on enabling agile delivery of the strategy and reducing the risk to successful succession planning, given the diverse leadership requirements of the College model. The interim Chief Executive Officer and Principal were appointed from the College's existing Leadership Team, and their roles are not expected to be backfilled, with work being distributed through broader changes within the existing team.

Remuneration for the executive staff team is determined via the College's Reward and Recognition Policy whereby all colleagues' roles are evaluated against specific role and salary bands. The roles of the Chief Executive Officer and Principal are external to these salary bands and are determined via the College's Remuneration and Employment Committee, with reference to market conditions and specific skill sets.

Risk management

The College's Trustees and management have a clear responsibility for:

- Identifying risks facing the business
- Putting in place actions and procedures to mitigate and control risks
- Monitoring risks

All risks are assessed against a framework of impact and likelihood. Each risk is attributed to a member of the College Leadership Team to monitor. The risk is detailed, controls identified, mitigating factors considered, any further actions to be taken identified together with a consideration of the level to which we are able to reduce the risk. Re-assessment against the framework is undertaken for each risk and the risk register updated accordingly.

The Audit and Risk Committee meets every quarter, and these meetings are a channel for risks to be reviewed, and for updates and recommendations to be made to the full Board of Trustees.

Internal controls

The Trustees are ultimately responsible for the College's system of internal control and reviewing its effectiveness. However, such a system is designed to manage rather than eliminate the risk of failure to achieve the Charity's business objectives and can provide only reasonable, and not absolute, assurance against material misstatement or loss.

Key controls in place include:

- Clearly defined lines of responsibility and delegation
- Clear approval processes for transactions including two signatories for all outgoings
- Budget setting and Trustee approval
- Regular review of performance against budget by Trustees
- Quarterly meetings of the Audit and Risk Committee to assist the Leadership Team in managing the operations and risks of the College.

Trustee board

Trustee method of appointment

The maximum number of board members is 12, made up from the following categories:

- Up to seven board members can be elected by and from the membership.
- Up to two board members can be appointed by co-option by the Board of Trustees for their particular skills and/or experience.
- One board member who is a student/learner at the College can be nominated and elected by the students/learners.
- One board member who is a member of the College staff can be nominated and elected by staff of the College.
- Up to one board member can be appointed by Co-operatives UK.

Five new Trustees were appointed during the year to 31 July 2024.

Board of Trustees

The Trustees for the year to 31 July 2024 and up to the point of signing the annual report and accounts were as follows:

Name	Category	Appointed	Further details
Jon Nott (Chair until 20 June 2024)	Organisational member	12 October 2017	Co-optee until 1 May 2018. Organisational member from that date. Reappointed 7 October 2021 Retired 20 June 2024
Simon Thomson	Individual member	13 January 2022	Reappointed 30 August 2022. Co-optee until 22 June 2023. Individual member from that date
Gregory Roberts (Vice Chair)	Individual member	13 January 2022	Co-optee until 30 June 2022. Individual member from that date
Rose Harvey (Chair)	Co-opted member	13 January 2022	Reappointed 20 July 2022

Name	Category	Appointed	Further details
Christopher Jardine	Individual member	13 January 2022	Co-optee until 30 June 2022. Individual member from that date
Jenny de Villiers	Co-operatives UK	3 November 2022	Reappointed 30 August 2022. Co-optee until 22 June 2023. Individual member from that date
Grant Wolstencroft	Individual member	22 June 2023	Resigned 3 April 2024
Barbara Rainford	Organisational member	22 June 2023	
Danny Douglas	Co-opted member (Central Co-op)	3 August 2023	
Justine Balani	Co-opted member (learner member)	1 May 2024	Resigned 27 February 2025
Stacey Salt	Staff member	20 June 2024	Resigned 21 January 2025
Theresa Vaughan	Individual member	20 June 2024	Resigned 20 January 2025
Olufemi Sallyanne Decker	Individual member	20 June 2024	

Audit and Risk Committee

The membership of the Audit and Risk Committee (ARCo) is made up as follows:

- Committee Chair appointed by the Trustees
- One Trustee board member
- One member co-opted for their skills and experience

For the year to 31 July 2024 and up to the point of signing the annual report and accounts, the members of the Audit and Risk Committee were as follows:

Name	Appointed - Retired	Category
James Day	1 April 2022 -	Co-optee (non-Trustee member)
Christopher Jardine (Chair)	8 September 2022 -	Board member
Jenny de Villiers	8 March 2023 -	Board member

Status and charity number

The Co-operative College was founded in 1919 and is registered with the Charity Commission England and Wales as a Charitable Incorporated Organisation (registration date 6 November 2014): Registered charity number 1159105.

The Co-operative College is also registered with the Scottish Charity Regulator (OSCR); Registered charity number: SCO48848.

Governing document

The Charity is administered in accordance with a constitution for a Charitable Incorporated Organisation, registered with the Charity Commission on 6 November 2014 and amended on 16 December 2015 and 28 June 2016.

Following the introduction of the Skills and Post-16 Education Act 2022, which introduced new statutory requirements for designated further education institutions, Trustees took the decision on 6 April 2023 to request the College's removal from the statutory further education sector. The Education (Designated Institutions in Further Education) Order 1993 was laid before Parliament on 20 July 2023, and the College's designation as a further education institution was subsequently removed.

Public benefit

In planning and delivering our services and activities, the Trustees and management of the College confirm that they have complied with the duty in Section 4 of the Charities Act 2011 to have due regard to public benefit guidance by the Charity Commission in delivering the activities undertaken by the Charity.

The College's charitable objective is to promote the education of the public, in particular, but not exclusively, by the provision and conduct of a College for the education of people in a manner consistent with the values and principles of the co-operative movement.

The College's activities as described in this report are considered to meet the public benefit requirement as specified in the Charities Act 2011.

LEGAL AND ADMINISTRATIVE INFORMATION

Contents

Registered office

Co-operative College CIO
Holyoake House
Hanover Street
Manchester
M60 OAS
Website: www.co-op.ac.uk
Email: hello@co-op.ac.uk
Registered charity number England and Wales: 1159105
Registered charity number Scotland: SCO48848

Principal advisors

Bankers
The Co-operative Bank
1 Balloon Street
Manchester
M4 4BE

Statutory auditor
Beever and Struthers
One Express
1 George Leigh Street
Manchester
M4 5DL

Investment managers
Royal London Asset Management
80 Fenchurch Street
London
EC3M 4BY

STATEMENT OF TRUSTEES' RESPONSIBILITIES

Contents

Statement of Trustees' responsibilities in respect of the Trustees' annual report and the financial statements

Under charity law, the Trustees are responsible for preparing the Trustees' annual report and the financial statements for each financial year which show a true and fair view of the state of affairs of the Charity and of the excess of expenditure over income for that period. The Trustees have elected to prepare the financial statements in accordance with FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland.

In preparing these financial statements, generally accepted accounting practice entails that the Trustees:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether the recommendations of the Statement of Recommended Practice have been followed, subject to any material departures disclosed and explained in the financial statements;
- state whether applicable accounting standards 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 its activities.

Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The Trustees are required to act in accordance with the trust deed of the Charity, within the framework of trust law. They are responsible for keeping proper accounting records, sufficient to disclose at any time, with reasonable accuracy, the financial position of the Charity at that time, and to enable the Trustees to ensure that, where any statements of accounts are prepared by them under section 132(1) of the Charities Act 2011, those statements of accounts comply with the requirements of regulations under that provision. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the Charity and to prevent and detect fraud and other irregularities.

Approved by the Trustees on 6 March 2025 and signed on their behalf by:

Chris Jardine
(Chair pro tem 6 March 2025)

INDEPENDENT EXAMINERS REPORT

Contents

Independent Examiner's report to the Trustees of the Co-operative College

I report to the Charity Trustees on my examination of the accounts of the Charity for the year ended 31 July 2024.

Responsibilities and basis of report

As the Charity's Trustees you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the charity's accounts carried out under section 145 of the Act and in carrying out my examination I have followed all the applicable directions given by the Charity Commission under section 145(5)b of the Act.

Independent examiner's statement

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 Co-operative College as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 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.

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.

Beever and Struthers

Helen Binns FCA
Chartered Accountant
Beever and Struthers
One Express
1 George Leigh Street
Manchester M5 4DL

10 April 2025

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2024

Contents

Co-operative College Statement of Financial Activities for the Year Ended 31 July 2024

		Year Ended 31 July 2024				Year Ended 31 July 2023			
	Notes	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total Funds 2024 £	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total Funds 2023 £
Income									
Donations and Legacies	2	10,303	-	-	10,303	12,497	36,000	-	48,497
Charitable Activities	4	207,686	93,931	-	301,617	118,396	216,626	-	335,022
Investments	5	9,586	18,544	-	28,130	13,722	17,182	-	30,904
Total Income		**227,575**	**112,475**	**0**	**340,050**	**144,615**	**269,808**	**0**	**414,423**
Expenditure									
Raising Funds	9	21,962	7,020	754	29,736	15,374	6,934	2,001	24,309
Charitable Activities	8	450,817	207,156	-	657,973	453,469	199,745	-	653,214
Total Expenditure		**472,779**	**214,176**	**754**	**687,709**	**468,843**	**206,679**	**2,001**	**677,523**
Gains/(Losses) on Investments	15	22,586	111,227	11,944	145,757	4,435	(1,669)	(482)	2,284
Net Income/(Expenditure)		**(222,618)**	**9,526**	**11,190**	**(201,902)**	**(319,793)**	**61,460**	**(2,483)**	**(260,816)**
Transfers Between Funds	21	187,618	-	(187,618)	-	319,793	-	(319,793)	-
Net Movement in Funds	**21**	**(35,000)**	**9,526**	**(176,428)**	**(201,902)**	**-**	**61,460**	**(322,276)**	**(260,816)**
Reconciliation in Funds									
Funds Brought Forward		235,000	1,079,587	314,541	1,629,128	235,000	1,018,127	636,817	1,889,944
Total Funds Carried Forward		**200,000**	**1,089,113**	**138,113**	**1,427,226**	**235,000**	**1,079,587**	**314,541**	**1,629,128**

Co-operative College Balance Sheet as at 31 July 2024

	Notes	Total Funds 31 July 2024 £	Total Funds 31 July 2023 £
Fixed Assets			
Tangible Assets	14	4,690	1,828
Investments	15	1,246,658	1,395,102
Total Fixed Assets		**1,251,348**	**1,396,930**
Current Assets			
Stock	17	1,549	1,669
Debtors and Prepayments	16	76,655	41,559
Investments	15	175,000	215,000
Cash at Bank and in Hand	23	50,750	88,745
Total Current Assets		**303,954**	**346,973**
Liabilities			
Creditors: amounts falling due within one year	18	128,076	114,775
Net Current Assets		**175,878**	**232,198**
Net Assets		**1,427,226**	**1,629,128**
The Funds of the Charity			
Endowment Funds	21	138,113	314,541
Restricted Funds	21	1,089,113	1,079,587
Unrestricted Funds	21	200,000	235,000
Total Charitable Funds		**1,427,226**	**1,629,128**

The financial statements on pages 35 to 53 were approved and authorised for issue by the Board of Trustees on 6 March 2025 and approved on its behalf by

Chris Jardine

Member of the Board of Trustees/Chair of Audit and Risk Committee

(Chair pro tem 6 March 2025)

Co-operative College Cash-flow Statement for the Year Ended 31 July 2024

	Notes	Year Ended 31 July 2024 £	Year Ended 31 July 2023 £
Cash Flows from Operating Activities:			
Net Cash Used in Operating Activities	**22**	**(386,274)**	**(259,368)**
Cash Flows from Investing Activities:			
Dividends and Interest from Investing		28,130	30,904
Purchasing of Plant and Equipment		(5,239)	-
Proceeds from Sale of Plant and Equipment		388	750
Proceeds from Sale of Investment		325,000	279,794
Net Cash Provided by Investing Activities		**348,279**	**311,448**
Change in Cash and Cash Equivalents in the Reporting Period		**(37,995)**	**52,080**
Cash and Cash Equivalents at the Beginning of the Reporting Period		**88,745**	**36,665**
Cash and Cash Equivalents at the End of the Reporting Period		**50,750**	**88,745**

Notes to the Financial Statements for the Year Ended 31 July 2024

1. Accounting policies

a Basis of preparation and assessment of going concern

The financial statements of the Charity, which is a public benefit entity under FRS 102, have been prepared under the historical cost convention, modified for the revaluation of the investment portfolio which is held at market rate, in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the 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 and the Charities Act 2011.

The College has £200k of unrestricted reserves and approximately £138k of expendable endowment. The latter is invested for income and long-term gains but accessible within two days should it be required. The Trustees wish to preserve as much of the expendable endowment for the long term as possible, but it is recognised that this could expire within the next two years, which coincides with the College's projected timeline to sustainability. However, to mitigate the risk of financial sustainability not being met, the Trustees have approved a project to explore use of restricted funds in line with the changes made to these in 2018, as spend from these funds has remained low resulting in significant growth over the same period due to interest and investment gains applied to these funds. Taking these factors into account, the Trustees consider that there are no material uncertainties about the College's ability to continue as a going concern.

Post-reporting period note: As noted in 'Events after the reporting period' (page 12) and note 26 'Non-adjusting post balance sheet events' (page 53), due to the current financial position of the College it has been decided that the College requires a new structure to avoid becoming financially unviable and unable to continue as a going concern.

All values within the annual report and accounts are reported in £ sterling.

b Funds structure

The College has three types of fund. Unrestricted funds which can be spent in any manner appropriate to the furtherance of the general objectives of the Charity. Restricted funds are those where the funder has provided for the funds to be spent in furtherance of a specified charitable purpose and often relate to funding for a particular project. The College also has an expendable endowment fund: the Co-operative College Fund, resulting from the sale of property originally purchased with funds gifted by the co-operative movement. The funds are invested in order that the interest and gains arising can be used to support the College in the furtherance of co-operative education. The Trustees reserve the right to release funds from the endowment for strategic purposes. Details of each fund and the transactions taking place in the year can be found in note 21 to the accounts.

c Critical accounting judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates. The following judgements (apart from those involving estimates) have had the most significant effect on amounts recognised in the financial statements:

i) Income recognition

All income is recognised when there is an entitlement to the funds, the receipt is probable and the amount can be measured reliably. Grants are recognised when received or in accordance with the conditions set by the funding provider. Project income is recognised on actual work completed to the end of the period. Donations are recognised when the College receives the funds.

The measurement of actual work completed on a project takes into account a number of factors. Where outputs directly related to income can be identified as complete the income is recognised in full. Otherwise, timesheets of staff and invoices of associates are used to determine the progress of each identifiable strand of work. Where a particular strand of work within the project is deemed to progress evenly between two points of time, income is allocated evenly over that period of time. All allocations of income to the accounting period are confirmed to available project reporting and agreed with project management.

Where entitlement to funds is not yet due or due in full because conditions for its entitlement are not met then such income is deferred to the extent that entitlement has not yet been earned. Measurement of that extent is in accordance with the most appropriate basis as detailed above.

ii) Expenditure

Expenditure is recognised on an accruals basis and is spent in line with the appropriate income, or in the case of core costs (staffing, rent etc.) in line with invoices and contracts of employment. Charitable expenditure enables the Co-operative College to meet its charitable objective.

Project expenditure is similarly recognised on an accruals basis. Where invoices are not available to directly attribute expenditure to the accounting period, expenditure is accrued upon the same basis as income recognition, as follows: where outputs directly related to specific expenditure can be identified as complete, the expenditure is recognised in full. Otherwise, timesheets of staff and associate invoices determine the progress of work and recognition of expense. Finally, where a particular strand of work is deemed to progress evenly between two points in time, expenditure is allocated evenly over that period of time.

Governance and support costs are allocated to each charitable activity stream in proportion to its level of direct expenditure.

iii) Tangible fixed assets

Tangible fixed assets are stated at cost, less the accumulated depreciation. Tangible fixed assets are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets are assessed and reviewed for each asset and depreciated accordingly, on a straight-line basis, taking into account the following minimum rates:

Plant, fixtures and fittings	10%–33% per annum
Information technology equipment	20%–50% per annum

iv) Intangible fixed assets

Intangible fixed assets are stated at cost, less the accumulated amortisation. Amortisation is calculated in equal monthly amounts based on cost. Amortisation takes place over the estimated useful life of the asset, taking into account the following minimum rates:

Technology investment	25% per annum

d Stock

Stocks are stated at the lower of cost and net realisable value being the estimated selling price, less costs to sell. Cost is based on cost of purchase on a first-in, first-out basis. Review at the end of each reporting period determines the likely resale value of each stock item and any write down needed, should this be lower than the cost of the item.

e Debtors

Trade debtors are recorded at transaction price. Review of trade debtors takes place throughout the year and at the reporting date to determine any provision required for doubtful debts. Project debtors reflect the value of work performed, less the funds received at year end. Value of work performed is based on actual expenditure incurred in performing the work, except where the funding budget states alternative measurement. These alternatives may include fee rates for staff time, or round-figure rates for travel and subsistence.

f **Creditors**

Trade creditors are recorded at transaction price. Project creditors reflect the funds received by year end, less the value of work performed by that date. Value of work performed is based on actual expenditure incurred in performing the work, except where the funding budget states alternative measurement. These alternatives may include fee rates for staff time, or round-figure rates for travel and subsistence.

g **Restructuring costs**

Restructuring costs contain two elements:

i) Redundancy pay

With the proviso that no redundant employee is to receive less than two weeks' pay, and no less than four weeks' pay for two years' services, the amount of entitlement will be the number of weeks' pay determined by the prescribed scale, as detailed in the Employment Rights Act 1996, increased by 75% and rounded up to the nearest half-week.

The prescribed scale is calculated in the following manner:

1. For each year of employment from age 15 and over, but under 22 – half a week's pay.
2. For each year of employment from age 22 and over, but under 41 – one week's pay.
3. For each year of employment from age 41 and over – one and a half weeks' pay.

ii) Payment in lieu of notice

Should the redundant employee not be required to work their notice period, they shall be entitled to payment in lieu of notice based on the following notice periods:

1. Less than four years' service, notice period of four weeks.
2. More than four years' service, notice period of 13 weeks.

Restructuring costs are recognised on an accruals basis, attributing the expense to the period in which the restructuring took place.

h **Financial instruments**

Trade debtors and accrued income
Trade debtors and accrued income are recognised at original value. Provision is made for impairment where there is objective evidence that the College will not be able to collect all amounts.

Cash at bank and in hand
Cash at bank and in hand represents those balances held for working capital purposes and available upon demand. These are recognised at carrying value.

Trade creditors and accruals
Trade creditors and accruals are recognised at original value and subsequently measured at amortised cost unless the maturity date is less than 12 months.

Investments
Investments are recognised at fair value at each reporting date. This is taken to be the publicly listed market value of the fund.

i **Investments**

Investment income is recognised on an accruals basis. Investments are managed by Royal London Asset Management and are invested in a Sustainable Diversified Fund. Investments are held for income and capital growth in the long term, but in accessible funds, which are liquid enough to meet the needs of any programme, project or fund. Valuation is taken as the publicly listed market value at each reporting date. To the extent that investments are expected to be utilised in the next 12 months for operational purposes they are reflected as current assets. To the extent that the funds are expected to be held for a period of over 12 months from balance sheet date they are reflected as fixed assets.

j Allocation of support and governance costs

Support costs are those functions that assist the work of the College but do not directly undertake charitable activities. Support costs include back-office costs, finance, personnel, payroll and governance costs which support the College's programmes and activities. These costs have been allocated to expenditure on charitable activities apportioned as set out in note 7.

k Pension scheme

The Co-operative College offers an auto-enrolment compliant, group personal pension scheme which is administered and managed by The Royal London Mutual Insurance Society Limited. Up to 30 April 2021, new employees were enrolled at an employee contribution rate of 4% with The Co-operative College paying 8%. After two years' employment employees could opt to increase their contribution to 6%, with the employer contribution increasing to 12%. From 1 May 2021 all employees are able to enrol at one of two levels of contribution: either 4% (both employee and employer) or 6% (employee and employer). Contributions to the scheme are recognised in the period to which they relate.

l Tax and VAT

The Co-operative College is a registered charity and, as such, is potentially exempt from taxation of its income to the extent that it falls within the charity exemptions as detailed in the Corporation Taxes Act 2010. The Co-operative College is VAT-registered and charges VAT at the applicable rates according to its outputs. Where expenses can be directly attributed to a specific income stream, the VAT treatment mirrors that of the income. Where expenses cannot be directly attributed, the irrecoverable amount of VAT is calculated on the basis of staff allocation between different income streams.

2 Income from donations and legacies

	2024	**2023**
	£	**£**
Donations	2,803	4,997
Core Funding	7,500	43,500
	10,303	**48,497**

Income from donations and legacies above includes £nil relating to restricted purposes (2023: £36,000)

3 Grants

In 2023-24 the College received the following grants and funding:

	2024	**2023**
	£	**£**
Co-op Foundation/Big Lottery Fund #iWill Fund:		
Youth Co-operative Action Continuation Project	-	131,508
Central England Co-operative Society:		
International Co-operative Development Project Malawi - ‘On the Ground Development’	31,200	31,200
Co-operatives UK:		
International Co-operative Working Group	36,000	-
	67,200	**162,708**

Income from grants above reflects £67,200 for restricted purposes (2023: £162,708)

4 Charitable income

2024	Learning	Membership	Projects	Central	Total
	£	£	£	£	£
Course and Programme Fees	215,936	-	-	-	215,936
Projects	-	-	75,437	-	75,437
Miscellaneous	2,334	-	-	38	2,372
Other (note 6)	-	7,872	-	-	7,872
	218,270	**7,872**	**75,437**	**38**	**301,617**

Charitable income above includes £93,931 relating to restricted purposes

2023	Learning	Membership	Projects	Central	Total
	£	£	£	£	£
Course and Programme Fees	131,518	-	-	-	131,518
Projects	-	-	188,707	-	188,707
Miscellaneous	5,355	-	-	140	5,495
Other (note 6)	-	9,302	-	-	9,302
	136,873	**9,302**	**188,707**	**140**	**335,022**

Charitable income above includes £216,626 relating to restricted purposes

5 Investment income

	2024	2023
	£	£
Dividends and Interest on Investments	**28,130**	**30,904**

Investment income above includes £18,544 relating to restricted funds (2023: £17,182)

6 Other charitable income

	2024	2023
	£	£
Membership	**7,872**	**9,302**

None of the above income related to restricted purposes.

7 Allocation of governance and support costs

	2024			2023			Basis of apportionment
	Total Allocated	Governance	Other Support Costs	Total Allocated	Governance	Other Support Costs	
	£	£	£	£	£	£	
Administration	9,461	14	9,447	16,649	287	16,362	Expenditure*
Central Staffing	149,597	-	149,597	165,477	-	165,477	Expenditure*
Infrastructure	9,312	513	8,799	20,965	439	20,526	Expenditure*
Professional Fees	11,337	-	11,337	13,598	-	13,598	Expenditure*
Travel	8,378	-	8,378	11,928	-	11,928	Expenditure*
Governance Costs (below)	4,295	4,295	-	4,567	4,567	-	Expenditure*
Total	**192,380**	**4,822**	**187,558**	**233,184**	**5,293**	**227,891**	

*Governance and support costs are allocated to each charitable activity stream in proportion to its level of direct expenditure

Governance costs

	2024	2023
	£	£
Trustee Expenses	350	747
Independent Examiner	2,550	2,500
Legal Fees	1,395	1,320
	4,295	**4,567**

The Independent Examiner's remuneration constituted an independent examination fee of £2,550 (2023 audit fee: £2,500). No other services were provided by the Independent Examiner.

8 Charitable expenditure

2024	Learning	Projects	Total 2024
	£	£	£
Direct Staffing Costs	226,026	108,770	334,796
Direct Costs of Delivery	58,317	30,831	89,148
Administration	2,259	488	2,747
Infrastructure and Premises	4,860	24,293	29,153
Travel	2,466	1,033	3,499
Miscellaneous	6,250	-	6,250
Other Support Costs (see note 7)	120,923	66,635	187,558
Governance Costs (see note 7)	3,109	1,713	4,822
	424,210	**233,763**	**657,973**

Expenditure on charitable activities was £657,973 (2023: £653,214) of which £450,817 (2023: £453,469) was unrestricted and £207,156 (2023: £199,745) was restricted.

2023	Learning	Projects	Total 2023
	£	£	£
Direct Staffing Costs	197,949	117,479	315,428
Direct Costs of Delivery	16,786	50,601	67,387
Administration	1,403	406	1,809
Infrastructure and Premises	15,120	15,427	30,547
Travel	3,001	1,858	4,859
Miscellaneous	-	-	-
Other Support Costs (see note 7)	127,099	100,792	227,891
Governance Costs (see note 7)	2,952	2,341	5,293
	364,310	**288,904**	**653,214**

9 Raising funds

	2024	2023
	£	£
Fundraising Staff Costs	10,459	5,442
Membership Staff costs	9,889	8,198
Administration	187	236
Investment Management	9,201	10,433
	29,736	**24,309**

10 Employee costs

The College seeks to ensure that all colleagues are fairly rewarded for the work that they undertake. All colleagues are appointed to a role cluster and level that is appropriate to the content of their role. Each role cluster and level has specific salary bands.

The average number of colleagues employed by the College was:

	2024	2023
Full time	-	-
Part time	13.4	13.1
	13.4	**13.1**
Full-time equivalents	**10.6**	**10.3**

The costs incurred in respect of these employees were:

	2024	2023
	£	£
Salaries and wages	436,369	427,080
Social Security	38,928	38,753
Pension	22,239	21,027
Other	7,216	7,971
	504,752	**494,831**

11 Key management personnel

The College considers its key personnel to comprise the Trustees and Chief Executive Officer and Principal. From June 2024, the role of Chief Executive Officer and Principal comprises of two separate roles.

During the year, no employees were paid more than £60,000 (2023: 0).

The total remuneration for the key management personnel was as follows:

	2024	2023
	£	£
Salaries	68,462	55,517
National Insurance Contribution	7,879	6,546
Pension Contribution	3,109	2,221
Other	1	-
	79,451	**64,284**

The remuneration of the Chief Executive Officer and Principal, who are the highest paid employee(s) and included in the above figures is as follows:

Neil Calvert **Chief Executive Officer and Principal (until 30 June 2024)**	**2024**	**2023**
	£	£
Salary	49,929	55,517
National Insurance Contribution	5,740	6,546
Pension Contribution	1,997	2,221
Other	1	-
	57,667	**64,284**

Jacqueline Thomasen **Chief Executive Officer (from 1 June 2024)**	**2024**	**2023**
	£	£
Salary	9,467	-
National Insurance Contribution	1,097	-
Pension Contribution	568	-
	11,132	**0**

Alison Longden **Principal (from 1 June 2024)**	**2024**	**2023**
	£	£
Salary	9,067	-
National Insurance Contribution	1,042	-
Pension Contribution	544	-
	10,653	**0**

On 1 June 2024, Jacqueline Thomasen began her role as Chief Executive Officer (former Director of Operations and Business Development) and Alison Longden began her role as Principal (former Director of Learning and Teaching), with Neil Calvert leaving his role as Chief Executive Officer and Principal after a handover period on 30 June 2024.

12 Trustee remuneration

The Trustees received no remuneration in the performance of their duties.

Six Trustees (2023: six) were reimbursed expenses during the year totalling £350 (2023: £747). These represented essential travel and subsistence costs in performance of their duties.

The Co-operative College had the following staff Trustee during the year. They received no remuneration as a Trustee. Their remuneration as an employee was as follows:

	Stacey Salt
	£
Salary	27,750
Pension Contribution	1,110
	28,860

13 Intangible fixed assets

	Website
	£
Cost	
1 August 2023	18,000
31 July 2024	**18,000**
Amortisation	
1 August 2023	18,000
Charge for Year	-
31 July 2024	**18,000**
Net Book Value at 1 August 2023	0
Net Book Value at 31 July 2024	**0**

Amortisation has been charged against charitable activities in the Statement of Financial Activities.

14 Tangible fixed assets

	IT Equipment	Plant, Fixtures and Fittings	Total
	£	£	£
Cost			
1 August 2023	26,856	33,812	60,668
Additions	5,239	-	5,239
Disposals	(2,310)	(17,468)	(19,778)
31 July 2024	**29,785**	**16,344**	**46,129**
Depreciation			
1 August 2023	25,028	33,812	58,840
Charge for Year	1,917	-	1,917
Disposals	(1,850)	(17,468)	(19,318)
31 July 2024	**25,095**	**16,344**	**41,439**
Net Book Value 1 August 2023	1,828	0	1,828
Net Book Value 31 July 2024	**4,690**	**0**	**4,690**

15 Investments

	Total	Royal London Sustainable Diversified Fund	Co-operative Group Shares	Chelmsford Star Share Account
	£	£	£	£
1 August 2023	1,610,102	1,608,602	500	1,000
Divestments	(325,000)	(325,000)		
Valuation Gain	145,757	145,757		
Charges Against Valuation	(9,201)	(9,201)		
31 July 2024	**1,421,658**	**1,420,158**	**500**	**1,000**

Investments held at 31 July 2024 comprise the following:

	2024	2023
	£	£
Current Asset Investments – to be utilised within 12 months	175,000	215,000
Fixed Asset Investments – to be held for at least 12 months	1,246,658	1,395,102
	1,421,658	**1,610,102**

Investments are split between current and fixed asset investments to accurately reflect the periods for which the investment is made. Current investments reflect that element that are expected to be drawn for use within 12 months.

Investments held with Royal London in a Sustainable Diversified Fund are reflected at fair value (their market value) at the reporting date. This treatment is in accordance paragraph 11.14(d) of FRS 102.

16 Debtors

	2024 £	2023 £
Trade Debtors	49,193	17,931
Project Debtors	3,000	3,000
Accrued Income	9,421	9,171
Prepayments	15,041	11,457
	76,655	**41,559**

17 Stock

	£
Opening stock	1,669
Stock write down	(120)
Total Stock	**1,549**

18 Creditors

	2024 £	2023 £
Trade Creditors	8,288	20,185
Project Creditors	11,678	16,636
Accruals	19,726	21,993
Taxation and Social Security	10,868	10,799
Other Deferred Income (note 19)	62,762	15,991
Other Creditors	3,658	26,365
VAT	11,096	2,806
	128,076	**114,775**

19 Deferred income

	2024 £	2023 £
Project Creditors	11,678	16,636
Core Funding	-	1,875
Course and programme fees	47,480	1,238
Study Visits	12,862	9,928
Membership Subscriptions	2,420	2,950
	74,440	**32,627**

Reconciliation of deferred income

	£
Balance at 1 Aug 2023	32,627
Amount Released from Previous Years	(20,949)
Amount Deferred in Current Year	62,762
Balance at 31 July 2024	**74,440**

20 Operating lease commitments

	2024 £	2023 £
Land and Buildings		
Not Later than One Year	4,988	6,405
Later than One Year and Not Later than Five Years	831	-
	5,819	**6,405**

Payment under operating leases within the year amounted to:

	2024 £	2023 £
Land and Buildings	8,068	9,157

21 Charitable funds

2024	Balance at 1 August 2023 £	Income £	Expenditure £	Investment Gains £	Transfers Between Funds £	Balance at 31 July 2024 £
Expendable Endowment Funds:						
Co-operative College Fund	314,541	-	(754)	11,944	(187,618)	138,113
	314,541	**0**	**(754)**	**11,944**	**(187,618)**	**138,113**
Restricted Funds:						
Les Stannard Co-operative Citizenship Fund	30,684	606	(223)	3,534	-	34,601
Co-operative Pioneers Memorial Fund	928,756	17,934	(28,460)	104,441	-	1,022,671
Joyce & Vic Butler	190	3	(1)	22	-	214
Co-op Foundation/Big Lottery Fund #iWIll Fund:						
- Youth Co-operative Action Phase Two	-	-	-	-	-	-
- Youth Co-operative Action Continuation Project	91,583	-	(91,583)	-	-	-
CAT - Co-operative Adventure Project (Bradford Pilot)	-	-	-	-	-	-
Malawi Project - Central England Co-operative Society	28,374	34,083	(34,060)	3,230	-	31,627
Youth Co-operative Action Lowestoft - Central England Co-operative Society	-	-	-	-	-	-
Co-operative and Youth People project - DGRV	-	11,953	(11,953)	-	-	-
IRU Ambassador Training	-	-	-	-	-	-
Rochdale Creative People and Places Programme	-	11,896	(11,896)	-	-	-
Co-operatives UK - International Funding	-	36,000	(36,000)	-	-	-
	1,079,587	**112,475**	**(214,176)**	**111,227**	**0**	**1,089,113**
Unrestricted Funds:						
Revenue Reserves	**235,000**	**227,575**	**(472,779)**	**22,586**	**187,618**	**200,000**
Total Charitable Funds	**1,629,128**	**340,050**	**(687,709)**	**145,757**	**0**	**1,427,226**

Transfers between funds of £187,618 took place to maintain unrestricted reserves at agreed minimum levels.

2023	Balance at 1 August 2022 £	Income £	Expenditure £	Investment Gains/(Losses) £	Transfers Between Funds £	Balance at 31 July 2023 £
Expendable Endowment Funds:						
Co-operative College Fund	636,817	-	(2,001)	(482)	(319,793)	314,541
	636,817	**0**	**(2,001)**	**(482)**	**(319,793)**	**314,541**
Restricted Funds:						
Les Stannard Co-operative Citizenship Fund	30,379	549	(197)	(47)	-	30,684
Co-operative Pioneers Memorial Fund	932,205	16,630	(18,642)	(1,437)	-	928,756
Joyce & Vic Butler	188	3	(1)	-	-	190
Co-op Foundation/Big Lottery Fund #iWIll Fund:						
- Youth Co-operative Action Phase Two	16,016	-	(16,016)	-	-	-
- Youth Co-operative Action Continuation Project	13,062	131,508	(52,845)	(142)	-	91,583
CAT - Co-operative Adventure Project (Bradford Pilot)	-	1,500	(1,500)	-	-	-
Malawi Project - Central England Co-operative Society	26,277	34,160	(32,020)	(43)	-	28,374
Youth Co-operative Action Lowestoft - Central England Co-operative Society	-	18,200	(18,200)	-	-	-
Co-operative and Youth People project - DGRV	-	13,198	(13,198)	-	-	-
IRU Ambassador Training	-	14,500	(14,500)	-	-	-
Rochdale Creative People and Places Programme	-	3,560	(3,560)	-	-	-
Co-operatives UK - International Funding	-	36,000	(36,000)	-	-	-
	1,018,127	**269,808**	**(206,679)**	**(1,669)**	**0**	**1,079,587**
Unrestricted Funds:						
Revenue Reserves	**235,000**	**144,615**	**(468,843)**	**4,435**	**319,793**	**235,000**
Total Charitable Funds	**1,889,944**	**414,423**	**(677,523)**	**2,284**	**0**	**1,629,128**

Transfers between funds of £319,793 took place to maintain unrestricted reserves at agreed minimum levels.

Endowment and Restricted Funds are held for the following purposes:

Co-operative College Fund

Resulting from the sale of property originally purchased with funds gifted by the co-operative movement. The funds are invested in order that the interest and gains arising can be used to support the College in the furtherance of co-operative education. The Trustees reserve the right to release funds from the endowment for strategic purposes. During the financial year funds were released to support College operations in line with the agreed strategic plan.

Les Stannard Co-operative Citizenship Fund

Given by the South East Region of The Co-operative Group, the purpose of the fund is to support young people (aged 25 and under) who wish to participate in educational opportunities provided by the College. Such educational opportunities should be within a wider citizenship theme.

Co-operative Pioneers Memorial Fund

Established in early 2010 when a number of small funds were brought together, the fund aims to enable learners facing financial difficulties to participate in programmes arranged by the Co-operative College. This includes funding for bursaries and match funding for projects through which participants benefit from College services and programmes that they could not afford to do so otherwise.

Co-op Foundation/Big Lottery Fund #iWill Fund

Three grants have been awarded from this fund. The first grant, awarded in 2017 funded the project 'Youth Co-operative Action: Tackling Youth Loneliness in Rochdale and Manchester's Care Leaver Community', which completed in November 2018. The second grant for phase two of the Youth Co-operative Action project is funding the College to work in Greater Manchester, Plymouth and Hartlepool. This project began in Spring 2019 and completed in January 2022. The third grant for the continuation of the Youth Co-operative Action project is funding the College to work in London, Greater Manchester and Lowestoft. Delivery of this project began in Autumn 2022 and ended in Spring 2024.

Central England Fairtrade and International Development Project - Malawi

Two grants have been awarded by Central England Co-operative Society in regard to this project. The first grant, awarded in October 2021 funded the College to work on the Development Phase of the 'On the Ground Development' section of the Central England Fairtrade and International Development Project. This work completed in June 2022. The second grant commenced in July 2022 and funds the College to manage the 'On the Ground Development' section of the project as part of Central England's 'Our Malawi Partnership' five-year programme, which launched in July 2022. The project uses 'principle 6' to improve the livelihoods of smallholder farmers across Malawi, by strengthening key co-operative unions producing coffee, rice, nuts and tea through training support given my MAFECO (the national co-op apex body in Malawi) and linking them to UK Co-operative buyers. The current grant is expected to end in June 2025 with the potential for a further two-year extension.

Sufficient resources are held in an appropriate form to enable the funds to be applied in accordance with any restrictions imposed.

Analysis of net assets between funds

2024	Unrestricted Funds	Restricted Funds	Endowment Funds	Total
	£	£	£	£
Tangible Assets	4,690	-	-	4,690
Fixed Asset Investments	23,822	1,084,723	138,113	1,246,658
Current Assets	299,564	4,390	-	303,954
Current Liabilities	(128,076)	-	-	(128,076)
	200,000	**1,089,113**	**138,113**	**1,427,226**

2023	Unrestricted Funds	Restricted Funds	Endowment Funds	Total
	£	£	£	£
Tangible Assets	1,828	-	-	1,828
Fixed Asset Investments	18,156	1,062,405	314,541	1,395,102
Current Assets	324,833	22,140	-	346,973
Current Liabilities	(109,817)	(4,958)	-	(114,775)
	235,000	**1,079,587**	**314,541**	**1,629,128**

22 Reconciliation of net incoming resources to net cash outflow from operating activities

	2024	2023
	£	£
Net expenditure for the reporting period (as per the statement of financial activities)	**(201,902)**	**(260,816)**
Adjustments for:		
Depreciation Charges	1,917	2,612
Disposal of Assets	72	92
Losses/(Gains) on Investments	(145,757)	(2,284)
Management Charges Against Valuation of Investment	9,201	10,433
Dividends and Interest from Investments	(28,130)	(30,904)
Decrease in Stock	120	272
(Increase)/Decrease in Debtors	(35,096)	4,987
Increase in Creditors	13,301	16,240
Net Cash used in Operating Activities	**(386,274)**	**(259,368)**

23 Analysis of changes in net debt

	Balance at 1 August 2023	Cash flows	Balance at 31 July 2024
	£	£	£
Cash at Bank and In Hand	88,745	(37,995)	50,750
Total Cash and Cash Equivalents	**88,745**	**(37,995)**	**50,750**

24 Contingent liabilities and capital commitments

The College has no contingent liabilities or capital commitments as at the balance sheet date.

25 Related party transactions

The following are related party transactions, as defined by Financial Reporting Standard 102, section 33, together with details of notable transactions.

The Co-operative Heritage Trust

The Co-operative College is one of the founding members of the Co-operative Heritage Trust. As a founding member, the College has the right to nominate up to two Trustees onto the Board of the Co-operative Heritage Trust.

Amounts of £nil (2022/23 - £60) and £3,251 (2022/23 - £645) were receivable from and payable to the Co-operative Heritage Trust for the 12-month period. At 31 July 2024 the balance owed to the College was £nil (2023: £nil) and the balance payable to the Co-operative Heritage Trust was £45 (2023: £nil).

Transactions with Trustees are detailed in note 12.

26 Non-adjusting post-balance sheet events

In late December 2024, we were informed of a partner institution's pivot as part of their financial sustainability planning, which led to the immediate termination of our strategic partnership and the loss of the associated projected income for the current financial year, ending 31 July 2025 as well as undermining the financial forecast and projection to our own financial sustainability. This shortfall, coupled with challenging market conditions, has necessitated a reassessment of our operating model. As a result, we are developing alternative arrangements to ensure the College can continue to build on its strong foundations in a more sustainable way which will assure the College's legacy while managing remaining funds effectively and in accordance with their intended purposes.

At the time of writing we are in early negotiations with an existing partner to embed the College within their organisation, however it is too early to give an indication of size, scope, structure or governance.

The Board of Trustees approved commencing negotiations on 20 January 2025.

Accounts

co-operative
college

ANNUAL REPORT AND ACCOUNTS

YEAR ENDED 31 JULY 2023

TRUSTEES' REPORT

The Trustees present their annual report and financial statements of the Charity for the year ended 31 July 2023. The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the Charity's trust deed, the Charities Act 2011, the Charities Statement of Recommended Practice (second edition) and Financial Reporting Standard FRS 102.

The Co-operative College began the financial year in August 2022 with the launch of a new strategy, identifying its direction, purpose and key areas of focus for the three years to July 2025 following extensive internal and external consultation. The work of the College is varied and rarely static, and this has again been another year of change, as well as being one in which considerable progress has been made. Whilst this report can provide some insight into the last 12 to 18 months and our plans for the future, we would welcome all visitors to our website (www.co-op.ac.uk), where a more detailed commentary on our strategy and its implications is available, and would also recommend following our channels on social media to gain a better understanding of our work and of how they may become involved in it.

Our work is only possible due to the continued hard work of our colleagues, the dedication and commitment of our Board of Trustees, and the support of our members and partner organisations in the UK and around the world, so our thanks go to them all.

The Chief Executive and Principal provides first-line leadership. This key role provides clear leadership in policy making, strategic planning and executive management to deliver the College's objectives and ambitions. The Chief Executive and Principal is supported by a wider Leadership Team who are accountable for specific areas of the College's work.

OBJECTS & ACTIVITIES

The College's charitable objective is 'to promote the education of the public, in particular, but not exclusively, by the provision and conduct of a College for the education of people in a manner consistent with the values and principles of the co-operative movement.'

The strategy, which the College published on 30 June 2022 to coincide with its AGM after a lengthy period of stakeholder consultation, identified the key aim of becoming 'the distinctive learning partner of choice for educators, co-operators like-minded individuals and organisations', in order to:

- Support co-operators and co-operatives to develop
- Inspire the co-operators of the future
- Tackle inequalities in communities by working together

Importantly, the strategy breaks down the College's work into four key strategic areas:

Co-operative learning

Networks of knowledge*

International co-operative development

Youth empowerment

It also identifies the three curriculum areas into which the College's broad and diverse range of learning programmes can be classified:

Co-operative leadership

Co-operative values and behaviour

Concern for community

*The ‘Networks of knowledge’ strand was originally described as ‘Thought leadership’ when the strategy was first published in the summer of 2022. A change of name was subsequently agreed to more accurately reflect the broad aims of this aspect of our work, which has at its core the intention to operate as an enabler and facilitator, using our unique position at the hub of networks of co-operative educators to improve the collaborative exchange of knowledge.

The launch of the College’s strategy included a recognition of a much changed internal and external context, compared to that which was in place when its predecessor was published in 2019. The COVID-19 pandemic was seen to be having a lasting impact on the way in which individuals and organisations accessed learning, training and development, with blended programmes likely to become increasingly popular. As noted in last year’s report, but still very relevant, is the fact that an already challenging economic outlook had been made even tougher by the invasion of Ukraine in early 2022 and a global spike in inflation which even now has still not returned to pre-pandemic levels. Coupled with the loss, over the last three years, of almost all of the College’s unrestricted, core funding, the impact of these factors means that work to improve efficiency continues to be a high priority. The strategy also provides an indication of the importance to the smaller, leaner College of working in partnerships – with co-operatives, academic institutions and other value-based organisations.

The College’s greatest asset is its people, and the year has seen very high levels of engagement from the staff team together with a real sense of shared purpose. The majority of the College’s 13 members of staff now form the Learning Team. The Learning Team is the hub for the design, delivery and quality assurance of a wide range of programmes to meet the needs of co-operatives, co-operators, learners and other beneficiaries.

The Business Development Team’s responsibilities include the key operational areas of finance, marketing, governance, health and safety, estates and human resources (with the continued support of an external HR consultant). Alongside its core function of developing client relationships and new business opportunities, the team also has oversight of member engagement and developing the College’s membership offer.

The Head of International Partnerships develops and maintains relationships with overseas partners and clients across the full range of activity of the College, plays a key role in the work of the International Co-operative Working Group (ICWG) and leads the College’s international co-operative development work.

ACHIEVEMENTS & PERFORMANCE

Following the 2021-22 year, in which a brand-new team was faced with the challenges of the still-new remote working pattern and four day week, the urgency of securing new business and the need to develop a new strategy, 2022-23 provided some welcome stability, particularly for those members of staff who had been with the College throughout such a sustained period of change. The performance of our highly focussed staff team was crucial to a year of considerable achievement, the highlights of which are presented here, organised by the four strands of the current College strategy.

Co-operative learning

The year began with the College continuing to work towards establishing a precise definition of ‘co-operative learning’, in order to be able to articulate the facilitated, co-constructed and collaborative learning approach which applies to all of our work, regardless of who the learners are or whether delivery is remote, face-to-face or hybrid. Through a series of activities involving staff, delegates at study visits and an online event for members and wider stakeholders, the concept of ‘Eau de Co-operation’ was established as a metaphor for the College’s distinctive learning approach. As well as being a valuable resource for use internally, this piece of work has been written up as an academic paper which will be peer reviewed and published in 2024.

Learner feedback continues to be extremely positive across the full range of our activities, and while evaluations are used to inform future planning, they also provide ongoing validation of the College’s drive to improve both the quality and consistency of its provision. Access to our programme of online, self-paced learning courses was added as a complimentary benefit of individual membership of the College during the year, to enhance our membership offer and to widen access to these resources.

The provision of learning programmes for partners in the UK has continued to develop, ranging from online, self-paced materials to bespoke, face-to-face activities, and has included work with partners including a number of the major retail societies. The College continues to work closely with the Co-operative Group's National Members' Council, delivering training for members, and has also extended its work with the Group to include facilitated sessions for its Senate and secretariat. During the year, we also returned to the schools sector, leading a highly successful full day of INSET training on co-operative values for the Keys Co-operative Academy Trust, and worked for the first time with staff from the House of Commons Library, for whom we led a facilitated team-building event.

A significant amount of progress was made during the year on the College's new higher education partnership with the University of Dundee. An academic framework has now been agreed with the University's Business School for a programme of four post-graduate, masters-level, modules focused on the co-operative business model and the worldwide movement. Each can either be studied as a stand-alone, micro-credentialled module, or combined with others to gain a postgraduate certificate, with the delivery taking place online in live sessions led by the College staff. A pilot module is scheduled for first delivery in the spring of 2024, with formal teaching on the postgraduate certificate programme set to begin in early 2025.

Having resumed the provision of study visits for international clients in 2021-22, following the relaxation of the travel restrictions imposed during the COVID-19 pandemic the College saw significant growth in these activities in 2022-23, with delegates travelling from countries including Brazil, Nigeria, Italy and the Philippines to experience a mix of visits and learning activities in and around Manchester. We are extremely grateful to partner organisations, including Co-ops UK, the Co-operative Group, the Co-operative Heritage Trust and ICMIF, whose provision of specialist input helps to add relevance and currency to the bespoke programme constructed for each visit. With further refinement of our distinctive approach, to ensure that visits retain a genuine focus on learning, we have again been delighted to receive almost exclusively positive learner feedback from our international visitors.

In addition to hosting study visits, our international work also includes online provision. In the summer of 2022, we were successful in winning the contract to develop a programme of self-paced, digital learning resources for the global ambassadors of the International Raffeisen Union.

Networks of knowledge

Although small in size, the College recognises its unique position within the global co-operative movement and the opportunities that brings for providing spaces and networks for the dissemination, discussion and further development of current and relevant thinking. Webinars held for members and friends of the College during the year have included a focus on the UN Sustainable Development Goals, a workshop contributing to the 'Eau de Co-operation' research into co-operative learning approaches and a stakeholder consultation event as part of the ICA's global consultation on the co-operative identity. This may have been the only such event focused specifically on Principle 5 – Education, training and information, and was attended by delegates from more than 30 countries around the world. In partnership with the Co-op News, we also continue to lead the regular 'Co-op Women's Voices' online events.

College staff have also been active in reaching out more widely to engage co-operative learners, with three members of our leadership team, Neil Calvert, Jacqui Thomasen and Sarah Alldred, leading sessions for groups of learners in the Philippines, Malta and at a Caribbean World of Work online forum respectively. Amanda Benson and Stacey Salt, from the College's Learning Team, were also invited to present the theme and initial findings from our 'Eau de Co-operation' research into our distinctive co-operative learning approach. The Global Co-operative College Network was launched in the autumn of 2023 as a forum to enable co-operative educators to share best practice and work collaboratively in mutual support.

International co-operative development

The major focus of the College's international project work during the year was again a co-operative development initiative in Malawi, funded by Central Co-op. 'Our Malawi Project' is a UK-led retail strategy with the aim of taking Malawian communities out of abject poverty by developing co-operatives and transforming their trading capacity, whilst also creating engagement opportunities with Central Co-op members and communities.

Building on our prior experience of working in co-operative development in the country, the College is providing project management in Malawi and using our distinctive learning approach to help create mutually beneficial co-operative networks. As the project entered its second year, our Learning Team began to establish communities of practice to support trainers based at MAFECO, the national apex body for co-operatives, through the use of online 'teachmeets'.

Youth empowerment

The 2022-23 year saw the College deliver its final round of Youth Co-operative Action (YCA) projects funded by the Co-operative Foundation and the Big Lottery #iwill Fund. Multiple cohorts of young people in London, Rochdale and Lowestoft were able to follow the YCA programme, which is either centred in a school or college or anchored by an existing community organisation, aims to inspire young people to use co-operative values and principles to make a change where they live and is typically targeted at disadvantaged groups and/or members of deprived communities. The themes of the social action activities chosen by the project participants included combatting racism in their communities and protecting their local environments.

Work also began during the year on developing a new, more flexible programme to become the successor of YCA. Following a co-construction session involving a range of partners and stakeholders, a pilot project was delivered very successfully to a group of students at Falinge Park High School in Rochdale. The learning from the pilot is now being used to create a values-based programme, which can be varied in length and can be tailored to meet the needs of young people of different ages and in a variety of settings.

While the YCA programme has been delivered exclusively in the UK, the intention for the new programme is that it will also be able to be used by our overseas partners. One international youth programme is already underway. Throughout the year, colleagues from our Learning Team led a project funded by DGRV, the national apex organisation of the co-operative sector in Germany, to work with young co-operators on three continents. In collaboration with in-country partners, we have co-constructed a programme of learning resources to enable groups of young people, in Colombia, Eswatini and Laos, who already have some affiliation with co-operatives, to engage in learning that will deepen their understanding of the principles, values and history of the worldwide movement.

FUTURE PLANS

Achieving lasting financial sustainability continues to be the highest priority for the College, after a year of considerable progress. Work to improve quality and reputation will retain crucial importance, as we look to build on recent successes to increase income further while continuing to seek greater efficiencies across all aspects of our activity.

With a successful first year of the strategy completed, the College ended the year well-placed to make further inroads into a number of major initiatives across the four key strategic areas. The most significant, in terms of the deployment of resources and the potential for increased activity and income, are:

- The higher education partnership with the University of Dundee, providing a range of options for learners from micro-accreditation a postgraduate certificate and potentially a masters degree, accessible via a range of online and hybrid routes.
- The further development of a flexible study tours programme, suitable for visiting groups of varying sizes from both co-ops and learning institutions, and connecting more with our higher education partnerships.
- Further development of the new pilot co-operative youth programme for a range of UK and international beneficiaries, in order to appeal to a broader range of potential funders.
- Greater engagement with the UK co-operative movement, to drive the co-construction of learning programmes relevant to their staff and members.

Successful delivery of our 2022-25 strategy will also depend, however, on our ability to balance a key focus on these initiatives with a number of additional streams of work which may have more of an indirect impact on the success of the College but nevertheless remain just as important to our purpose, aims and values, including:

- Active engagement with ongoing discussions within the UK co-operative movement about a shared fund for international co-operative development, to ensure that the College is able to continue to grow its ICD provision and make effective use of the experience and expertise of our staff.
- The development of the recently launched Global Co-operative College Network to maximise the shared potential of collaboration with co-operative educators around the world.

- A further increase in engagement with our members, to ensure that the College continues to meet their needs and is able to access the skills and expertise that they can bring.
- A continuing commitment to staff development, to provide opportunities for all of our people and to ensure that we continue to be seen as an employer of choice.

In February 2024, the Trustee Board announced that Jacqui Thomasen and Ali Longden would step up to share the leadership responsibilities of the College, as CEO and Principal respectively, upon the departure of Neil Calvert, who will step down from his post at the end of June 2024.

Jon Nott,
On behalf of the Board of Trustees

Neil Calvert,
Chief Executive & Principal

OVERVIEW OF FINANCIAL RESULTS

Background

The year to July 2023 was the first in which the College was operating under its new strategy, and also first in which the new College team had been in place to set budgets and operational plans. In several of the previous years we had seen the loss of, or significant reduction in, many of the most important income streams to the College. As a result, the financial focus in the preceding years had to be on a significant reduction in costs. The 2020-21 restructure, switch to a four-day week and the move to a smaller office base generated large savings during 2021-22, a year in which expenditure fell from £1.31million two years previously to £676k.

Following these major reductions to the cost base, in the year to July 2023 the College began to see resulting improvements in its financial position, with activity delivered under the new strategy resulting in an increase in income of over 35%, to £414k (from £302k in 2022.) The net movement in funds, whilst still in deficit, had reduced by over 50%, to -£260k (from -£541k in 2022)

The new strategy launched in June 2022 clarified four areas of focus for the College going forward to 2025, three of which are immediately linked to income generation, with a fourth focusing on reputational enhancement designed to support financial growth over the longer term.

Importantly, the strategy's three income-generating streams (co-operative learning, international co-operative development and youth empowerment) require us to seek diversified income sources including philanthropic funding. This will improve our resilience in the long term and reduce our reliance on core funding sourced solely from within the co-operative movement, most of which is now no longer available to the College as it had previously been throughout most of its history.

Performance

Total income for the year to July 2023 was £414,423, made up of £335,022 income from charitable activities, £48,497 from donations and legacies, and £30,904 from investments.

Learning income increased by 38.7% to £136,873 in the year. This reflects a number of workshops and bespoke training programmes delivered to a wide range of clients and partner organisations across the UK and overseas, and in particular a sharp increase in the income generated by international study visits, the market for which has continued to be particularly buoyant and receptive. These capitalise on our heritage and strong reputation, but offer something distinctive through our distinctive learning approach, providing greater return on investment for client organisations than a more traditional 'educational tourism' offer and also increasing the likelihood of recurrent business.

The partnerships with higher education providers that have been established over the last two years are, as expected, taking a long time to establish and deliver significant income, due to the regulatory environment. The confirmation of delivery of a pilot programme in our collaboration with the University of Dundee is an important step towards the delivery of accredited courses in the next year which promise to provide a sustainable and significant revenue stream.

Projects income more than doubled from 2022 to £188,707. However, this reflected the final year of funding of YCA projects from the Co-op Foundation, and there is a need to secure funding elsewhere for the new UK youth project work currently under development. Our major piece of international project work focused around the Central Co-op funded international co-operative development project in Malawi, for which the College has secured funding for three years to manage the 'on the ground development' section of the project.

Membership income reduced slightly from £10,509 to £9,302. We would like to take this opportunity to thank all of our individual and organisational members for continuing to support the work of the College.

Overall expenditure in the year to July 2023 was £677,523, an increase of just £1,371 from 2022 despite inflationary pressures on all aspects of the College's cost base and an increase in the overall headcount from 10.1 FTE to 10.3 FTE. This was made up of £653,214 expenditure on charitable activities and £24,309 expenditure on raising funds.

Following significant savings being made on staffing in recent years, staffing costs increased from £459k to £494k, reflecting an inflationary pay award and the small increase in headcount.

Balance sheet

The College balance sheet shows net assets of £1,629,128. Virtually all available funds are invested in Sustainable Diversified Funds with Royal London. These investments are liquid allowing us to withdraw funds, if necessary, within a few days, thereby enabling us to protect any funds held for specific purposes should there be a significant devaluation in investment value. To 31 July 2023, we have continued to add funds to specific project monies held through our investments.

INVESTMENTS

Investment policy

The Board of Trustees have agreed that funds be invested in order that the interest and dividends arising be used in the furtherance of the object of the charity and to achieve capital growth of funds in the medium to long term so that the income generating potential of the fund is not compromised.

It is recognised that the College does not have expertise in making longer–term investment decisions and as such has appointed investment advisers to manage the College's portfolio.

Investment performance

Investments have been held in Royal London Asset Management's Sustainable Diversified Fund for a number of years. This is a mixed portfolio, which falls into the 20% to 60% level of shares category. Typically, the mix has been almost 60% equity with the remainder earning fixed rates of income.

Following a significant fall of £168k in the value of our investments held in Royal London's Sustainable Diversified Funds in 2022, there were no further losses in 2023, with a small increase in value reflected at the year-end of £2,284. Whilst the year to July 2022 did reflect investment losses, largely as a consequence of world events, the general performance of the Royal London Sustainable Diversified Fund that we have invested in has been exceptional with gains achieved in every year prior to 2022. Therefore, we believe that, long-term, this remains an appropriate investment. Post-balance sheet gains were reported in Q1 and Q2 of the new financial year (ending July 2024).

RESERVES

Reserves policy

The Trustees have determined that the minimum level of unrestricted reserves to be held should be equal to four months' operating expenditure and costs of delivery, allowing the College to cover such costs in the most extreme absence of income. The minimum level will be calculated each year after approval of the annual budget and review of expected year-end reserves.

On the basis outlined above, the minimum level of unrestricted reserves at 31 July 2023, and to be carried through the 2023-24 financial year, is £235,000.

The level of unrestricted reserves held at the year-end is £235,000 in line with the College's reserves policy. Of these unrestricted funds, £1,828 of funds held would only be realised by the sale of fixed assets, thereby leaving £233,172 as free reserves.

Total reserves were £1,629,128 with endowment funds making up £314,541 and restricted funds £1,079,587. Movements in funds and more detail on the purpose of specific funds can be found in note 21 to the accounts.

Annual reserves management

The methodology for managing reserves throughout the year seeks to recognise two factors. Firstly, the uneven pattern of income and expenditure throughout the year and secondly, the recognition of investment gains/losses only on an annual basis.

Considering these factors, a quarterly transfer will be made from the Co-operative College Fund to unrestricted reserves, when required, to maintain unrestricted reserves at the minimum level throughout the year. At year-end, upon recognition of investment gains/losses for the year, a final transfer to/from the Co-operative College Fund will be agreed by the Board of Trustees.

The Audit and Risk Committee and Trustees shall continue to monitor any such transfers through the quarterly presentation of management accounts.

Annual review of reserves policy and long-term plans

The Reserves Policy will be reviewed on an annual basis and an appropriate level set for the year ahead.

The restructuring process undertaken in 2020-21 was necessary to provide a cost base from which the College could achieve a break-even position. The Trustees' intention is that the level of unrestricted reserves be maintained without continued drawing upon the capital of the Co-operative College Fund and that only the income and gains should be drawn upon for working capital purposes in future years.

GOING CONCERN

The College has £235k of unrestricted reserves and approximately £314k of expendable endowment. The latter is invested for income and long-term gains but accessible within three days should it be required. The Trustees wish to preserve the expendable endowment for the long term, but the fund will be used as necessary to continue supporting a period of building income back following the restructure. Taking these factors into account, the Trustees consider that there are no material uncertainties about the College's ability to continue as a going concern.

STRUCTURE, GOVERNANCE AND MANAGMENT

Governance

Governance of the Co-operative College is the responsibility of the Trustees who act in an unpaid capacity.

Trustees meet at least four times a year as a collective with further ad hoc meetings and sub committees meeting when required. The Audit and Risk Committee (ARC) was reformed towards the end of 2021-22 and meet on a quarterly basis. All meetings are attended by the Chief Executive and Principal, relevant members of the Leadership Team and where appropriate other colleagues.

The Chief Executive and Principal provides first-line leadership. This key role provides clear leadership in policy making, strategic planning and executive management to deliver the College's objectives and ambitions. The Chief Executive and Principal is supported by a wider Leadership Team who are accountable for specific areas of the College's work.

During the year to July 2023, the Executive Team comprised:

Name	Role	Length of Service
Neil Calvert	Chief Executive & Principal	2 years

Remuneration for the executive staff team is determined via the College's Reward and Recognition Policy whereby all colleagues' roles are evaluated against specific role and salary bands. The role of the Chief Executive and Principal is external to these salary bands and is determined via the College's Remuneration and Employment Committee with reference to market conditions and specific skill sets.

Risk management

The College's Trustees and management have a clear responsibility for:

- Identifying risks facing the business.
- Putting in place actions and procedures to mitigate and control risks.
- Monitoring risks.

All risks are assessed against a framework of impact and likelihood. Each risk is attributed to a member of the College leadership team to monitor. The risk is detailed, controls identified, mitigating factors considered, any further actions to be taken identified together with a consideration of the level to which we are able to reduce the risk. Re-assessment against the framework is undertaken for each risk and the risk register updated accordingly.

The Audit and Risk Committee meets every quarter, and these meetings are a channel for risks to be reviewed, and for updates and recommendations to be made to the full Board of Trustees.

Internal controls

The Trustees are ultimately responsible for the College's system of internal control and reviewing its effectiveness. However, such a system is designed to manage rather than eliminate the risk of failure to achieve the Charity's business objectives and can provide only reasonable, and not absolute, assurance against material misstatement or loss.

Key controls in place include:

- Clearly defined lines of responsibility and delegation
- Clear approval processes for transactions including two signatories for all outgoings
- Budget setting and Trustee approval
- Regular review of performance against budget by Trustees
- Quarterly meetings of the Audit and Risk Committee to assist the Leadership Team in managing the operations and risks of the College.

Trustee method of appointment

The maximum number of Board members is 12, made up from the following categories:

- Up to seven Board members can be elected by and from the membership.
- Up to two Board members can be appointed by co-option by the Board of Governors for their particular skills and/or experience.
- One Board member who is a student/learner at the College can be nominated and elected by the students/learners.
- One Board member who is a member of the College staff can be nominated and elected by staff of the College.
- Up to one Board member can be appointed by Co-operatives UK

Three new Trustees were appointed during the year to 31 July 2023.

Board of Trustees

The Trustees for the year to 31 July 2023 and up to the point of signing the annual report and accounts were as follows:

Name	Category	Appointed	Further Details
Jon Nott (Chair)	Organisational member	12 October 2017	Co-optee until 1 May 2018. Organisational member from that date. Reappointed 7 October 2021
John Boyle	Individual member	21 April 2016	Reappointed 19 June 2020. Retired 22 June 2023
Pamela Maxwell	Learner member	5 April 2017	Reappointed 19 June 2020. Retired 22 June 2023
Daniel Cox	Staff member	21 June 2019	Retired 22 June 2023
Vivian Woodell	Co-operatives UK	21 June 2019	Retired 12 October 2022
Clive Booker	Organisational member	19 June 2020	Resigned 8 November 2022

Name	Category	Appointed	Further Details
Ruth Hall	Individual member	7 October 2021	Resigned 30 June 2023
Simon Thomson	Individual member	13 January 2022	Reappointed 30 August 2022. Co-optee until 22 June 2023. Individual member from that date
Gregory Roberts	Individual member	13 January 2022	Co-optee until 30 June 2022. Individual member from that date
Rose Harvey (Vice Chair)	Co-opted member	13 January 2022	Reappointed 20 July 2022
Christopher Jardine	Individual member	13 January 2022	Co-optee until 30 June 2022. Individual member from that date
Rose Harvey (Vice Chair)	Co-opted member	13 January 2022	Reappointed 20 July 2022
Christopher Jardine	Individual member	13 January 2022	Co-optee until 30 June 2022. Individual member from that date
Jenny de Villiers	Co-operatives UK	3 November 2022	
Grant Wolstencroft	Individual member	22 June 2023	Resigned 3 April 2024
Barbara Rainford	Organisational member	22 June 2023	
Danny Douglas	Co-opted member (Central Co-op)	3 August 2023	

Audit and Risk Committee

The membership of the Audit and Risk Committee (ARC) is made up as follows:

- Committee Chair appointed by the Trustees
- Two Trustee Board members
- One member co-opted for their skills and experience

For the year to 31 July 2023 and up to the point of signing the annual report and accounts the members of the Audit and Risk Committee were as follows:

Name	Appointed - Retired	Category
Vivian Woodell (Chair until 6 October 2022)	18 November 2021 - 6 October 2022	Board member
Ruth Hall	1 April 2022 - 30 June 2023	Board member
James Day	1 April 2022 -	Co-optee (non-Trustee member)
Christopher Jardine (Chair)	8 September 2022 -	Board member
Jenny de Villiers	8 March 2023 -	Board member

Status and charity number

The Co-operative College was founded in 1919 and is registered with the Charity Commission England and Wales as a Charitable Incorporated Organisation (registration date 6 November 2014): Registered charity number 1159105.

The Co-operative College is also registered with the Scottish Charity Regulator (OSCR): Registered charity number SCO48848.

Governing document

The Charity is administered in accordance with a constitution for a Charitable Incorporated Organisation, registered with the Charity Commission on 6 November 2014 and amended on 16 December 2015 and 28 June 2016.

The College became a designated further education institution under The Education (Designated Institutions in Further Education) Order 1993. The Education Act 2011 subsequently allowed greater flexibility for Colleges to put into place their own legal constitution (amending or replacing the former Instrument and Articles of Government previously approved by the Secretary of State for Business Innovation and Skills) provided it meets the minimum requirements of Schedule 4 of the relevant part of The Education Act 2011 applicable to 'designated' Colleges.

The Skills and Post 16 Education Act 2022 introduced new statutory requirements for designated further education institutions. Having taken advice on the implications of these new requirements, Trustees took the decision on 6 April 2023 to request the College's removal from the statutory further education sector. The Education (Designated Institutions in Further Education) Order 1993 was laid before Parliament on 20 July 2023, and the College's designation as a further education institution was subsequently removed.

Public benefit

In planning and delivering our services and activities the Trustees and management of the College confirm that they have complied with the duty in Section 4 of the Charities Act 2011 to have due regard to public benefit guidance by the Charity Commission in delivering the activities undertaken by the Charity.

The College's charitable objective is to promote the education of the public, in particular, but not exclusively, by the provision and conduct of a College for the education of people in a manner consistent with the values and principles of the co-operative movement.

The College's activities as described in this report are considered to meet the public benefit requirement as specified in the Charities Act 2011.

Registered office

Co-operative College CIO
Holyoake House, Hanover Street,
Manchester, M60 OAS

Website: www.co-op.ac.uk
Email: hello@co-op.ac.uk

Registered charity number England and Wales: 1159105
Registered charity number Scotland: SCO48848

Principal advisors

Bankers
Co-operative Bank
Balloon Street
Manchester
M60 4EP

Statutory auditor
Beever and Struthers
One Express
1 George Leigh Street
Manchester
M4 5DL

Investment managers
Royal London Asset Management
80 Fenchurch Street
London
EC3M 4BY

Statement of Trustees′ responsibilities in respect of the Trustees′ annual report and the financial statements

Under charity law, the Trustees are responsible for preparing the Trustees’ annual report and the financial statements for each financial year which show a true and fair view of the state of affairs of the Charity and of the excess of expenditure over income for that period. The Trustees have elected to prepare the financial statements in accordance with FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland.

In preparing these financial statements, generally accepted accounting practice entails that the Trustees:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether the recommendations of the Statement of Recommended Practice have been followed, subject to any material departures disclosed and explained in the financial statements;
- state whether applicable accounting standards 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 its activities.

Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The Trustees are required to act in accordance with the trust deed of the Charity, within the framework of trust law. They are responsible for keeping proper accounting records, sufficient to disclose at any time, with reasonable accuracy, the financial position of the Charity at that time, and to enable the Trustees to ensure that, where any statements of accounts are prepared by them under section 132(1) of the Charities Act 2011, those statements of accounts comply with the requirements of regulations under that provision. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the Charity and to prevent and detect fraud and other irregularities.

Approved by the Trustees on 3 April 2024 and signed on their behalf by:

Jon Nott,
On behalf of the Board of Trustees

Independent auditor's report to the Trustees of the Co-operative College

I report to the Charity Trustees on my examination of the accounts of the Charity for the year ended 31 July 2023.

Responsibilities and basis of report

As the Charity's Trustees you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the charity's accounts carried out under section 145 of the Act and in carrying out my examination I have followed all the applicable directions given by the Charity Commission under section 145(5)b of the Act.

Independent examiner's statement

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 Co-operative College as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 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.

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.

Beever and Struthers

Helen Binns FCA
Chartered Accountant
Beever and Struthers
One Express, 1 George Leigh Street
Manchester, M4 5DL
Date: 15 April 2024

Co-operative College Statement of Financial Activities for the Year Ended 31 July 2023

		Year Ended 31 July 2023				Year Ended 31 July 2022			
		Unrestricted Funds £	**Restricted Funds £**	**Endowment Funds £**	**Total Funds 2023 £**	**Unrestricted Funds £**	**Restricted Funds £**	**Endowment Funds £**	**Total Funds 2022 £**
Income									
Donations and Legacies	2	12,497	36,000	-	48,497	49,806	23,455	-	73,261
Charitable Activities	4	118,396	216,626	-	335,022	116,145	88,662	-	204,807
Investments	5	13,722	17,182	-	30,904	13,146	11,775	-	24,921
Total Income		**144,615**	**269,808**	**0**	**414,423**	**179,097**	**123,892**	**0**	**302,989**
Expenditure									
Raising Funds	9	15,374	6,934	2,001	24,309	10,457	7,148	4,615	22,220
Charitable Activities	8	453,469	199,745	-	653,214	551,951	101,981	-	653,932
Total Expenditure		**468,843**	**206,679**	**2,001**	**677,523**	**562,408**	**109,129**	**4,615**	**676,152**
Gains/(Losses) on Investments	15	4,435	(1,669)	(482)	2,284	(19,077)	(90,583)	(58,488)	(168,148)
Net Income/(Expenditure)		**(319,793)**	**61,460**	**(2,483)**	**(260,816)**	**(402,388)**	**(75,820)**	**(63,103)**	**(541,311)**
Transfers Between Funds	21	319,793	-	(319,793)	-	402,388	-	(402,388)	-
Net Movement in Funds	21	**-**	**(61,460)**	**(322,276)**	**(260,816)**	**-**	**(75,820)**	**(465,491)**	**(541,311)**
Reconciliation in Funds									
Funds Brought Forward		235,000	1,018,127	636,817	1,889,944	235,000	1,093,947	1,102,308	2,431,255
Total Funds Carried Forward		**235,000**	**1,079,587**	**314,541**	**1,629,128**	**235,000**	**1,018,127**	**636,817**	**1,889,944**

Co-operative College Balance Sheet as at 31 July 2023

	Notes	Total Funds 31 July 2023 £	Total Funds 31 July 2022 £
Fixed Assets			
Tangible Assets	14	1,828	5,282
Investments	15	1,395,102	1,683,045
Total Fixed Assets		**1,396,930**	**1,688,327**
Current Assets			
Stock	17	1,669	1,941
Debtors and Prepayments	16	41,559	46,546
Investments	15	215,000	215,000
Cash at Bank and in Hand	23	88,745	36,665
Total Current Assets		**346,973**	**300,152**
Liabilities			
Creditors: amounts falling due within one year	18	114,775	98,535
Net Current Assets		**232,198**	**201,617**
Net Assets		**1,629,128**	**1,889,944**
The Funds of the Charity			
Endowment Funds	21	314,541	636,817
Restricted Funds	21	1,079,587	1,018,127
Unrestricted Funds	21	235,000	235,000
Total Charitable Funds		**1,629,128**	**1,889,944**

The financial statements on pages 27 to 45 were approved and authorised for issue by the Board of Trustees on 3 April 2024 and approved on its behalf by

Jon Nott
Chair of the Board of Trustees

Co-operative College Cash Flow Statement for the Year Ended 31 July 2023

	Notes	Year Ended 31 July 2023 £	Year Ended 31 July 2022 £
Cash Flows from Operating Activities:			
Net Cash Used in Operating Activities	**22**	**(259,368)**	**(426,979)**
Cash Flows from Investing Activities:			
Dividends and Interest from Investing		30,904	24,921
Purchasing of Plant and Equipment		-	-
Proceeds from Sale of Plant and Equipment		750	-
Proceeds from Sale of Investment		279,794	390,000
Net Cash Provided by Investing Activities		**311,448**	**414,921**
Change in Cash and Cash Equivalents in the Reporting Period		**52,080**	**(12,058)**
Cash and Cash Equivalents at the Beginning of the Reporting Period		**36,665**	**48,723**
Cash and Cash Equivalents at the End of the Reporting Period		**88,745**	**36,665**

1 Accounting Policies

a Basis of preparation and assessment of going concern

The financial statements of the Charity, which is a public benefit entity under FRS 102, have been prepared under the historical cost convention, modified for the revaluation of the investment portfolio which is held at market rate, in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the 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 and the Charities Act 2011.

The College has £235k of unrestricted reserves and approx. £314.5k of expendable endowment. The latter is invested for income and long-term gains but accessible within three days should it be required. The Trustees wish to preserve the expendable endowment for the long term but the fund will be used as necessary to continue supporting a period of building income back following the restructure. Taking these factors into account, the Trustees consider that there are no material uncertainties about the College's ability to continue as a going concern.

All values within the annual report and accounts are reported in £ sterling.

b Funds structure

The College has three types of fund. Unrestricted funds which can be spent in any manner appropriate to the furtherance of the general objectives of the charity. Restricted funds are those where the funder has provided for the funds to be spent in furtherance of a specified charitable purpose and often relate to funding for a particular project. The College also has an expendable endowment fund: the Co-operative College Fund, resulting from the sale of property originally purchased with funds gifted by the co-operative movement. The funds are invested in order that the interest and gains arising can be used to support the College in the furtherance of co-operative education. The Trustees reserve the right to release funds from the endowment for strategic purposes. Details of each fund and the transactions taking place in the year can be found in note 21 to the accounts.

c Critical accounting judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates. The following judgements (apart from those involving estimates) have had the most significant effect on amounts recognised in the financial statements.

i) Income recognition

All income is recognised when there is an entitlement to the funds, the receipt is probable and the amount can be measured reliably. Grants are recognised when received or in accordance with the conditions set by the funding provider. Project income is recognised on actual work completed to the end of the period. Donations are recognised when the College receives the funds.

The measurement of actual work completed on a project takes into account a number of factors. Where outputs directly related to income can be identified as complete the income is recognised in full. Otherwise, timesheets of staff and invoices of associates are used to determine the progress of each identifiable strand of work. Where a particular strand of work within the project is deemed to progress evenly between two points of time, income is allocated evenly over that period of time. All allocations of income to the accounting period are confirmed to available project reporting and agreed with project management.

Where entitlement to funds is not yet due or due in full because conditions for its entitlement are not met then such income is deferred to the extent that entitlement has not yet been earned. Measurement of that extent is in accordance with the most appropriate basis as detailed above.

ii) Expenditure
Expenditure is recognised on an accruals basis and is spent in line with the appropriate income, or in the case of core costs (staffing, rent etc.) in line with invoices and contracts of employment. Charitable expenditure enables the Co-operative College to meet its charitable objective.

Project expenditure is similarly recognised on an accruals basis. Where invoices are not available to directly attribute expenditure to the accounting period, expenditure is accrued upon the same basis as income recognition, as follows: where outputs directly related to specific expenditure can be identified as complete the expenditure is recognised in full. Otherwise timesheets of staff and associate invoices determine the progress of work and recognition of expense. Finally, where a particular strand of work is deemed to progress evenly between two points in time, expenditure is allocated evenly over that period of time.

Governance and support costs are allocated to each charitable activity stream in proportion to its level of direct expenditure.

iii) Tangible fixed assets
Tangible fixed assets are stated at cost, less the accumulated depreciation. Tangible fixed assets are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets are assessed and reviewed for each asset and depreciated accordingly, on a straight-line basis, taking into account the following minimum rates:

Plant, fixtures and fittings	10%–33% per annum
Information technology equipment	20%–50% per annum

iv) Intangible fixed assets
Intangible fixed assets are stated at cost, less the accumulated amortisation. Amortisation is calculated in equal monthly amounts based on cost. Amortisation takes place over the estimated useful life of the asset, taking into account the following minimum rates:

Technology investment	25% per annum

d Stock
Stocks are stated at the lower of cost and net realisable value being the estimated selling price, less costs to sell. Cost is based on cost of purchase on a first-in, first-out basis. Review at the end of each reporting period determines the likely resale value of each stock item and any write down needed, should this be lower than the cost of the item.

e Debtors
Trade debtors are recorded at transaction price. Review of trade debtors takes place throughout the year and at the reporting date to determine any provision required for doubtful debts. Project debtors reflect the value of work performed less the funds received at year end. Value of work performed is based on actual expenditure incurred in performing the work, except where the funding budget states alternative measurement. These alternatives may include fee rates for staff time, or round figure rates for travel and subsistence.

f Creditors
Trade creditors are recorded at transaction price. Project creditors reflect the funds received by year end, less the value of work performed by that date. Value of work performed is based on actual expenditure incurred in performing the work, except where the funding budget states alternative measurement. These alternatives may include fee rates for staff time, or round-figure rates for travel and subsistence.

g Restructuring costs

Restructuring costs contain two elements:

i) Redundancy pay

With the proviso that no redundant employee is to receive less than two weeks' pay, and no less than four weeks' pay for two years' services, the amount of entitlement will be the number of weeks' pay determined by the prescribed scale, as detailed in the Employment Rights Act 1996, increased by 75% and rounded up to the nearest half-week.

The prescribed scale is calculated in the following manner:

1. For each year of employment from age 15 and over, but under 22 – half a week's pay.
2. For each year of employment from age 22 and over, but under 41 – one week's pay.
3. For each year of employment from age 41 and over – one and a half weeks' pay.

ii) Payment in lieu of notice

Should the redundant employee not be required to work their notice period, they shall be entitled to payment in lieu of notice based on the following notice periods:

1. Less than four years' service, notice period of four weeks
2. More than four years' service, notice period of 13 weeks

Restructuring costs are recognised on an accruals basis, attributing the expense to the period in which the restructuring took place

h Financial instruments

Trade debtors and accrued income

Trade debtors and accrued income are recognised at original value. Provision is made for impairment where there is objective evidence that the College will not be able to collect all amounts.

Cash at bank and in hand

Cash at bank and in hand represents those balances held for working capital purposes and available upon demand. These are recognised at carrying value.

Trade creditors and accruals

Trade creditors and accruals are recognised at original value and subsequently measured at amortised cost unless the maturity date is less than 12 months.

Investments

Investments are recognised at fair value at each reporting date. This is taken to be the publicly listed market value of the fund.

i Investments

Investment income is recognised on an accruals basis. Investments are managed by Royal London Asset Management and are invested in a Sustainable Diversified Fund. Investments are held for income and capital growth in the long term, but in accessible funds, which are liquid enough to meet the needs of any programme, project or fund. Valuation is taken as the publicly listed market value at each reporting date. To the extent that investments are expected to be utilised in the next 12 months for operational purposes they are reflected as current assets. To the extent that the funds are expected to be held for a period of over 12 months from balance sheet date they are reflected as fixed assets.

j Allocation of support and governance costs

Support costs are those functions that assist the work of the College but do not directly undertake charitable activities. Support costs include back-office costs, finance, personnel, payroll and governance costs which support the College's programmes and activities. These costs have been allocated to expenditure on charitable activities apportioned as set out in note 7.

k Pension scheme

The Co-operative College offers an auto-enrolment compliant, group personal pension scheme which is administered and managed by The Royal London Mutual Insurance Society Limited. Up to 30 April 2021, new employees were enrolled at an employee contribution rate of 4% with The Co-operative College paying 8%. After two years' employment employees could opt to increase their contribution to 6%, with the employer contribution increasing to 12%. From 1 May 2021 all employees are able to enrol at one of two levels of contribution: either 4% (both employee and employer) or 6% (employee and employer). Contributions to the scheme are recognised in the period to which they relate.

l Tax and VAT

The Co-operative College is a registered charity and as such is potentially exempt from taxation of its income to the extent that it falls within the charity exemptions as detailed in the Corporation Taxes Act 2010. The Co-operative College is VAT-registered and charges VAT at the applicable rates according to its outputs. Where expenses can be directly attributed to a specific income stream, the VAT treatment mirrors that of the income. Where expenses cannot be directly attributed, the irrecoverable amount of VAT is calculated on the basis of staff allocation between different income streams.

2 Income from donations and legacies

	2023 £	2022 £
Donations	4,997	27,470
Core Funding	43,500	45,791
	48,497	**73,261**

Income from donations and legacies above includes £36,000 relating to restricted purposes (2022: £23,455)

3 Grants

In 2022/23 the College received the following grants and funding:

	2023 £	2022 £
Co-op Foundation/Big Lottery Fund #iWill Fund:		
Youth Co-operative Action Continuation Project	131,508	14,316
Central England Co-operative Society:		
International Co-operative Development Project Malawi - Development Phase	-	19,800
International Co-operative Development Project Malawi - ‘On the Ground Development’	31,200	31,200
Youth Co-operative Action Project Lowestoft	-	18,200
Co-operative Academies Trust:		
Co-operative Adventure Project - Bradford Pilot	-	17,900
	162,708	**101,416**

Income from grants above reflects £162,708 for restricted purposes (2022: £101,416)

4 Charitable income

2023	Learning & Development	Membership	Projects	Central	Total
	£	£	£	£	£
Course and Programme Fees	131,518	-	-	-	131,518
Projects	-	-	188,707	-	188,707
Miscellaneous	5,355	-	-	140	5,495
Other (note 6)	-	9,302	-	-	9,302
	136,873	**9,302**	**188,707**	**140**	**335,022**

Charitable income above includes £216,626 relating to restricted purposes

2022	Learning & Development	Membership	Projects	Central	Total
	£	£	£	£	£
Course and Programme Fees	97,647	-	-	-	97,647
Projects	1,050	-	88,087	-	89,137
Miscellaneous	-	-	-	127	127
Other (note 6)	-	10,509	-	7,387	17,896
	98,697	**10,509**	**88,087**	**7,514**	**204,807**

Charitable income above includes £88,662 relating to restricted purposes

5 Investment income

	2023	2022
	£	£
Dividends and Interest on Investments	**30,904**	**24,921**

Investment income above includes £17,182 relating to restricted funds (2022: £11,775)

6 Other charitable income

	2023	2022
	£	£
Membership	9,302	10,509
Event Facilitation	-	7,387
	9,302	**17,896**

None of the above income related to restricted purposes

7 Allocation of governance and support costs

	2023 Total Allocated	2023 Governance	2023 Other Support Costs	2022 Total Allocated	2022 Governance	2022 Other Support Costs	Basis of apportionment
	£	£	£	£	£	£	
Cost of Goods Sold	-	-	-	1,290	-	1,290	Expenditure*
Administration	16,649	287	16,362	17,506	320	17,186	Expenditure*
Central Staffing	165,477	-	165,477	175,643	-	175,643	Expenditure*
Infrastructure	20,965	439	20,526	36,491	418	36,073	Expenditure*
Professional Fees	13,598	-	13,598	25,594	-	25,594	Expenditure*
Travel	11,928	-	11,928	5,812	-	5,812	Expenditure*
Governance Costs (below)	4,567	4,567	-	14,748	14,748	-	Expenditure*
Total	**233,184**	**5,293**	**227,891**	**277,084**	**15,486**	**261,598**	

*Governance and support costs are allocated to each charitable activity stream in proportion to its level of direct expenditure

Governance Costs

	2023	2022
	£	£
Trustee Expenses	747	281
Independent Examiner/External Auditor	2,500	12,067
Legal Fees	1,320	2,400
	4,567	**14,748**

The Independent Examiner’s remuneration constituted an independent examination fee of £2,500 (2022 audit fee: £12,151). No other services were provided by the Independent Examiner.

8 Charitable expenditure

2023	Learning and Development	Projects	Total 2023
	£	£	£
Direct Staffing Costs	197,949	117,479	315,428
Direct Costs of Delivery	16,786	50,601	67,387
Administration	1,403	406	1,809
Infrastructure and Premises	15,120	15,427	30,547
Professional Fees	-	-	-
Travel	3,001	1,858	4,859
Miscellaneous	-	-	-
Other Support Costs (see note 7)	127,099	100,792	227,891
Governance Costs (see note 7)	2,952	2,341	5,293
	364,310	**288,904**	**653,214**

Expenditure on charitable activities was £653,214 (2022: £653,932) of which £453,469 (2022: £551,951) was unrestricted and £199,745 (2022: £101,981) was restricted.

2022	Learning and Development	Projects	Total 2022
	£	£	£
Direct Staffing Costs	161,925	112,659	274,584
Direct Costs of Delivery	24,295	37,469	61,764
Administration	2,313	1,254	3,567
Infrastructure and Premises	20,549	14,453	35,002
Professional Fees	-	-	-
Travel	1,343	588	1,931
Miscellaneous	-	-	-
Other Support Costs (see note 7)	146,071	115,527	261,598
Governance Costs (see note 7)	8,647	6,839	15,486
	365,143	**288,789**	**653,932**

9 Raising funds

	2023	2022
	£	£
Fundraising Staff Costs	5,442	-
Membership Staff costs	8,198	8,458
Administration	236	692
Miscellaneous	-	(200)
Investment Management	10,433	13,270
	24,309	**22,220**

10 Employee costs

The College seeks to ensure that all colleagues are fairly rewarded for the work that they undertake. All colleagues are appointed to a role cluster and level that is appropriate to the content of their role. Each role cluster and level has specific salary bands.

The average number of colleagues employed by the College was:

	2023	2022
Full Time	-	-
Part Time	13.1	13.1
	13.1	**13.1**
Full-time equivalents	**10.3**	**10.1**

The costs incurred in respect of these employees were:

	2023	2022
	£	£
Salaries and Wages	427,080	393,069
Social Security	38,753	35,365
Pension	21,027	16,669
Other	7,971	13,903
	494,831	**459,006**

11 Key management personnel

The College considers its key personnel to comprise the Trustees and Chief Executive and Principal.
During the year, no employees were paid more than £60,000 (2022: 0).

The total remuneration for the key management personnel was as follows:

	2023	2022
	£	£
Salaries	55,517	52,607
National Insurance Contribution	6,546	6,214
Pension Contribution	2,221	2,104
	64,284	**60,925**

The remuneration of the Chief Executive and Principal, who is the highest paid employee and included in the above figures is as follows:

Neil Calvert	**2023**	**2022**
	£	**£**
Salary	55,517	52,607
National Insurance Contribution	6,546	6,214
Pension Contribution	2,221	2,104
	64,284	**60,925**

12 Trustee remuneration

The Trustees received no remuneration in the performance of their duties.
Six Trustees (2022: one) were reimbursed expenses during the year totalling £747 (2022: £281). These represented essential travel and subsistence costs in performance of their duties.

The Co-operative College had the following staff Trustee during the year. They received no remuneration as a Trustee. Their remuneration as an employee was as follows:

	Daniel Cox
	£
Salary	30,263
Pension Contribution	1,211
	31,474

13 Intangible fixed assets

	Website
	£
Cost	
1 August 2022	18,000
31 July 2023	**18,000**
Amortisation	
1 August 2022	18,000
Charge for Year	-
31 July 2023	**18,000**
Net Book Value at 1 August 2022	0
Net Book Value at 31 July 2023	**0**

Amortisation has been charged against charitable activities in the Statement of Financial Activities.

14 Tangible fixed assets

	IT Equipment	Plant, Fixtures and Fittings	Total
	£	£	£
Cost			
1 August 2022	26,856	35,430	62,286
Additions	-	-	-
Disposals	-	(1,618)	(1,618)
31 July 2023	**26,856**	**33,812**	**60,668**
Depreciation			
1 August 2022	22,720	34,284	57,004
Charge for Year	2,308	304	2,612
Disposals	-	(776)	(776)
31 July 2023	**25,028**	**33,812**	**58,840**
Net Book Value 1 August 2022	4,136	1,146	5,282
Net Book Value 31 July 2023	**1,828**	**0**	**1,828**

15 Investments

	Total	Royal London Sustainable Diversified Fund	Co-operative Group Shares	Chelmsford Star Share Account	Co-operative House Europe
	£	£	£	£	£
1 August 2022	1,898,045	1,896,545	500	1,000	
Divestments	(279,794)	(275,000)			(4,794)
Valuation Gain/(Loss)	2,284	(2,510)			4,794
Charges Against Valuation	(10,433)	(10,433)			
31 July 2023	**1,610,102**	**1,608,602**	**500**	**1,000**	**0**

Investments held at 31 July 2023 comprise the following:

	2023	2022
	£	£
Current Asset Investments - to be utilised within 12 months	215,000	215,000
Fixed Asset Investments - to be held for at least 12 months	1,395,102	1,683,045
	1,610,102	**1,898,045**

Investments are split between current and fixed asset investments to accurately reflect the periods for which the investment is made. Current investments reflect that element that are expected to be drawn for use within 12 months.
Investments held with Royal London in a Sustainable Diversified Fund are reflected at fair value (their market value) at the reporting date. This treatment is in accordance paragraph 11.14(d) of FRS 102.

16 Debtors

	2023	2022
	£	£
Trade Debtors	17,931	13,063
Project Debtors	3,000	-
Accrued Income	9,171	19,887
Prepayments	11,457	13,596
	41,559	**46,546**

17 Stock

	£
Opening stock	1,941
Stock write down	(272)
Total Stock	**1,669**

Notes to the Financial Statements for the Year Ended 31 July 2023

18 Creditors

	2023	2022
	£	£
Trade Creditors	20,185	16,414
Project Creditors	16,636	36,336
Accruals	21,993	26,715
Taxation and Social Security	10,799	9,223
Other Deferred Income (note 19)	15,991	6,536
Other Creditors	26,365	2,816
VAT	2,806	495
	114,775	**98,535**

19 Deferred income

	2023	2022
	£	£
Project Creditors	16,636	36,336
Core Funding	1,875	1,875
Workshops	1,238	1,031
Study Visits	9,928	-
Membership Subscriptions	2,950	3,630
	32,627	**42,872**

Reconciliation of deferred income

	£
Balance at 1 Aug 2022	42,872
Amount Released from Previous Years	(26,236)
Amount Deferred in Current Year	15,991
Balance at 31 July 2023	**32,627**

20 Operating lease commitments

	2023	2022
	£	£
Land and Buildings		
Not Later than One Year	6,405	9,157
Later than One Year and Not Later than Five Years	-	801
	6,405	**9,958**

Payment under operating leases within the year amounted to:

	2023	2022
	£	£
Land and Buildings	9,157	15,362

21 Charitable funds

2023	Balance at 1 August 2022	Income	Expenditure	Investment Gains/(Losses)	Transfers Between Funds	Balance at 31 July 2023
	£	£	£	£	£	£
Expendable Endowment Funds:						
Co-operative College Fund	636,817	-	(2,001)	(482)	(319,793)	314,541
	636,817	**0**	**(2,001)**	**(482)**	**(319,793)**	**314,541**
Restricted Funds:						
Les Stannard Co-operative Citizenship Fund	30,379	549	(197)	(47)	-	30,684
Co-operative Pioneers Memorial Fund	932,205	16,630	(18,642)	(1,437)	-	928,756
Joyce & Vic Butler	188	3	(1)	-	-	190
Rwanda S.E.A.D. Project	-	-	-	-	-	-
Co-op (Ad)venture	-	-	-	-	-	-
YOUCOOPE	-	-	-	-	-	-
Co-op Foundation/Big Lottery Fund #iWIll Fund:						
- Youth Co-operative Action Phase Two	16,016	-	(16,016)	-	-	-
- Youth Co-operative Action Continuation Project	13,062	131,508	(52,845)	(142)	-	91,583
NSCCT Barefoot Co-operative Project	-	-	-	-	-	-
CAST - Catalyst and the National Lottery Community Fund COVID-19 Response:						
- Momentum Programme	-	-	-	-	-	-
CAT - Co-operative Adventure Project (Bradford Pilot)	-	1,500	(1,500)	-	-	-
Malawi Project - DGRV	-	-	-	-	-	-
Malawi Project - Central England Co-operative Society	26,277	34,160	(32,020)	(43)	-	28,374
Youth Co-operative Action Lowestoft - Central England Co-operative Society	-	18,200	(18,200)	-	-	-
Co-operative and Youth People project - DGRV	-	13,198	(13,198)	-	-	-
IRU Ambassador Training	-	14,500	(14,500)	-	-	-
Rochdale Creative People and Places Programme	-	3,560	(3,560)	-	-	-
Co-operatives UK - International Funding	-	36,000	(36,000)	-	-	-
	1,018,127	**269,808**	**(206,679)**	**(1,669)**	**0**	**1,079,587**
Unrestricted Funds:						
Revenue Reserves	**235,000**	**144,615**	**(468,843)**	**4,435**	**319,793**	**235,000**
Total Charitable Funds	**1,889,944**	**414,423**	**(677,523)**	**2,284**	**0**	**1,629,128**

Transfers between funds of £319,793 took place to maintain unrestricted reserves at agreed minimum levels.

2022	Balance at 1 August 2022	Income	Expenditure	Investment Losses	Transfers Between Funds	Balance at 31 July 2023
	£	£	£	£	£	£
Expendable Endowment Funds:						
Co-operative College Fund	1,102,308	-	(4,615)	(58,488)	(402,388)	636,817
	1,102,308	**0**	**(4,615)**	**(58,488)**	**(402,388)**	**636,817**
Restricted Funds:						
Les Stannard Co-operative Citizenship Fund	46,951	372	(14,241)	(2,703)	-	30,379
Co-operative Pioneers Memorial Fund	1,014,147	11,401	(10,405)	(82,938)	-	932,205
Joyce & Vic Butler	204	2	(1)	(17)	-	188
Rwanda S.E.A.D. Project	-	600	(600)	-	-	-
Co-op (Ad)venture	-	23,455	(23,455)	-	-	-
YOUCOOPE	-	6,802	(6,802)	-	-	-
Co-op Foundation/Big Lottery Fund #iWIll Fund:						
- Youth Co-operative Action Phase Two	32,645	-	(15,204)	(1,425)	-	16,016
- Youth Co-operative Action Continuation Project	-	14,316	(92)	(1,162)	-	13,062
NSCCT Barefoot Co-operative Project	-	1,050	(1,050)	-	-	-
CAST - Catalyst and the National Lottery Community Fund COVID-19 Response:						
- Momentum Programme	-	1,020	(1,020)	-	-	-
CAT - Co-operative Adventure Project (Bradford Pilot)	-	11,442	(11,442)	-	-	-
Malawi Project - DGRV	-	340	(340)	-	-	-
Malawi Project - Central England Co-operative Society	-	53,092	(24,477)	(2,338)	-	26,277
	1,093,947	**123,892**	**(109,129)**	**(90,583)**	**0**	**1,018,127**
Unrestricted Funds:						
Revenue Reserves	**235,000**	**179,097**	**(562,408)**	**(19,077)**	**402,388**	**235,000**
Total Charitable Funds	**2,431,255**	**302,989**	**(676,152)**	**(168,148)**	**0**	**1,889,944**

Transfers between funds of £402,388 took place to maintain unrestricted reserves at agreed minimum levels.

Endowment and Restricted Funds are held for the following purposes:

Co-operative College Fund
Resulting from the sale of property originally purchased with funds gifted by the co-operative movement. The funds are invested in order that the interest and gains arising can be used to support the College in the furtherance of co-operative education. The Trustees reserve the right to release funds from the endowment for strategic purposes. During the financial year funds were released to support College operations in line with the agreed strategic plan.

Les Stannard Co-operative Citizenship Fund
Given by the South East Region of The Co-operative Group, the purpose of the fund is to support young people (aged 25 and under) who wish to participate in educational opportunities provided by the College. Such educational opportunities should be within a wider citizenship theme.

Co-operative Pioneers Memorial Fund
Established in early 2010 when a number of small funds were brought together, the fund aims to enable learners facing financial difficulties to participate in programmes arranged by the Co-operative College. This includes funding for bursaries and match funding for projects through which participants benefit from College services and programmes that they could not afford to do so otherwise.

Co-op Foundation/Big Lottery Fund #iWill Fund
Three grants have been awarded from this fund. The first grant, awarded in 2017 funded the project 'Youth Co-operative Action: Tackling Youth Loneliness in Rochdale and Manchester's Care Leaver Community', which completed in November 2018. The second grant for phase two of the Youth Co-operative Action project is funding the College to work in Greater Manchester, Plymouth and Hartlepool. This project began in Spring 2019 and completed in January 2022. The third grant for the continuation of the Youth Co-operative Action project is funding the College to work in London, Greater Manchester and Lowestoft. Delivery of this project began in Autumn 2022 and is expected to be completed by Spring 2024.

Central England Fairtrade and International Development Project - Malawi
Two grants have been awarded by Central England Co-operative Society in regard to this project. The first grant, awarded in October 2021 funded the College to work on the Development Phase of the 'On the Ground Development' section of the Central England Fairtrade and International Development Project. This work completed in June 2022. The second grant commenced in July 2022 and funds the College to manage the 'On the Ground Development' section of the project as part of Central England's 'Our Malawi Partnership' five-year programme, which launched in July 2022. The project uses 'principle 6' to improve the livelihoods of smallholder farmers across Malawi, by strengthening key co-operative unions producing coffee, rice, nuts and tea through training support given my MAFECO (the national co-op apex body in Malawi) and linking them to UK Co-operative buyers. The current grant is expected to end in June 2025 with the potential for a further two-year extension.

Sufficient resources are held in an appropriate form to enable the funds to be applied in accordance with any restrictions imposed.

Analysis of net assets between funds

2023	Unrestricted Funds	Restricted Funds	Endowment Funds	Total
	£	£	£	£
Tangible Assets	1,828	-	-	1,828
Fixed Asset Investments	18,156	1,062,405	314,541	1,395,102
Current Assets	324,833	22,140	-	346,973
Current Liabilities	(109,817)	(4,958)	-	(114,775)
	235,000	**1,079,587**	**314,541**	**1,629,128**

2022	Unrestricted Funds	Restricted Funds	Endowment Funds	Total
	£	£	£	£
Tangible Assets	5,282	-	-	5,282
Fixed Asset Investments	28,101	1,018,127	636,817	1,683,045
Current Assets	275,494	24,658	-	300,152
Current Liabilities	(73,877)	(24,658)	-	(98,535)
	235,000	**1,018,127**	**636,817**	**1,889,944**

22 Reconciliation of net incoming resources to net cash outflow from operating activities

	2023	2022
	£	£
Net expenditure for the reporting period (as per the statement of financial activities)	**(260,816)**	**(541,311)**
Adjustments for:		
Depreciation Charges	2,612	5,376
Amortisation Charges	-	-
Disposal of Assets	92	-
Losses/(Gains) on Investments	(2,284)	168,148
Management Charges Against Valuation of Investment	10,433	13,270
Dividends and Interest from Investments	(30,904)	(24,921)
Decrease in Stock	272	527
Decrease in Debtors	4,987	27,862
(Decrease)/Increase in Creditors	16,240	(75,930)
Net Cash used in Operating Activities	**(259,368)**	**(426,979)**

23 Analysis of changes in net debt

	Balance at 1 August 2022	Cash flows	Balance at 31 July 2023
	£	£	£
Cash at Bank and In Hand	36,665	52,080	88,745
Total Cash and Cash Equivalents	**36,665**	**52,080**	**88,745**

24 Contingent liabilities and capital commitments

The College has no contingent liabilities or capital commitments as at the balance sheet date.

25 Related Party Transactions

The following are related party transactions, as defined by Financial Reporting Standard 102, section 33, together with details of notable transactions.

The Co-operative Heritage Trust

The Co-operative College is one of the founding members of the Co-operative Heritage Trust. As a founding member, the College has the right to nominate up to two Trustees onto the Board of the Co-operative Heritage Trust.

Amounts of £60 (2021/22 - £4,791) and £645 (2021/22 - £195) were receivable from and payable to the Co-operative Heritage Trust for the 12-month period. At 31 July 2023 the balance owed to the College was £nil (2022: £nil) and the balance payable to the Co-operative Heritage Trust was £nil (2022: £nil).

Transactions with Trustees are detailed in note 12.

Accounts

The Co-operative College

Annual Report and Accounts

Year Ended 31 July 2022

Trustees Report

The Trustees present their annual report and financial statements of the charity for the year ended 31 July 2022. The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the charity's trust deed, the Charities Act 2011, the Charities Statement of Recommended Practice (second edition) and Financial Reporting Standard FRS 102.

The College **began** the financial year in August 2021 with its new staffing structure and organisational design fully in place. This followed a period of over two years of significant and ongoing change, including the work led by the Scenario Planning / Transition Working Groups to "right-size" its cost base and equip it for an external context, and indeed a world, changed forever by a number of factors including the consequences of the COVID-19 pandemic. It **ended** the year, following a programme of extensive development and stakeholder consultation, with the launch of a new strategy identifying its direction, purpose and key areas of focus for the three years to July 2025.

The work of the College is varied and rarely static, but this has nevertheless been another year of great change. Whilst this report can provide some insight into the last 12 to 18 months and our plans for the future, we would welcome all visitors to our website (www.co-op.ac.uk), where a more detailed commentary on our strategy and its implications is available, and would also recommend following our channels on social media to gain a better understanding of our work and of how they may become involved in it.

Our work is only possible due to the continued hard work of our colleagues, the dedication and commitment of our Board of Trustees, and the support of our Members and partner organisations in the UK and around the world, so our thanks go to them all.

Objects and activities

The College's charitable objective is "*to promote the education of the public, in particular, but not exclusively, by the provision and conduct of a College for the education of people in a manner consistent with the values and principles of the co-operative movement."*
The strategy, which the College published on 30 June 2022 to coincide with its AGM after a lengthy period of stakeholder consultation, identified the **key aim** of becoming *"the distinctive learning partner of choice for educators, co-operators like-minded individuals and organisations"*, in order to:

- Support co-operators and co-operatives to develop
- Inspire the co-operators of the future
- Tackle inequalities in communities by working together

Importantly, the strategy breaks down the College's work into four **key strategic areas**:

- Co-operative learning
- Thought leadership
- International Co-operative development
- Youth empowerment

It also identifies the three curriculum areas into which the College's broad and diverse range of learning programmes can be classified:

- Co-operative leadership
- Co-operative values and behaviours
- Concern for community

Trustees Report

This new strategy for the College recognises the impact of many changes to both the internal and external context since 2019. Externally, the COVID-19 pandemic will have a lasting impact on the way in which individuals and organisations access learning, training and development, with blended programmes likely to become increasingly popular. An already challenging economic outlook, made even tougher by the invasion of Ukraine in early 2022 and a global spike in inflation, continues to suggest that income may be slow to return to pre-pandemic levels, and ongoing work to reduce costs and improve efficiency continues to be a high priority. The anticipated increase in international activity, as travel restrictions have been lifted and pent-up demand from overseas partners released, is providing an increasing number of exciting opportunities for new activity and income. The strategy also provides an indication of the importance to the smaller, leaner College of working in partnerships – with co-operatives, academic institutions and other value-based organisations.

One consequence of the work to develop a new strategy was the decision to make a small, but significant, change to the internal structure of the College by moving away from the use of a dedicated Projects Team. This change saw the College's youth work in the UK subsumed into the work of the Learning Team, under the leadership of Ali Longden as Director of Learning and Teaching, in a recognition of the move towards the use of a more consistent co-operative learning approach across all our programmes. The responsibility for international projects became part of the remit of the Head of International Partnerships, Sarah Alldred. The resulting structure provides opportunities for delivering outcomes more efficiently, as well as providing greater alignment with the key areas of the new strategy.

The decision was also taken to add the additional post of an Adult Education Tutor, in order to bring more of our learning delivery "in-house". The purpose of this change was twofold: to enable further improvements in the quality and consistency of learning and teaching, and to support further efforts in achieving greater cost efficiency. Stacey Salt joined the team in June 2022 and is already involved in delivering programmes across the full breadth of the College's work, including in UK youth projects.

The majority of the College's 13 members of staff now form the **Learning Team**. The Learning Team is the hub for the design, delivery and quality assurance of a wide range of programmes to meet the needs of co-operatives, co-operators, learners and beneficiaries.

The **Business Development Team**'s responsibilities include the key operational areas of finance, marketing, governance, health and safety, estates and human resources (with the continued support of an external HR consultant). Alongside its core function of developing client relationships and new business opportunities, the team also has oversight of Member engagement and the College's Membership.

The **Head of International Partnerships** develops and maintains relationships with overseas partners and clients across the full range of activity of the College, plays a key role in the work of the International Co-operative Working Group (ICWG) and leads the College's international co-operative development work.

Achievements and Performance

With a permanent structure finally in place, but many aspects of working life still very "new", including the 4-day week and the shift to remote working, the College's key challenge during the 2021-22 year was to balance two priorities: developing a new strategy which would deliver relevant programmes of a high quality using a distinctive learning approach, whilst concurrently seeking and agreeing new business opportunities in order to meet immediate income targets. Although the new College strategy was not formally published and adopted until the end of the year, the key strategic areas were identified and used internally much earlier and provide the best structure to summarise the College's work in this period.

Co-operative learning

The College's ongoing work to settle on a precise definition of "co-operative learning" as a distinctive learning approach is likely to continue for some time. There is, however, already broad agreement that it typically involves a facilitated, co-constructed and collaborative style of delivery. The use of such an approach is now a prerequisite for the development of all new programmes, regardless of whether delivery is remote, face-to-face or hybrid. Learner feedback continues to be extremely positive across a wide range of our activity, and while the feedback is used to drive continuous improvement, it also provides ongoing validation of the College's drive to improve both the quality and consistency of its provision.

The provision of learning programmes for partners in the UK has continued to develop, and has included work with partners including three of the major retail societies (Central England, Tamworth and East of England) as well as the Co-operative Group's National Members' Council, the Co-operative Councils' Innovation Network (CCIN) and the Prospect / Bectu trade union. Learning provision for these clients has ranged from the development of online, self-paced learning to delivering bespoke, face-to-face activities.

Partnerships with Higher Education providers are set to form an increasingly significant proportion of the College's provision of learning programmes, allowing our learners to access a wider network and to follow routes allowing formal accreditation of their learning. In January 2022, we embarked upon a prestigious partnership with Imperial College London. The first joint initiative delivered under the partnership is an online programme of adult and community learning entitled *Spanner in the Works? Co-operation then, now and into the future*. Three cohorts of learners have now successfully completed the programme.

The College's second major new partnership in Higher Education is with the University of Dundee. Following a lengthy period of initial discussions between the two institutions, we announced at our 2022 AGM the intention for the College and the University's Business School to work together in the development of Masters-level, credit bearing, modules of learning focussing on co-operatives and the co-operative movement. It is hoped that teaching on these programmes will begin in 2024.

The continuing relaxation of the travel restrictions imposed during the COVID-19 pandemic has enabled the College to resume its provision of study visits for international clients, and this is emerging as a key area of current and future business. Working with partner organisations, including Co-ops UK, the Co-operative Group, the Co-operative Heritage Trust and ICMIF, to provide specialist input, and using our distinctive approach to ensure that visits retail a genuine focus on learning, we have been delighted to receive almost exclusively positive learner feedback from visitors including a group of dentists and allied professionals from health co-ops in Brazil and a party of 53 members of staff and representatives of member organisations joining us from our established partner CLIMBS, a life assurance co-op based in the Philippines.

In addition to hosting study visits, our international work also includes online provision. In the summer of 2022 we were successful in winning the contract to develop a programme of self-paced, digital learning resources for the global ambassadors of the International Raffeisen union.

Trustees Report

Thought leadership

With a smaller, leaner staff cohort, the College currently has a reduced capacity to lead on pieces of academic research in the way that it has done in the past. We do, however, still place a high priority on our role in thought leadership, uniquely positioned as we are within the global co-operative movement and academia to provide spaces and networks for the dissemination, discussion and further development of current and relevant thinking. In October 2021 we hosted the first of a new series of webinars at which the authors of a major piece of research by the International Co-operative Alliance (ICA) into the role of co-operatives in the green economy joined us to discuss their findings and take questions from our Members and guests.

College staff have also been active in engaging in external thought leadership activity. Our CEO, Neil Calvert, gave the inaugural address at the maiden convocation of the Lagos State Co-operative College and spoke at conferences hosted by the ICA and UNESCO, at which he was also joined by Sarah Alldred. Amanda Benson, our Curriculum Development Manager, and Stacey Salt, our Adult Education Tutor, were also invited to speak to Masters students at the Universities of Cambridge and Derby respectively.

International co-operative development

The major focus of the College's international project work during the year was the launch of a major co-operative development initiative in Malawi, funded by Central Co-op. "Our Malawi Project" is a UK-led retail strategy which ensures a deeper understanding of the impact of co-operative and fair trade over aid. The intention is to deliver a project over at least three years which is sustainable in the longer term, to take Malawian communities out of abject poverty and create engagement opportunities with CEC members and communities. Building on our prior experience of working in co-operative development in the country, the College is project managing responsibilities for this ground-breaking piece of work.

The second of our thought leadership webinars focussed on international co-operative development (ICD), and saw delegates from around the world joining us to debate with a highly experienced panel of global leaders in the field. Our role in the International Co-operative Working Group (ICWG) has provided a forum for networking and co-ordination of international links, partnerships and initiatives across the UK co-operative movement, and the work of Sarah Alldred to co-ordinate the Group's work in ICD and disaster relief is a key element of our partnership with Co-ops UK.

Youth empowerment

The core of our youth empowerment work during the year was the delivery to multiple cohorts across the UK of two established projects. Our Co-operative (ad)Venture project works with young people with learning difficulties, disabilities and autism, helping them to reach their full potential in a world that puts so many barriers in their way. The project is designed so that the young people all have an equal voice, gain the confidence and skills to take into their future education, training and employment, and build their own co-operative and social action events in their local community. The second project, Youth Co-operative Action (YCA), aims to inspire young people to use co-operative values and principles to make a change where they live, and is typically targeted at disadvantaged groups and/or members of deprived communities.

Each project is either centred in a school or college, or anchored by an existing community organisation, facilitated either by members of College staff or a local delivery partner. Our UK projects have been enabled by grant funding and financial support from partners including the Co-operative Foundation, the Big Lottery #iwill Fund, Potterspury Lodge Trust, Central Co-op and the

Co-operative Group, enabling more than 150 young people to develop transferable skills, improve their life chances and engage in real, meaningful social action. College staff were also involved in the delivery of the Co-ops UK Youth summit in Manchester.

Our youth empowerment work, however, is not restricted to the UK. In the summer of 2022 the College began work leading a project funded by DGRV, the national apex organisation of the co-operative sector in Germany, to work with young co-operators on three continents. In collaboration with in-country partners, we are co-constructing a programme of learning resources to enable groups of young people, in Colombia, Eswatini and Laos, who already have some affiliation with co-operatives, to engage in learning that will deepen their understanding of the principles, values and history of the worldwide movement.

Future Plans

Achieving lasting financial sustainability continues to be the highest priority for the College. Work to improve quality and reputation will retain crucial importance, as we look to build on recent successes to increase income further while continuing to seek greater efficiencies across all aspects of our activity.

With a new strategy in place, the College ended the year well-placed to embark upon a number of major initiatives across the four key strategic areas. The most significant, in terms of the deployment of resources and the potential for increased activity and income, are:

- Our proposed Higher Education partnership with the University of Dundee, providing a range of options for learners from micro-accreditation to degree awards, accessible via a range of online and hybrid routes.

- The further development of a flexible study tours programme, suitable for visiting groups of varying sizes from both co-ops and learning institutions, and potentially connecting with our Higher Education partnerships.

- An expansion in the variety of UK co-operative youth programmes that we can deliver, in order to appeal to a broader range of potential funders.

- Greater engagement with the UK co-operative movement, to drive the co-construction of learning programmes relevant to their staff and members.

Successful delivery of our 2022-25 strategy will also depend, however, on our ability to balance a key focus on these initiatives with a number of additional streams of work which may have more of an indirect impact on the success of the College but nevertheless remain just as important to our purpose, aims and values, including:

- The development of a Co-op College network, to extend our thought leadership activity into a dedicated programme linking co-operative educations around the world.

- Increased engagement with our Members, to ensure that the College continues to meet their needs and access the skills and expertise that they can bring.

- A continuing commitment to staff development, to provide opportunities for all of our people and to ensure that we continue to be seen as an employer of choice.

Trustees Report

There remains a common sense of purpose and determination amongst the College's staff and Trustees, at a time when there is such a need for the principles and values of co-operative education to be understood and applied in seeking to build a better world.

Jon Nott,
On behalf of the Board of Trustees

Neil Calvert,
Chief Executive & Principal

Finance Report

Overview of Financial Results

In previous years, we had seen the loss or significant reduction in many of the most important income streams to the College and as a result, the initial financial focus had to be on a significant reduction in costs. The restructure, switch to a 4 day week and the move to a smaller office base have generated extremely large savings during 2021-22. Expenditure has now fallen from £1.31million to £676k in the past two years.

The year to July 2022 does however reflect that the new College team were only bedding in at the start of the financial year and work to build back the income streams of the College was unable to show financial benefits within this year.

A new strategy launched in June 2022 clarified four areas of focus for the College going forward to 2025, three of which are immediately linked to income generation, with a fourth focusing on reputational enhancement designed to support financial growth over the longer term.

Importantly, the strategy's three income-generating streams (co-operative learning, international co-operative development and youth empowerment) require us to seek diversified income sources including philanthropic, which will improve our resilience in the long term and reduce our reliance on core funding sourced solely from within the co-operative movement, which has not been as dependable over the past two years.

Despite the shortfalls in income during this year of transition, the reductions in costs enabled us to vastly reduce operational losses, which fell by approx. £300k from the level of two years ago, before the restructuring process began. The operational deficit recorded for the year was within £30k of the outturn projected in the budget agreed by Trustees in November 2021 (£373,163 vs £344,914).

Unfortunately, the war in Ukraine saw a significant impact on investments across the world and the value of our investments held in Royal London Sustainable Diversified Funds fell by £168k, which increased our overall deficit to the £541k reported.

Performance

Total income for the year to July 2022 was £302,989, made up of £204,807 income from Charitable Activities, £73,261 from Donations and legacies, and £24,921 from Investments.

Learning income fell by 15% to £98,697 in the year. However, income from course and programme fees was largely maintained with less than a 5% decrease compared to the previous year. This reflects a number of workshops and bespoke training programmes delivered to a wide range of clients and partner organisations across the UK and overseas. The market has proved particularly buoyant and receptive in regard to international study visits which the College is uniquely placed to deliver. These capitalise on our heritage and strong reputation, but offer something distinctive through our new, distinctive learning approach, which is gaining traction across the co-operative sector. Our partnership and international role at Co-operatives UK is particularly beneficial in strengthening this area. We are focused on refining these tours as a core offer for the year ahead.

Partnerships with Higher Education providers have been established over the last year and while these take a long time to establish and deliver an income, due to the regulatory environment, offering accredited courses in the next year promises to provide a sustainable and significant revenue stream from mid 2023-24 onwards.

Finance Report

Projects income continued to suffer with income falling by 27% to £88,087. A number of our International and UK Projects ended over the past 12 months, which has contributed to the reduction in income. During the year, our major piece of International Project work focused around the Central England Fairtrade and International Development Project in Malawi, in which the College has secured funding for 3 years from Central England Co-operative Society to manage the 'On the Ground Development' section of the project.

In terms of our UK Projects, during the year we secured funding from Co-operative Academies Trust to deliver a pilot of the Co-operative (ad)Venture project in Bradford. Further funding was also secured from the Co-op Foundation for the continuation of the Youth Co-operative Action project until July 2023, which funds the College to deliver cohorts in London, Greater Manchester and Lowestoft.

To respond to the fall in income for these projects we recognise an opportunity to capitalise on the favourable philanthropic environment for this type of work, and will look to recruit or contract support for this work in the next year. We are seeking opportunities to bid for larger scale pieces of work around youth empowerment, either individually or as part of a consortium.

Membership income has remained stable with only a 3% fall in income to £10,509 - we would like to take this opportunity to thank all of our individual and organisational members for continuing to support the work of the College.

Donations and legacies income fell by approx. £107k this year to £73,261. This is due to the 3-year Co-operative (ad)Venture project funded by the Potterspury Lodge Trust coming to an end during the year. In addition to this, income from donations in the previous year had also reflected the final tranche of core funding from the Co-op Group and financial support received from the HMRC Coronavirus Job Retention Scheme.

Overall expenditure in the year to July 2022 was £676,152, made up of £653,932 expenditure on Charitable Activities and £22,220 expenditure on Raising Funds. This reflects a reduction in costs of approx. £528k compared to the previous year.

Savings made on staffing costs, which began in 2021 following the restructure, have continued with a further saving of £217k during the year. In addition to this, our infrastructure costs have reduced by over £40k, of which approx. £28k relates to savings made in moving to a smaller office base.

Balance Sheet

The College balance sheet shows net assets of £1,889,944. Virtually all available funds are invested in Sustainable Diversified Funds with Royal London. These investments are liquid allowing us to withdraw funds, if necessary, within a few days, thereby enabling us to protect any funds held for specific purposes should there be a significant devaluation in investment value. To 31 July 2022, we have continued to add funds to specific project monies held through our investments.

Investments

Investment Policy

The Board of Trustees have agreed that funds be invested in order that the interest and dividends arising be used in the furtherance of the object of the charity and to achieve capital growth of funds in the medium to long term so that the income generating potential of the fund is not compromised.

Finance Report

It is recognised that the College does not have expertise in making longer–term investment decisions and as such have appointed investment advisers to manage the College's portfolio.

Investment Performance

Investments have been held in Royal London Asset Management's Sustainable Diversified Fund for a number of years. This is a mixed portfolio, which falls into the 20% to 60% level of shares category. Typically, the mix has been almost 60% equity with the remainder earning fixed rates of income.

Whilst the year to July 2022 has reflected investment losses, the general performance of the Royal London Sustainable Diversified Fund that we have invested in has been exceptional with gains achieved in every year prior to 2022. Therefore, we believe that long term this remains an appropriate investment.

Reserves

Reserves Policy

The Trustees have determined that the minimum level of unrestricted reserves to be held should be equal to four months operating expenditure and costs of delivery, allowing the College to cover such costs in the most extreme absence of income. The minimum level will be calculated each year after approval of the annual budget and review of expected year-end reserves.

On the basis outlined above, the minimum level of unrestricted reserves at 31 July 2022 and to be carried through the 2022-23 financial year is £235,000.

The level of unrestricted reserves held at the year-end is £235,000 in line with the College's reserves policy. Of these unrestricted funds, £5,282 of funds held would only be realised by the sale of fixed assets, thereby leaving £229,718 as free reserves.

Total reserves were £1,889,944 with endowment funds making up £636,817 and restricted funds £1,018,127. Movements in funds and more detail on the purpose of specific funds can be found in note 22 to the accounts.

Annual Reserves Management

The methodology for managing reserves throughout the year seeks to recognise two factors. Firstly, the uneven pattern of income and expenditure throughout the year and secondly, the recognition of investment gains/losses only on an annual basis.

Considering these factors, a quarterly transfer will be made from the Co-operative College Fund to unrestricted reserves, when required, to maintain unrestricted reserves at the minimum level throughout the year. At year-end, upon recognition of investment gains/losses for the year, a final transfer to/from the Co-operative College Fund will be agreed by the board of Trustees.

The Audit and Risk Committee and Trustees shall monitor any such transfers through the quarterly presentation of management accounts.

Annual Review of Reserves Policy and Long-Term Plans

The Reserves Policy will be reviewed on an annual basis and an appropriate level set for the year ahead.

Finance Report

The restructuring process undertaken in 2020-21 was necessary to provide a cost base from which the College could achieve a break-even position. The Trustees intention is that the level of Unrestricted Reserves be maintained without continued drawing upon the capital of the Co-operative College Fund and that only the income and gains should be drawn upon for working capital purposes in future years.

Going Concern

The College has £235k of unrestricted reserves and approx. £636k of expendable endowment. The latter is invested for income and long-term gains but accessible within 3 days should it be required. The Trustees wish to preserve the expendable endowment for the long term but the fund will be used as necessary to continue supporting a period of building income back following the restructure. Taking these factors into account, the Trustees consider that there are no material uncertainties about the College's ability to continue as a going concern.

Structure, Governance and Management

Governance

Governance of the Co-operative College is the responsibility of the Trustees who act in an unpaid capacity.

Trustees meet at least four times a year as a collective with further ad hoc meetings and sub committees meeting when required. The Audit and Risk Committee (ARC) was reformed towards the end of the year following a handover from the Transition Working Group (formerly the Scenario Planning Working Group) which had continued in its role from 2020-21. The Audit and Risk Committee will meet on a quarterly basis going forward. All meetings are attended by the Chief Executive & Principal, relevant members of the Leadership Team and where appropriate other colleagues.

The Chief Executive & Principal provides first line leadership. This key role provides clear leadership in policy making, strategic planning and executive management to deliver the College's objectives and ambitions. The Chief Executive & Principal is supported by a wider Leadership Team who are accountable for specific areas of the College's work.

During the year to July 2022, the Executive Team comprised:

Name	Role	Length of Service
Neil Calvert	Chief Executive & Principal	1 year

Remuneration for the Executive staff team is determined via the College's Reward & Recognition policy whereby all colleagues' roles are evaluated against specific role and salary bands. The role of the Chief Executive & Principal is external to these salary bands and is determined via the College's Remuneration and Employment Committee with reference to market conditions and specific skill sets.

Risk Management

The College's Trustees and management have a clear responsibility for:

- Identifying risks facing the business.
- Putting in place actions and procedures to mitigate and control risks.
- Monitoring risks

All risks are assessed against a framework of impact and likelihood. Each risk is attributed to a member of the College leadership team to monitor. The risk is detailed, controls identified, mitigating factors considered, any further actions to be taken identified together with a consideration of the level to which we are able to reduce the risk. Re-assessment against the framework is undertaken for each risk and the risk register updated accordingly.

The Audit and Committee meets every quarter and these meetings are a channel for risks to be reviewed, and for updates and recommendations to be made to the full Board of Trustees.

Internal Controls

The Trustees are ultimately responsible for the College's system of internal control and reviewing its effectiveness. However, such a system is designed to manage rather than eliminate the risk of failure to achieve the Charity's business objectives, and can provide only reasonable and not absolute assurance against material misstatement or loss.

Structure, Governance and Management

Key controls in place include:

- Clearly defined lines of responsibility and delegation
- Clear approval processes for transactions including two signatories for all outgoings
- Budget setting and Trustee approval
- Regular review of performance against budget by Trustees
- Quarterly meetings of the Audit and Risk Committee to assist the Leadership Team in managing the operations and risks of the College.

Trustee Method of Appointment

The maximum number of Board members is 12, made up from the following categories:

- Up to seven Board members can be elected by and from the membership.
- Up to two Board members can be appointed by co-option by the Board of Governors for their particular skills and/or experience.
- One Board member who is a student/learner at the College can be nominated and elected by the students/learners.
- One Board member who is a member of the College staff can be nominated and elected by staff of the College.
- Up to one Board member can be appointed by Co-operatives UK

Five new Trustees were appointed during the year to 31 July 2022.

Board of Trustees

The Trustees for the year to 31 July 2022 and up to the point of signing the annual report and accounts were as follows:

Name	Category	Appointed	Further Details
Jon Nott (Chair)	Organisational Member	12 October 2017	Co-optee until 1 May 2018. Organisational member from that date. Reappointed 7 October 2021
Hazel Johnson	Individual Member	5 April 2017	Reappointed 21 June 2019 Retired 30 June 2022
John Boyle	Individual Member	21 April 2016	Reappointed 19 June 2020
Pamela Maxwell	Learner Member	5 April 2017	Reappointed 19 June 2020
Emma Robinson	Individual Member	1 May 2018	Resigned 7 October 2021
Daniel Cox	Staff Member	21 June 2019	
Vivian Woodell	Co-operatives UK	21 June 2019	Retired 12 October 2022
Clive Booker	Organisational Member	19 June 2020	Resigned 8 November 2022
Ruth Hall	Individual Member	7 October 2021	
Simon Thomson	Co-opted Member	13 January 2022	Reappointed 30 August 2022

Structure, Governance and Management

Gregory Roberts	Individual Member	13 January 2022	Co-optee until 30 June 2022. Individual member from that date
Rose Harvey (Vice Chair)	Co-opted Member	13 January 2022	Reappointed 20 July 2022
Christopher Jardine	Individual Member	13 January 2022	Co-optee until 30 June 2022. Individual member from that date
Jenny de Villiers	Co-operatives UK	3 November 2022	

Audit and Risk Committee / Transition Working Group

The membership of the Audit and Risk Committee (ARC) is made up as follows:

- Committee Chair appointed by the Trustees.
- Two Trustee Board members
- One member co-opted for their skills and experience.

For the year to 31 July 2022 and up to the point of signing the annual report and accounts the members of the Audit and Risk Committee were as follows:

Name	Appointed - Retired	Category
Vivian Woodell (Chair until 6 October 2022)	18 November 2021 – 6 October 2022	Board Member
Hazel Johnson	18 November 2021 – 30 June 2022	Board Member
Ruth Hall	01 April 2022 -	Board Member
James Day	01 April 2022 -	Co-optee (non–Trustee member)
Christopher Jardine (Chair)	8 September 2022 -	Board Member

The Transition Working Group (formerly the Scenario Planning Working Group) continued in its role from 2020-21 to discharge the responsibilities of the Audit and Risk Committee. A handover from the Transition Working Group to the ARC was commenced towards the end of 2021-22, as it was reinstated to establish roles and aims, and the Committee returned to regular meetings in the autumn of 2022. The ARC will meet on a quarterly basis going forward.

Status and Charity Number

The Co-operative College was founded in 1919 and is registered with the Charity Commission England and Wales as a Charitable Incorporated Organisation (registration date 6 November 2014): Registered Charity number 1159105.

The Co-operative College is also registered with the Scottish Charity Regulator (OSCR); Registered Charity number: SCO48848.

Structure, Governance and Management

Governing Document

The Charity is administered in accordance with a constitution for a Charitable Incorporated Organisation, registered with the Charity Commission on 6 November 2014 and amended on 16 December 2015 and 28 June 2016.

The College is a designated further education institution under the Education Acts. The Education Act 2011 allowed greater flexibility for Colleges to put into place their own legal constitution (amending or replacing the former Instrument and Articles of Government previously approved by the Secretary of State for Business Innovation and Skills) provided it meets the minimum requirements of Schedule 4 of the relevant part of The Education Act 2011 applicable to ‘designated’ Colleges.

Public Benefit

In planning and delivering our services and activities the Trustees and management of the College confirm that they have complied with the duty in Section 4 of the Charities Act 2011 to have due regard to public benefit guidance by the Charity Commission in delivering the activities undertaken by the Charity.

The College’s charitable objective is *to promote the education of the public, in particular, but not exclusively, by the provision and conduct of a College for the education of people in a manner consistent with the values and principles of the co-operative movement.*

The College’s activities as described in this report are considered to meet the public benefit requirement as specified in the Charities Act 2011.

Legal and Administrative Information

Registered Office

Co-operative College CIO
Holyoake House, Hanover Street,
Manchester, M60 OAS

Website: www.co-op.ac.uk

Email: hello@co-op.ac.uk

Registered Charity number England and Wales: 1159105

Registered Charity number Scotland: SCO48848

Principal Advisors

Bankers
Co-operative Bank
Balloon Street
Manchester
M60 4EP

Statutory Auditor
Beever and Struthers
One Express
1 George Leigh Street
Manchester
M4 5DL

Investment Managers
Royal London Asset Management
55 Gracechurch Street
London
EC3V 0RL

Statement of Trustees Responsibilities

Statement of Trustees' Responsibilities in Respect of the Trustees' Annual Report and the Financial Statements

Under charity law, the Trustees are responsible for preparing the Trustees' Annual Report and the financial statements for each financial year which show a true and fair view of the state of affairs of the charity and of the excess of expenditure over income for that period. The Trustees have elected to prepare the financial statements in accordance with FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland.*

In preparing these financial statements, generally accepted accounting practice entails that the Trustees:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether the recommendations of the Statement of Recommended Practice have been followed, subject to any material departures disclosed and explained in the financial statements;
- state whether applicable accounting standards 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 its activities.

Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The Trustees are required to act in accordance with the trust deed of the charity, within the framework of trust law. They are responsible for keeping proper accounting records, sufficient to disclose at any time, with reasonable accuracy, the financial position of the charity at that time, and to enable the Trustees to ensure that, where any statements of accounts are prepared by them under section 132(1) of the Charities Act 2011, those statements of accounts comply with the requirements of regulations under that provision. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the charity and to prevent and detect fraud and other irregularities.

Approved by the Trustees on 23 March 2023 and signed on their behalf by:

Jon Nott
On behalf of the Board of Trustees

Auditor’s Report

Independent Auditor’s Report to the Trustees of the Co-operative College

Opinion

We have audited the financial statements of the Co-operative College “the charity” for the year ended 31 July 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Cashflow Statement and the related notes. 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 charity’s affairs as at 31 July 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011 and The Charities and Trustee Investment (Scotland) Act 2005.

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

Conclusions relating to going concern

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

- the Trustees’ use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charity’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.

Auditor’s Report

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor’s report thereon. The Trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the Trustees’ report is inconsistent in any material respect with the financial statements; or
- proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Trustees’ Responsibilities Statement set out on page 17, the Trustees 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 charity’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor’s Report

Auditor’s responsibilities for the audit of the financial statements

We have been appointed as auditor under section 145 of the Charities Act 2011 and Section 44(1)(c) Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Obtained an understanding of the nature and sector of the Company along with reviewing the financial performance and reviewing the policies in place such as the revenue recognition for project income
- We communicated the laws and regulations with the audit team to ensure that they were alert of any indications which would highlight any non-compliance during the audit
- Reviewed copies of the board minutes from throughout the year and any that have taken place after the year end
- Matters were also discussed with Finance during the planning process and throughout the audit fieldwork in relation to any cases of fraud or non compliance of laws and regulations which may have taken place during the year
- Discussed and obtained an understanding in relation to the process for journals being posted into the finance system
- Reviewed a sample of journals posted throughout the year to ensure that management override hadn’t taken place
- Discussed the accounting estimates and the calculations behind these such as the depreciation calculation, bad debt provision and project income

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 for the audit of the financial statements is located on the Financial Reporting Council’s web-site at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor’s report.

Auditor’s Report

Use of our report

This report is made solely to the charity’s Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity’s Trustees those matters we are required to state to them in an auditor’s report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity’s Trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Beever and Struthers

Beever and Struthers, Statutory Auditor

Beever and Struthers is eligible to act as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

One Express

1 George Leigh Street

Manchester M4 5DL

Date: 24/03/2023

Co-operative College Statement of Financial Activities for the Year Ended 31 July 2022

		Year Ended 31 July 2022				Year Ended 31 July 2021			
		Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total Funds 2022 £	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total Funds 2021 £
Income									
Donations and Legacies	2	49,806	23,455	-	73,261	118,688	61,591	-	180,279
Charitable Activities	4	116,145	88,662	-	204,807	144,523	105,513	-	250,036
Investments	5	13,146	11,775	-	24,921	21,265	11,243	-	32,508
Total Income		**179,097**	**123,892**	**0**	**302,989**	**284,476**	**178,347**	**0**	**462,823**
Expenditure									
Raising Funds	9	10,457	7,148	4,615	22,220	26,096	7,245	7,177	40,518
Charitable Activities	8	551,951	101,981	-	653,932	666,458	268,695	-	935,153
Restructuring Costs	13	-	-	-	-	228,604	-	-	228,604
Total Expenditure		**562,408**	**109,129**	**4,615**	**676,152**	**921,158**	**275,940**	**7,177**	**1,204,275**
Gains/(Losses) on Investments	16	(19,077)	(90,583)	(58,488)	(168,148)	34,118	139,606	138,287	312,011
Net Income/(Expenditure)		**(402,388)**	**(75,820)**	**(63,103)**	**(541,311)**	**(602,564)**	**42,013**	**131,110**	**(429,441)**
Transfers Between Funds	22	402,388	-	(402,388)	-	555,564	-	(555,564)	-
Net Movement in Funds	22	**-**	**(75,820)**	**(465,491)**	**(541,311)**	**(47,000)**	**42,013**	**(424,454)**	**(429,441)**
Reconciliation in Funds									
Funds Brought Forward		235,000	1,093,947	1,102,308	2,431,255	282,000	1,051,934	1,526,762	2,860,696
Total Funds Carried Forward		**235,000**	**1,018,127**	**636,817**	**1,889,944**	**235,000**	**1,093,947**	**1,102,308**	**2,431,255**

Co-operative College Balance Sheet as at 31 July 2022

	Notes	Total Funds 31 July 2022 £	Total Funds 31 July 2021 £
Fixed Assets			
Tangible Assets	15	5,282	10,658
Investments	16	1,683,045	2,071,963
Total Fixed Assets		**1,688,327**	**2,082,621**
Current Assets			
Stock	18	1,941	2,468
Debtors and Prepayments	17	46,546	74,408
Investments	16	215,000	397,500
Cash at Bank and in Hand	24	36,665	48,723
Total Current Assets		**300,152**	**523,099**
Liabilities			
Creditors: amounts falling due within one year	19	98,535	174,465
Net Current Assets		**201,617**	**348,634**
Net Assets		**1,889,944**	**2,431,255**
The Funds of the Charity			
Endowment Funds	22	636,817	1,102,308
Restricted Funds	22	1,018,127	1,093,947
Unrestricted Funds	22	235,000	235,000
Total Charitable Funds		**1,889,944**	**2,431,255**

The financial statements on pages 22 to 42 were approved and authorised for issue by the Board of Trustees on 23 March 2023 and approved on its behalf by

Jon Nott
Chair of the Board of Trustees

Co-operative College Cash Flow Statement for the Year Ended 31 July 2022

	Notes	Year Ended 31 July 2022 £	Year Ended 31 July 2021 £
Cash Flows from Operating Activities:			
Net Cash Used in Operating Activities	**23**	**(426,979)**	**(677,397)**
Cash Flows from Investing Activities:			
Dividends and Interest from Investing		24,921	32,508
Purchasing of Plant and Equipment		-	(4,803)
Proceeds from Sale of Plant and Equipment		-	350
Proceeds from Sale of Investment		390,000	550,000
Net Cash Provided by Investing Activities		**414,921**	**578,055**
Change in Cash and Cash Equivalents in the Reporting Period		**(12,058)**	**(99,342)**
Cash and Cash Equivalents at the Beginning of the Reporting Period		**48,723**	**148,065**
Cash and Cash Equivalents at the End of the Reporting Period		**36,665**	**48,723**

Notes to the Financial Statements for the Year Ended 31 July 2022

1 Accounting Policies

a Basis of preparation and assessment of going concern

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared under the historical cost convention, modified for the revaluation of the investment portfolio which is held at market rate, in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the 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 and the Charities Act 2011.

The College has £235k of unrestricted reserves and approx. £636k of expendable endowment. The latter is invested for income and long-term gains but accessible within 3 days should it be required. The Trustees wish to preserve the expendable endowment for the long term but the fund will be used as necessary to continue supporting a period of building income back following the restructure. Taking these factors into account, the Trustees consider that there are no material uncertainties about the College's ability to continue as a going concern.

All values within the annual report and accounts are reported in £ sterling.

b Funds structure

The College has three types of fund. Unrestricted funds which can be spent in any manner appropriate to the furtherance of the general objectives of the charity. Restricted funds are those where the funder has provided for the funds to be spent in furtherance of a specified charitable purpose and often relate to funding for a particular project. The College also has an expendable endowment fund the Co-operative College Fund, resulting from the sale of property originally purchased with funds gifted by the co-operative movement. The funds are invested in order that the interest and gains arising can be used to support the College in the furtherance of co-operative education. The Trustees reserve the right to release funds from the endowment for strategic purposes. Details of each fund and the transactions taking place in the year can be found in note 22 to the accounts.

c Critical accounting judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates. The following judgements (apart from those involving estimates) have had the most significant effect on amounts recognised in the financial statements.

i) Income recognition

All income is recognised when there is an entitlement to the funds, the receipt is probable and the amount can be measured reliably. Grants are recognised when received or in accordance with the conditions set by the funding provider. Project income is recognised on actual work completed to the end of the period. Donations are recognised when the College receives the funds.

The measurement of actual work completed on a project takes into account a number of factors. Where outputs directly related to income can be identified as complete the income is recognised in full. Otherwise, timesheets of staff and invoices of associates are used to determine the progress of each identifiable strand of work. Where a particular strand of work within the project is deemed to progress evenly between two points of time, income is allocated evenly over that period of time. All allocations of income to the accounting period are confirmed to available project reporting and agreed with project management.

Where entitlement to funds is not yet due or due in full because conditions for its entitlement are not met then such income is deferred to the extent that entitlement has not yet been earned. Measurement of that extent is in accordance with the most appropriate basis as detailed above.

ii) Expenditure
Expenditure is recognised on an accruals basis and is spent in line with the appropriate income, or in the case of core costs (staffing, rent etc.) in line with invoices and contracts of employment. Charitable expenditure enables the Co-operative College to meet its charitable objective.

Project expenditure is similarly recognised on an accruals basis. Where invoices are not available to directly attribute expenditure to the accounting period, expenditure is accrued upon the same basis as income recognition, as follows: Where outputs directly related to specific expenditure can be identified as complete the expenditure is recognised in full. Otherwise timesheets of staff and associate invoices determine the progress of work and recognition of expense. Finally, where a particular strand of work is deemed to progress evenly between two points in time, expenditure is allocated evenly over that period of time.

Governance and support costs are allocated to each charitable activity stream in proportion to its level of direct expenditure.

iii) Tangible fixed assets
Tangible fixed assets are stated at cost less the accumulated depreciation. Tangible fixed assets are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets are assessed and reviewed for each asset and depreciated accordingly, on a straight line basis, taking into account the following minimum rates:

Plant, fixtures and fittings	10% - 33% per annum
Information technology equipment	20% - 50% per annum

iv) Intangible fixed assets
Intangible fixed assets are stated at cost less the accumulated amortisation. Amortisation is calculated in equal monthly amounts based on cost. Amortisation takes place over the estimated useful life of the asset, taking into account the following minimum rates:

Technology investment	25% per annum

d Stock
Stocks are stated at the lower of cost and net realisable value being the estimated selling price less costs to sell. Cost is based on cost of purchase on a first in, first out basis. Review at the end of each reporting period determines the likely resale value of each stock item and any write down needed should this be lower than the cost of the item.

e Debtors
Trade debtors are recorded at transaction price. Review of trade debtors takes place throughout the year and at the reporting date to determine any provision required for doubtful debts. Project debtors reflect the value of work performed less the funds received at year end. Value of work performed is based on actual expenditure incurred in performing the work except where the funding budget states alternative measurement. These alternatives may include fee rates for staff time, or round figure rates for travel and subsistence.

f Creditors
Trade creditors are recorded at transaction price. Project creditors reflect the funds received by year end less the value of work performed by that date. Value of work performed is based on actual expenditure incurred in performing the work except where the funding budget states alternative measurement. These alternatives may include fee rates for staff time, or round figure rates for travel and subsistence.

g Restructuring costs

Restructuring costs contain two elements:

i) Redundancy pay

With the proviso that no redundant employee is to receive less than 2 weeks' pay, and no less than 4 weeks pay for 2 years services, the amount of entitlement will be the number of weeks' pay determined by the prescribed scale, as detailed in the Employment Rights Act 1996, increased by 75% and rounded up to the nearest half-week.

The prescribed scale is calculated in the following manner:

1. For each year of employment from age 15 and over but under 22 – half a week's pay.
2. For each year of employment from age 22 and over but under 41 – one week's pay.
3. For each year of employment from age 41 and over – one and a half weeks' pay.

ii) Payment in lieu of notice

Should the redundant employee not be required to work their notice period, they shall be entitled to payment in lieu of notice based on the following notice periods:

1. Less than 4 years' service, notice period of 4 weeks
2. More than 4 years' service, notice period of 13 weeks

Restructuring costs are recognised on an accruals basis, attributing the expense to the period in which the restructuring took place

h Financial instruments

Trade debtors and accrued income

Trade debtors and accrued income are recognised at original value. Provision is made for impairment where there is objective evidence that the College will not be able to collect all amounts.

Cash at bank and in hand

Cash at bank and in hand represents those balances held for working capital purposes and available upon demand. These are recognised at carrying value.

Trade creditors and accruals

Trade creditors and accruals are recognised at original value and subsequently measured at amortised cost unless the maturity date is less than twelve months.

Investments

Investments are recognised at fair value at each reporting date. This is taken to be the publically listed market value of the fund.

i Investments

Investment income is recognised on an accruals basis. Investments are managed by Royal London Asset Management and are invested in a Sustainable Diversified Fund. Investments are held for income and capital growth in the long term, but in accessible funds, which are liquid enough to meet the needs of any programme, project or fund. Valuation is taken as the publically listed market value at each reporting date. To the extent that investments are expected to be utilised in the next 12 months for operational purposes they are reflected as current assets. To the extent that the funds are expected to be held for a period of over 12 months from balance sheet date they are reflected as fixed assets.

j **Allocation of support and governance costs**

Support costs are those functions that assist the work of the College but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the College's programmes and activities. These costs have been allocated to expenditure on charitable activities apportioned as set out in note 7.

k Pension scheme

The Co-operative College offers an auto enrolment compliant group personal pension scheme which is administered and managed by The Royal London Mutual Insurance Society Limited. Up to 30 April 2021, new employees were enrolled at an employee contribution rate of 4% with The Co-operative College paying 8%. After two years' employment employees could opt to increase their contribution to 6%, with the employer contribution increasing to 12%. From 1 May 2021 all employees are able to enrol at one of two levels of contribution either 4% (both employee and employer) or 6% (employee and employer). Contributions to the scheme are recognised in the period to which they relate.

l Tax and VAT

The Co-operative College is a registered charity and as such is potentially exempt from taxation of its income to the extent that it falls within the charity exemptions as detailed in the Corporation Taxes Act 2010. The Co-operative College is VAT registered and charges VAT at the applicable rates according to its outputs. Where expenses can be directly attributed to a specific income stream, the VAT treatment mirrors that of the income. Where expenses cannot be directly attributed, the irrecoverable amount of VAT is calculated on the basis of staff allocation between different income streams.

2 Income from Donations and Legacies

	2022	2021
	£	£
Donations	27,470	118,112
Core Funding	45,791	62,167
	73,261	**180,279**

Income from donations and legacies above includes £23,455 relating to restricted purposes (2021: £61,591)

3 Grants

In 2021/22 the College received the following grants and funding:

	2022 £	2021 £
Co-op Foundation/Big Lottery Fund #iWill Fund:		
Youth Co-operative Action Phase Two	-	23,063
Youth Co-operative Action Continuation Project	14,316	
HMRC:		
Coronavirus Job Retention Scheme	-	44,520
CAST - Catalyst and the National Lottery Community Fund COVID-19 Response:		
Discovery Programme	-	5,000
Development Programme	-	6,711
Momentum Programme	-	16,625
Central England Co-operative Society:		
International Co-operative Development Project Malawi - Development Phase	19,800	
International Co-operative Development Project Malawi - 'On the Ground Development'	31,200	
Youth Co-operative Action Project Lowestoft	18,200	
Co-operative Academies Trust:		
Co-operative Adventure Project - Bradford pilot	17,900	
	101,416	**95,919**

Income from grants above reflects £101,416 for restricted purposes (2021: £51,399)

4 Charitable Income

2022	Learning & Development £	Schools Programmes £	Membership £	Projects £	Central £	Total £
Course and programme fees	97,647	-	-	-	-	97,647
Projects	1,050	-	-	88,087	-	89,137
Miscellaneous	-	-	-	-	127	127
Other (note 6)	-	-	10,509	-	7,387	17,896
	98,697	**-**	**10,509**	**88,087**	**7,514**	**204,807**

Charitable income above includes £88,662 relating to restricted purposes

2021	Learning & Development £	Schools Programmes £	Membership £	Projects £	Central £	Total £
Course and programme fees	102,638	6,250	-	-	-	108,888
Projects	10,780	-	-	111,205	-	121,985
Miscellaneous	-	-	-	239	35	274
Other (note 6)	-	-	10,867	-	8,022	18,889
	113,418	**6,250**	**10,867**	**111,444**	**8,057**	**250,036**

Charitable income above includes £105,513 relating to restricted purposes

5 Investment income

	2022	2021
	£	£
Dividends and interest on investments	**24,921**	**32,508**

Investment income above includes £11,775 relating to restricted funds (2021: £11,243)

6 Other Charitable Income

	2022	2021
	£	£
Membership	10,509	10,867
Event facilitation	7,387	8,022
	17,896	**18,889**

None of the above income related to restricted purposes

7 Allocation of governance and support costs

	2022			2021			Basis of apportionment
	Total Allocated	Governance	Other Support Costs	TotalAllocated	Governance	OtherSupport Costs	
	£	£	£	£	£	£	
Cost of Goods Sold	1,290	-	1,290	13,841	-	13,841	Expenditure*
Administration	17,506	320	17,186	17,331	32	17,299	Expenditure*
Central Staffing	175,643	-	175,643	285,658	50	285,608	Expenditure*
Infrastructure	36,491	418	36,073	63,006	395	62,611	Expenditure*
Professional fees	25,594	-	25,594	11,646	-	11,646	Expenditure*
Travel	5,812	-	5,812	779	-	779	Expenditure*
Governance costs (Below)	14,748	14,748	-	12,236	12,236	-	Expenditure*
Total	**277,084**	**15,486**	**261,598**	**404,497**	**12,713**	**391,784**	

*Governance and support costs are allocated to each charitable activity stream in proportion to its level of direct expenditure

Governance Costs

	2022	2021
	£	£
Trustee expenses	281	-
External auditor	12,067	12,236
Legal fees	2,400	-
	14,748	**12,236**

The auditor's remuneration constituted an audit fee of £12,151 (2021: £12,236). No other services were provided by the auditor.

8 Charitable Expenditure

2022	Learning & Development	Schools Programmes	Events	Projects	Total 2022
	£	£	£	£	£
Direct staffing costs	161,925	-	-	112,659	274,584
Direct costs of delivery	24,295	-	-	37,469	61,764
Administration	2,313	-	-	1,254	3,567
Infrastructure and premises	20,549	-	-	14,453	35,002
Professional fees	-	-	-	-	-
Travel	1,343	-	-	588	1,931
Miscellaneous	-	-	-	-	-
Other support costs (see note 7)	146,071	-	-	115,527	261,598
Governance costs (see note 7)	8,647	-	-	6,839	15,486
	365,143	**0**	**0**	**288,789**	**653,932**

Expenditure on charitable activities was £653,932 (2021: £935,153) of which £551,951 (2021: £666,458) was unrestricted and £101,981 (2021: £268,695) was restricted.

2021	Learning & Development	Schools Programmes	Events	Projects	Total 2021
	£	£	£	£	£
Direct staffing costs	149,477	-	28,339	156,483	334,299
Direct costs of delivery	40,504	2,324	-	88,224	131,052
Administration	3,154	-	1,824	5,058	10,036
Infrastructure and premises	20,492	-	3,420	21,223	45,135
Professional fees	4,647	-	681	4,490	9,818
Travel	-	-	-	316	316
Miscellaneous	-	-	-	-	-
Other support costs (see note 7)	161,151	1,717	25,297	203,619	391,784
Governance costs (see note 7)	5,229	56	821	6,607	12,713
	384,654	**4,097**	**60,382**	**486,020**	**935,153**

9 Raising Funds

	2022	2021
	£	£
Membership staff costs	8,458	19,541
Administration	692	1,254
Infrastructure	-	3,570
Miscellaneous	(200)	(40)
Investment management	13,270	16,193
	22,220	**40,518**

10 Employee Costs

The College seeks to ensure that all colleagues are fairly rewarded for the work that they undertake. All colleagues are appointed to a role cluster and level that is appropriate to the content of their role. Each role cluster and level has specific salary bands.

The average number of colleagues employed by the College was:

	2022	2021
Full time	-	8.9
Part time	13.1	7.2
	13.1	**16.1**
Full time equivalents	**10.1**	**13.9**

The costs incurred in respect of these employees were:

	2022	2021
	£	£
Salaries & wages	393,069	530,274
Social security	35,365	51,168
Pension	16,669	50,923
Other	13,903	43,618
	459,006	**675,983**

The following one off payments relating to termination of employment have been made:

	2022	2021
	£	£
Redundancy payments	**-**	**134,946**

On 16 April 2021, six members of staff were made redundant following a re-structure. On 31 July 2021 one further member of staff was made redundant as part of the same re-structure. The redundancy payments for these seven members of staff totalled £134,946.

11 Key Management Personnel

The College considers its key personnel to comprise the Trustees and Chief Executive & Principal. From December 2020 through to May 2021, the key personnel also comprised the role of Interim Chief Executive to assist with the restructure.
During the year, no employees were paid more than £60,000 (2021: One employee).

The total remuneration for the key management personnel was as follows:

	2022	2021
	£	£
Salaries	52,607	103,312
National Insurance Contributions	6,214	10,236
Pension contribution	2,104	8,661
	60,925	**122,209**

The remuneration of the Chief Executive & Principal, who is the highest paid employee and included in the above figures is as follows:

Neil Calvert (from 1 July 2021)	**2022**	**2021**
	£	£
Salary	52,607	4,333
National Insurance Contributions	6,214	496
Pension contributions	2,104	174
	60,925	**5,003**

Priscilla Ross (from 6 December 2019 until 31 July 2021)	**2022**	**2021**
	£	£
Salary	-	79,378
National Insurance Contributions	-	9,739
Pension contributions	-	8,488
	0	**97,606**

The number of members of the key management personnel (including the Chief Executive & Principal) whose remuneration, excluding pension contributions, falls into the following bandings:

	2022	2021
£70,001 - £80,000	-	1
	0	**1**

On 1 July 2021, Neil Calvert began his employment as new Chief Executive & Principal with Dr Priscilla Ross leaving the College after a handover period on 31 July 2021.

12 Trustee Remuneration

The Trustees received no remuneration in the performance of their duties.
One trustee (2021: 0) was reimbursed expenses during the year totalling £281 (2021: nil). These represented essential travel and subsistence costs in performance of their duties.

The Co-operative College had the following staff Trustee during the year. They received no remuneration as a Trustee. Their remuneration as an employee was as follows:

	Daniel Cox
	£
Salary	28,327
Pension Contributions	1,133
	29,460

13 Restructuring Costs

A working group of Trustees and management team was convened from July 2020 to review the operations of the College. A reduction in cost base was recommended.
The following costs were incurred in implementing the recommendations of the group:

	2022	2021
	£	£
Redundancy Costs	-	134,946
Outplacement support	-	4,100
Interim CEO	-	19,600
Professional Fees	-	25,094
Recruitment	-	31,070
Other Costs	-	13,794
	0	**228,604**

14 Intangible Fixed Assets

	Website
	£
Cost	
1 August 2021	18,000
31 July 2022	**18,000**
Amortisation	
1 August 2021	18,000
Charge for year	-
31 July 2022	**18,000**
Net book value at 1 August 2021	0
Net book value at 31 July 2022	**0**

Amortisation has been charged against charitable activities in the Statement of Financial Activities.

15 Tangible Fixed Assets

	IT Equipment	Plant, fixtures and fittings	Total
	£	£	£
Cost			
1 August 2021	26,856	35,430	62,286
Additions	-	-	-
Disposals	-	-	-
31 July 2022	**26,856**	**35,430**	**62,286**
Depreciation			
1 August 2021	17,749	33,879	51,628
Charge for year	4,971	405	5,376
Disposals	-	-	-
31 July 2022	**22,720**	**34,284**	**57,004**
Net book value 1 August 2021	9,107	1,551	10,658
Net book value 31 July 2022	**4,136**	**1,146**	**5,282**

16 Investments

	Total	Royal London Sustainable Diversified Fund	Co-operative Group Shares	Chelmsford Star Share Account
	£	£	£	£
1 August 2021	2,469,463	2,467,963	500	1,000
Divestments	(390,000)	(390,000)		
Valuation Gain/(Loss)	(168,148)	(168,148)		
Charges against valuation	(13,270)	(13,270)		
31 July 2022	**1,898,045**	**1,896,545**	**500**	**1,000**

Investments held at 31 July 2022 comprise the following:

	2022	2021
	£	£
Current Asset Investments - to be utilised within 12 months	215,000	397,500
Fixed Asset Investments - to be held for at least 12 months	1,683,045	2,071,963
	1,898,045	**2,469,463**

Investments are split between current and fixed asset investments to accurately reflect the periods for which the investment is made. Current investments reflects that element that are expected to be drawn for use within 12 months.
Investments held with Royal London in a sustainable diversified fund are reflected at fair value (their market value) at the reporting date. This treatment is in accordance paragraph 11.14(d) of FRS 102.

17 Debtors

	2022	2021
	£	£
Trade debtors	13,063	29,679
Project debtors	-	14,129
Accrued income	19,887	13,914
Prepayments	13,596	16,686
	46,546	**74,408**

18 Stock

	£
Opening stock	2,468
Stock write down	527
Total Stock	**1,941**

19 Creditors

	2022	2021
	£	£
Trade creditors	16,414	36,408
Project creditors	36,336	20,848
Accruals	26,715	49,241
Taxation and social security	9,223	13,094
Other deferred income (note 20)	6,536	16,266
Other creditors	2,816	36,453
VAT	495	2,155
	98,535	**174,465**

In the 2021 figures, there is £32,000 included within 'Other creditors' held on behalf of the Lok Swasthya SEWA Trust in relation to the COVID relief fund.

20 Deferred Income

	2022	2021
	£	£
Project Creditors	36,336	20,848
Core Funding	1,875	-
Workshops	1,031	12,141
Membership subscriptions	3,630	4,125
	42,872	**37,114**

Reconciliation of Deferred Income

	£
Balance at 1 Aug 2021	37,114
Amount released from previous years	25,045
Amount deferred in current year	30,803
Balance at 31 July 2022	**42,872**

21 Operating Lease Commitments

	2022	2021
	£	£
Land & Buildings		
Not later than one year	9,157	10,528
Later than one year and not later than five years	801	
	9,958	**10,528**

Payment under operating leases within the year amounted to:

	2022	2021
	£	£
Land and Buildings	15,362	26,882
Plant and Machinery	-	5,876

22 Charitable Funds

2022	Balance at 1 August 2021	Income	Expenditure	Investment Losses	Transfers Between Funds	Balance at 31 July 2022
	£	£	£	£	£	£
Expendable Endowment Funds:						
Co-operative College Fund	1,102,308	-	(4,615)	(58,488)	(402,388)	636,817
	1,102,308	**0**	**(4,615)**	**(58,488)**	**(402,388)**	**636,817**
Restricted Funds:						
Les Stannard Co-operative Citizenship Fund	46,951	372	(14,241)	(2,703)	-	30,379
Co-operative Pioneers Memorial Fund	1,014,147	11,401	(10,405)	(82,938)	-	932,205
Joyce & Vic Butler	204	2	(1)	(17)	-	188
Rwanda S.E.A.D. Project	-	600	(600)	-	-	-
Co-op (Ad)venture	-	23,455	(23,455)	-	-	-
YOUCOOPE	-	6,802	(6,802)	-	-	-
Co-op Foundation/Big Lottery Fund #iWIll Fund:						
- Youth Co-operative Action Phase Two	32,645	-	(15,204)	(1,425)	-	16,016
- Youth Co-operative Action Continuation Project	-	14,316	(92)	(1,162)	-	13,062
NSCCT Barefoot Co-operative Project	-	1,050	(1,050)	-	-	-
CAST - Catalyst and the National Lottery Community Fund COVID-19 Response:						
- Momentum Programme	-	1,020	(1,020)	-	-	-
CAT - Co-operative Adventure Project (Bradford pilot)	-	11,442	(11,442)	-	-	-
Malawi Project - DGRV	-	340	(340)	-	-	-
Malawi Project - Central England Co-operative Society	-	53,092	(24,477)	(2,338)	-	26,277
	1,093,947	**123,892**	**(109,129)**	**(90,583)**	**0**	**1,018,127**
Unrestricted Funds:						
Revenue Reserves	**235,000**	**179,097**	**(562,408)**	**(19,077)**	**402,388**	**235,000**
Total Charitable Funds	**2,431,255**	**302,989**	**(676,152)**	**(168,148)**	**0**	**1,889,944**

Transfers between funds of £403,823 took place to maintain unrestricted reserves at agreed minimum levels.

2021	Balance at 1 August 2020	Income	Expenditure	Investment Gains	Transfers Between Funds	Balance at 31 July 2021
	£	£	£	£	£	£
Expendable Endowment Funds:						
Co-operative College Fund	1,526,762	-	(7,177)	138,287	(555,564)	1,102,308
	1,526,762	**0**	**(7,177)**	**138,287**	**(555,564)**	**1,102,308**
Restricted Funds:						
Les Stannard Co-operative Citizenship Fund	48,883	497	(8,421)	5,992	-	46,951
Co-operative Pioneers Memorial Fund	904,419	10,744	(30,438)	129,422	-	1,014,147
Joyce & Vic Butler	177	2	(1)	26	-	204
Zambia – DGRV	-	239	(239)	-	-	-
Together Enterprise Scotland	-	9,249	(9,249)	-	-	-
Rwanda S.E.A.D. Project	-	9,900	(9,900)	-	-	-
Co-op (Ad)venture	-	61,591	(61,591)	-	-	-
Co-op Starter 2	-	794	(794)	-	-	-
Coop4Edu	-	5,303	(5,303)	-	-	-
YOUCOOPE	-	5,136	(5,136)	-	-	-
ESF/WEA – Co-operative (Ad)venture	-	13,734	(13,734)	-	-	-
Co-op Foundation/Big Lottery Fund #iWIll Fund:						
Youth Co-operative Action Phase Two	98,455	23,062	(93,038)	4,166	-	32,645
NSCCT Barefoot Co-operative Project	-	10,780	(10,780)	-	-	-
CAST - Catalyst and the National Lottery Community Fund COVID-19 Response:						
Discovery Programme	-	5,000	(5,000)	-	-	-
Development Programme	-	6,711	(6,711)	-	-	-
Momentum Programme	-	15,605	(15,605)	-	-	-
	1,051,934	**178,347**	**(275,940)**	**139,606**	**0**	**1,093,947**
Unrestricted Funds:						
Revenue Reserves	**282,000**	**284,476**	**(921,158)**	**34,118**	**555,564**	**235,000**
Total Charitable Funds	**2,860,696**	**462,823**	**(1,204,275)**	**312,011**	**0**	**2,431,255**

Transfers between funds of £555,564 took place to maintain unrestricted reserves at agreed minimum levels.

Endowment and Restricted Funds are held for the following purposes:

Co-operative College Fund
Resulting from the sale of property originally purchased with funds gifted by the co-operative movement. The funds are invested in order that the interest and gains arising can be used to support the College in the furtherance of co-operative education. The Trustees reserve the right to release funds from the endowment for strategic purposes. During the financial year funds were released to support College operations in line with the agreed strategic plan.

Les Stannard Co-operative Citizenship Fund
Given by the South East Region of The Co-operative Group the purpose of the fund is to support young people (aged 25 and under) who wish to participate in educational opportunities provided by the College. Such educational opportunities should be within a wider citizenship theme.

Co-operative Pioneers Memorial Fund
Established in early 2010 when a number of small funds were brought together, the fund aims to enable learners facing financial difficulties to participate in programmes arranged by the Co-operative College. This includes funding for bursaries and match funding for projects through which participants benefit from College services and programmes which they could not afford to do so otherwise.

Co-op Foundation/Big Lottery Fund #iWill Fund
Three grants have been awarded from this fund. The first grant, awarded in 2017 funded the project 'Youth Co-operative Action: Tackling Youth Loneliness in Rochdale and Manchester's Care Leaver Community', which completed in November 2018. The second grant for phase two of the Youth Co-operative Action project is funding the College to work in Greater Manchester, Plymouth and Hartlepool. This project began in Spring 2019 and completed in January 2022. The third grant for the continuation of the Youth Co-operative Action project is funding the College to work in London, Greater Manchester and Plymouth. Delivery of this project began in Autumn 2022 and is expected to be completed by July 2023.

Central England Fairtrade and International Development Project - Malawi
Two grants have been awarded by Central England Co-operative Society in regards to this project. The first grant, awarded in October 2021 funded the College to work on the Development Phase of the 'On the Ground Development' section of the Central England Fairtrade and International Development Project. This work completed in June 2022. The second grant commenced in July 2022 and funds the College to manage the 'On the Ground Development' section of the project as part of Central England's 'Our Malawi Partnership' 5 year programme, which launched in July 2022. The project uses 'principle 6' to improve the livelihoods of smallholder farmers across Malawi, by strengthening key co-operative unions producing coffee, rice, nuts and tea through training support given my MAFECO (the national co-op apex body in Malawi) and linking them to UK Co-operative buyers. The current grant is expected to end in June 2025 with the potential for a further 2 year extension.

Sufficient resources are held in an appropriate form to enable the funds to be applied in accordance with any restrictions imposed.

Analysis of net assets between funds

2022	Unrestricted Funds	Restricted Funds	Endowment Funds	Total
	£	£	£	£
Tangible assets	5,282	-	-	5,282
Fixed asset investments	28,101	1,018,127	636,817	1,683,045
Current assets	275,494	24,658	-	300,152
Current liabilities	(73,877)	(24,658)	-	(98,535)
	235,000	**1,018,127**	**636,817**	**1,889,944**

2021	Unrestricted Funds	Restricted Funds	Endowment Funds	Total
	£	£	£	£
Tangible assets	10,658	-	-	10,658
Fixed asset investments	-	969,655	1,102,308	2,071,963
Current assets	397,269	125,830	-	523,099
Current liabilities	(172,927)	(1,538)	-	(174,465)
	235,000	**1,093,947**	**1,102,308**	**2,431,255**

23 Reconciliation of Net Incoming Resources to Net Cash Outflow from Operating Activities

	2022	2021
	£	£
Net expenditure for the reporting period (as per the statement of financial activities)	**(541,311)**	**(429,441)**
Adjustments for:		
Depreciation charges	5,376	8,009
Amortisation charges	-	4,500
Disposal of assets	-	2,960
Losses/(Gains) on investments	168,148	(312,011)
Management charges against valuation of investment	13,270	16,193
Dividends and interest from investments	(24,921)	(32,508)
Decrease in stock	527	-
Decrease in debtors	27,862	41,589
(Decrease)/Increase in creditors	(75,930)	23,312
Net cash used in operating activities	**(426,979)**	**(677,397)**

24 Analysis of Changes in Net Debt

	Balance at 1 August 2021 £	Cash flows £	Balance at 31 July 2022 £
Cash at bank and in hand	48,723	(12,058)	36,665
Total cash and cash equivalents	**48,723**	**(12,058)**	**36,665**

25 Contingent Liabilities and Capital Commitments

The College has no contingent liabilities or capital commitments as at the balance sheet date.

26 Related Party Transactions

The following are related party transactions, as defined by Financial Reporting Standard 102, section 33, together with details of notable transactions.

The Co-operative Heritage Trust

The Co-operative College is one of the founding members of the Co-operative Heritage Trust. As a founding member, the College has the right to nominate up to two Trustees onto the Board of the Co-operative Heritage Trust.

Amounts of £4,791 (2020/21 - £4,725) and £195 (2020/21 - £790) were receivable from and payable to the Co-operative Heritage Trust for the 12 month period. At 31 July 2022 the balance owed to the College was £nil (2021: £4,725) and the balance payable to the Co-operative Heritage Trust was £nil (2021: £nil).

Transactions with Trustees are detailed in note 12.

THE CO-OPERATIVE COLLEGE

England & Wales - Charity number 1159105

Accounts

co-operative college

ANNUAL REPORT & ACCOUNTS

YEAR ENDED 31 JULY 2021

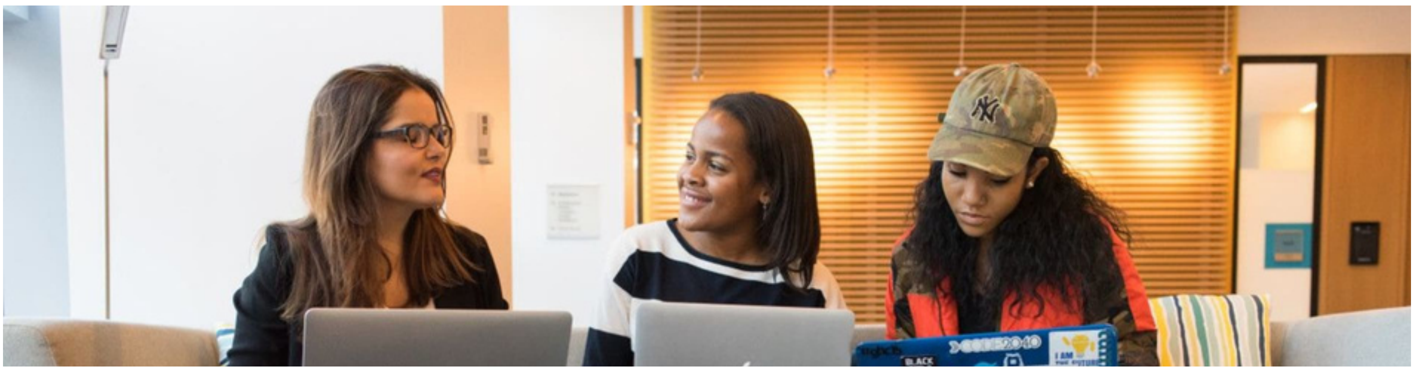
TRUSTEES' REPORT

The Trustees present their annual report and financial statements of the charity for the year ended 31 July 2021. The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the charity's trust deed, the Charities Act 2011, the Charities Statement of Recommended Practice (second edition) and Financial Reporting Standard FRS 102.

As it entered its new financial year in August 2020, the College was already in a period of significant and ongoing change, influenced largely by two major factors. In common with every other organisation around the world, the College was being faced with the consequences of the COVID-19 pandemic. Having taken the decisions necessary to deal with the immediate shock of the pandemic's arrival earlier in the year, Trustees and staff were beginning to adapt to the long-term implications for the organisation and for society as a whole. The second factor influencing the change taking place at the College at that time was the work being undertaken to 'right-size' its cost base, led by the newly constituted Scenario Planning Working Group (SPWG), in response to increasing concern at the financial sustainability of the College.

Even under normal circumstances, the work of the College is varied and rarely static, but over the intervening period between August 2020 and the publication of this report, the organisation has been transformed in many ways. Whilst this report can provide some insight into the last 12 to 18 months and our plans for the future, we would welcome all visitors to our website at www.co-op.ac.uk and we would also recommend following us on social media to gain a better understanding of our work.

Our work is only possible due to the continued hard work of our colleagues, the dedication and commitment of our Board of Trustees, and the support of our Members and partner organisations in the UK and around the world, so our thanks go to them all.

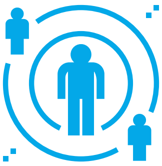


OBJECTS & ACTIVITIES

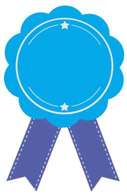
The College's charitable objective is: To promote the education of the public, in particular, but not exclusively, by the provision and conduct of a College for the education of people in a manner consistent with the values and principles of the co-operative movement.

The College last published its key strategic aims at its Centenary Conference in 2019. They are as follows:

We are global in our aspirations and in our reach



We will increase our impact in marginalised communities, both in the UK and internationally, by delivering co-operative learning opportunities



We will be the go-to organisation for co-operative education

At the same time, the College identified four key outcomes, which it strives to achieve in order to ensure the strategic aims are met:

To be financially sustainable to meet the long term needs of all beneficiaries

To offer opportunities in diverse learning spaces to increase our impact in response to identified need

To place membership at the core of everything we do growing an engaged network of co-operators

To have a progressive and diverse workforce, committed to an outstanding quality of work, and that role models co-operative values and principles

A new College strategy is due to be published in the summer of 2022, and while it will not signal a fundamental change of direction for the College it will recognise the impact of many changes to both the internal and external context since 2019. Externally, the COVID-19 pandemic will have a lasting impact on the way in which individuals and organisations access learning, training and development, with blended programmes likely to become increasingly popular. A challenging economic outlook suggests that income may be slow to return to pre-pandemic levels, although in the short term the College anticipates an increase in its international activity as restrictions are gradually lifted and pent-up demand from overseas partners is released.

Changes to the College's internal context are largely the result of work of the SPWG, which was established in June 2020. The SPWG met regularly from June 2020 to the end of the year, and was constructed of four Trustees (including the Chair, Jon Nott, accompanied by Vivian Woodell, Hazel Johnson and Emma Robinson), the then Principal and Finance Manager (Cilla Ross and Greg Giddins respectively) and the College's HR & OD Consultant (Rochelle Baxter). The SPWG was also supported by Adam Campbell of Telos Partners, an external consultant, and it reported back regularly to the Board of Trustees.

The SPWG's remit was to consider a number of options and make recommendations to help the Board plot a path for the College's future. Their recommendation was that a 'right-sizing' of the College's operations was necessary. In order to provide the re-focussing necessary to allow the College to achieve its goals more effectively, a restructure was proposed, together with a move to a smaller office base, greater home working and a standard 4-day week.

Proposals for staffing changes were taken to the Board in early October 2020, and a staff consultation was launched later the same month. An Interim Chief Executive (John Chillcott) was appointed from 1 December 2020 to support the College through the conclusion of consultation and transitional planning. Staff consultation continued until December 2020 with feedback reviewed by the SPWG and taken to the Board of Trustees in January 2021 for final proposals to be confirmed.

The College is currently organised around three major areas of activity, each led by a member of the leadership team:

Learning

The Learning Team is the hub for the design, delivery and quality assurance of a wide range of programmes to meet the needs of co-operatives and co-operators. Our learning offer reaches across every aspect of the College's work, and includes solutions for both individuals and organisations, delivered via a range of approaches from self-paced online learning to blended and face-to-face facilitation. Where appropriate, programmes are developed and delivered in partnership with other providers, in some cases allowing access to accreditation routes. The College's research provision is also led through the Learning Team, including collaborative research projects with academic partners, and thought leadership activity to provide a space for the dissemination and discussion of relevant publications and findings from across the co-operative movement.

Projects

The work of our Projects Team has impact from the local to the global level, from international co-operative development in countries such as Malawi, Zambia, and Rwanda to a range of UK and European programmes that look to tackle some of society's biggest challenges, including youth unemployment and isolation and the rebalancing of the economy to provide decent living and working conditions.

Business Development

The responsibilities of the Business Development Team include the key operational areas of finance, marketing, governance, health and safety, estates and human resources (with the continued support of an external HR consultant). Alongside its core function of developing client relationships and new business opportunities, the team will also play a key role under the College's new strategy in developing its Membership offer.

In recognition of the College's increasingly global reach, an additional position of Head of International Partnerships has been added to the leadership team, initially on an interim basis, to develop and maintain relationships with overseas partners and clients across the full range of activity of the Learning and Projects teams.

ACHIEVEMENTS & PERFORMANCE

The COVID-19 pandemic hit the College as hard as it hit so many organisations. As an immediate consequence of national restrictions, staff began to work from home with little notice and had to deal with postponements and delays to most College work. Works streams dependent on overseas visitors or face-to-face delivery in the UK, across both Learning and Projects Team activities, were subject to lengthy postponements or even cancellation, which had a significant impact on the College's ability to hit its own internal income targets.

The College made use of the flexible furlough scheme from between July 2020 and January 2021, although as with all organisations that have needed to use the scheme it only made a partial contribution towards staff costs. However, the swift change towards online learning programmes, which had begun towards the end of the 2019-20 year as the pandemic began, allowed us to continue with some activity which had been planned as face-to-face and would otherwise have been lost, as well as enabling the development of new programmes specifically targeting the online market using tools such as Zoom and Microsoft Teams for live learning and Learnworlds and Rise for asynchronous delivery.

The work of the Learning Team has been driven by the twin priorities of developing programmes and materials of a high quality to compile a learning offer for the future, whilst concurrently seeking and agreeing new business opportunities in order to meet immediate income targets. Delivery that has taken place during the year has included:

- Bespoke training for the executive leadership teams of two major UK retail societies – Central England Co-operative Society and East of England Co-operative Society
- Work with the former has included a face-to-face team building day, which was one of the first College activities to be delivered in Holyoake House since the relaxation of COVID-19 restrictions
- An ongoing programme of member development for the Co-operative Group National Members' Council
- A year-long programme of online workshops for Prospect Bectu
- Workshops on co-operative culture and leadership for Suma Wholefoods and Open Data Services Co-operative
- An online 'Co-ops Worldwide' workshop for Unicorn Grocery Workers' Co-operative

The development and deployment of online self-paced learning activities has continued through the year, including a module on the UN Sustainable Development Goals which has been purchased both by individual learners and by organisations for their staff and members.

In a highly significant development, the College embarked upon discussions about a prestigious partnership with Imperial College London in July 2021. A first joint initiative, an online programme of adult and community learning entitled 'Spanner in the Works', was subsequently agreed and collaborative work to develop it took place into the autumn. Upon completion, it was marketed for a January 2022 start. The first cohort was over-subscribed and received uniformly strong and enthusiastic feedback from its participants. Plans have now been confirmed for further cohorts of this initial course, as well as follow-up programmes for learners who wish to progress their co-operative learning journey.

The College's UK Projects activity is centred around two distinct initiatives. Our Co-operative (ad)Venture project works with young people with learning difficulties, disabilities and autism, helping them to reach their full potential in a world that puts so many barriers in their way. The project is designed so that the young people all have an equal voice, gain the confidence and skills to take into their future education, training and employment, and build their own co-operative and social action events in their local community. The second project, Youth Co-operative Action (YCA), aims to inspire young people to use co-operative values and principles to make a change where they live, and is typically targeted at disadvantaged groups and/or members of deprived communities.

Over the year the College has led YCA and (ad)Venture projects across the UK, in venues including London, Manchester, Fife, Edinburgh, Bradford, Rochdale and Plymouth. Each project is either centred in a school or college, or anchored by an existing community organisation, facilitated either by members of College staff or a local delivery partner. Our UK projects have been enabled by grant funding and financial support from partners including Co-operative Foundation, the Big Lottery #iwill Fund, Potterspury Lodge Trust and the Co-operative Group.

In total, 126 young people benefited from the projects in 2021. Across Greater Manchester, young participants addressed issues around child poverty and its impact on mental wellbeing, as well as representation of disability in film and digital technology. In March 2021, the Rochdale YCA group, hosted a public event including a panel discussion with MP Tony Lloyd, and a call to action to support Manchester Central Food Bank. The London YCA group developed the 'Youth Propelled Empowered' initiative to tackle issues that young people face as they get older, such as how to get a foot on the career ladder and how to manage finances. The group ran a social media campaign and hosted weekly events where guest speakers shared their experiences in career and life. In Plymouth, working in partnership with a local college and the council, our YCA group developed a plan to create an environmental garden at an empty space promoting biodiversity and environmental impact. A fantastic 83% of all YCA participants reported that their knowledge of co-operation had increased as a result of the project, and 58% demonstrated improvement in key skills and qualities in this area.

Although International Project work was largely brought to a standstill by the restriction to travel caused by the pandemic, planning began during the year for a major co-operative development initiative in Malawi, funded by Central England Co-operative Society (CEC). The College played a key role in planning, scoping and producing a theory of change for an initiative which is described as a "UK led retail strategy which ensures a deeper understanding of the impact of co-operative and fair trade over aid". The intention is to deliver a project over at least three years, to be launched in the summer of 2022, which is sustainable in the longer term, "to take Malawian communities out of abject poverty and create engagement opportunities with CEC members and communities". The College's prior experience of working in co-operative development in the country has put us in an excellent position to assume the project management responsibilities for this significant piece of work.

Within the wider category of International partnerships, the College saw a significant growth in interest from potential new partners as COVID-19 travel restrictions began to ease towards the end of the year. As a result of discussions through the autumn, Memoranda of Understanding (MOU) have subsequently been signed with two emerging providers of co-operative education, in Lagos State, Nigeria and the Philippines respectively, with the latter being developed by CLIMBS Life and General Insurance Co-operative (CLIMBS), an established partner. We were delighted to be invited to join CLIMBS online at the soft launch of their new Co-operative College, and to continue to deliver annual Masterclass programmes for their staff and members. Another key overseas partner with whom a MOU is due to be signed soon is Organización de Co-operativas de Brasil (OCB), the co-operative apex organisation in Brazil. Although physical study visits have been impossible to arrange as a result of COVID-19 restrictions on international travel, planning work has been ongoing with a these and a number of other overseas partners to ensure that these activities can resume as soon as it is safe and practical to do so.

The College played a key role in the development and delivery of YOUCOOPE, a European collaborative online programme to train teachers on cooperative entrepreneurship. A series of workshops for secondary school teachers and undergraduate-level educators was rolled out across the summer and autumn of 2021. In October 2021, the College hosted an extremely well-attended webinar at which we were joined by the authors of a recent ICA publication on the role of Co-ops in the environmental sustainability agenda. The event generated some excellent debate and will be used as a template for further development of this emerging strand of thought leadership activity within the College. The establishment of an International Co-operative Working Group (ICWG) has provided a forum for networking and co-ordination of international links, partnerships and initiatives across the UK co-operative movement, and we are grateful for an increase in annual grant funding of £9k from Co-ops UK to enable us to provide a member of staff to support the ICWG for the equivalent of one day per week.

The College, in collaboration with Co-operatives UK and Co-op News, co-ordinated an appeal that raised £102k by co-operative retailers to support the crisis response when the Delta variant hit India. Partnering with SEWA Cooperative Federation, £70k of the donation was used to provide emergency support including health kits, masks made by an artisan co-operative, soap and immune boosters produced by a health co-operative. The remaining £32k is now being used to deliver a two-year programme supporting the development of two young women's incubator co-operatives. A media co-operative will support young women to build capacity in media, journalism, graphic design, photography and new media, whilst a second co-operative will focus on research, conducting surveys, focus group discussions and report writing.

FUTURE PLANS

The appointment of a new Chief Executive & Principal in July 2021 completed the assembly of the new leadership team and concluded the 'right-sizing' and restructure exercise agreed by the Board of Trustees on the recommendation of the SPWG. Work to develop a new College strategy has been underway since the Autumn of 2021, and it is intended that the outcome of this activity will be published to coincide with the 2022 College AGM, following further consultation with staff, Members and stakeholders.

There are, however, broad strands of the new strategy which have already emerged and are currently under development or being piloted:

The collaboration with Imperial College London, which began in early 2021, is the first of what is intended to be a small number of distinct, sustained partnerships with providers of Further and Higher Education (FE and HE). Whereas the work with Imperial College is being delivered within the adult and community learning sector, the College is actively engaging with potential partners in areas including work-based learning, research and the co-development and co-delivery of first and Masters degree-level programmes. Previous investment into the Co-operative University Project had supported the development of an application for degree awarding powers, but following the decision by the Office for Students to pause all such applications until further notice in the early stages of the pandemic, this is now not an initiative which the College is looking to progress in the foreseeable future, with its focus shifting instead towards these mutually beneficial partnerships to allow the further growth of our work in the FE and HE sectors.

The Learning Team has identified three key curriculum areas for current and future development: Co-operative Values and Behaviours, Co-operative Leadership, and Care for Community. The organisation of our activity into this structure will bring a coherence to the College's learning activity, empowering our Business Development team to seek new markets through their communications, marketing and relationship-building activity. There is also a high priority being placed on learning quality, and the forthcoming addition of a Co-operative Adult Education Tutor to our learning team will support the continuous improvement of quality assurance arrangements, and in particular the establishment of clearly agreed and consistent learning approach. It is our strong belief that co-operative learning needs to be as much about the how as the what, and that our 'default setting' should be a facilitated, collaborative and co-constructed approach to the learning process.

The further development of the College's UK Projects work will be built around the two existing products: Youth Co-operative Action and Co-operative (ad)Venture. To build on existing successes there are plans to develop specialised versions of these projects to meet the needs of specific, targeted groups of disadvantaged young people, including learners with autistic spectrum disorders and those at particular risk of involvement with the criminal justice system. The geographical footprint of our UK project work has to date been determined by the appetite and preferences of funders. It is intended that future development will focus on communities in need of support as a result of urban and coastal deprivation, and we will employ a more targeted approach to seek co-location with retail societies and/or co-operative councils who have expressed an interest in partnership and/or funding the projects.

The international co-operative development project in Malawi, funded by Central England Co-operative Society, will provide the vast majority of the College's international projects activity in the coming year and hopefully until 2025. As an initiative funded by a UK retail society and project managed by the College this is a new and exciting development, and one, which we hope will inspire other co-operatives to consider sponsoring similar work in the future. We also hope to work with a leading UK university to carry out a piece of collaborate research into the co-operative sectors of two African nations in which we have worked previously.

International partnerships provide some of the most immediate opportunities for the development of new business. Although the College has a significant history of hosting study visits from overseas, we are rethinking the objectives and delivery model to provide a much sharper focus on learning – our core function. There are already several confirmed dates for hosting parties of co-operators from countries including Brazil and the Philippines in 2022, and those programmes are being designed around activities which will provide genuine opportunities to apply our distinctive co-operative learning approach. Newly-formed partnerships have been agreed with co-operative education institutions across the world, including those in the Philippines and Brazil, as the first stage of a broader strategy to support and facilitate networks of co-operative educators across the globe.

The work of the Scenario Planning Working Group has provided the College with an opportunity to return to a position of financial sustainability which has not been achieved at any point in recent years. Although we recognise that there is still work to be done in order to grow income sufficiently to achieve that goal, there is a common sense of purpose and determination amongst the College's staff and Trustees at a time when there is such a need for the principles and values of co-operative education to be understood and applied in UK society and across the world.

Jon Nott,
On behalf of the Board of Trustees

Neil Calvert,
Chief Executive & Principal

FINANCIAL OVERVIEW

The year to July 2021 saw the College record a deficit of £429,441 including £228,604 of restructuring costs.

The results for 2020-21 reflect a year in which many of the most important income streams to the College had been significantly reduced or lost altogether. The COVID-19 pandemic, together with the loss of core funding from The Co-operative Group impacted the College's ability to cover a cost base which had been built up during a period with significantly higher income and had been maintained in anticipation of the commencement of a co-operative university. The hopes for that development were dashed by the onset of the pandemic and the announcement that The Office for Students was withdrawing from processing any new degree awarding powers.

It was against that financial picture that a weekly working group of senior management and Trustees began meeting from June 2020. With no apparent step change in income now on the horizon it was concluded that the College could not afford to continue carrying the same level of costs. The main fixed cost the College carries is the investment in our staffing, and therefore, a review of our structure and working practices was key to a reduced cost base. In January 2021, the consultation on the proposed changes was completed. A reduced management team and a 4-day week were the main changes, together with a reduction in office space as we moved to greater home working. Annual savings in the region of £350k to £400k were identified.

The working group of management and Trustees continued to meet throughout this financial year, taking the College through the consultation period and the introduction of a new management team to take the College forward. They were supported in this process by the appointment of John Chillcott, a former Trustee of the College as Interim Chief Executive to guide the College through the changes whilst allowing the management team to focus on the work of the charity.

These accounts largely reflect the costs of change, although savings were made in the final quarter of the year. Restructuring costs of £228,604 include approx. £135k of redundancy cost, the costs for the Interim Chief Executive role, professional fees incurred both in managing the consultation period and restructure, and the costs of recruitment of new staff including a new permanent Chief Executive & Principal.

Performance

The pandemic significantly reduced our ability to continue with existing and to develop new overseas work. As a result, our project income fell by 26.7% to £180,697, comprised of £111,444 from grants and service contracts and £69,253 of donations for specific projects. Having adapted to remote delivery where necessary, we were able to continue with most of our UK project work, which fell a little, but remained our main source of income earning £140,182 of the total project income.

Our learning and development income had fallen significantly in recent years, but a mixture of work postponed into 2020-21 and new business developed has led to a much improved position. Income of £113,418 was the highest level seen since 2015.

As previously stated, certain elements of income fell significantly from 2020. As our management agreement with the Co-operative Heritage Trust ended in the previous year there was no income in the current year, a reduction of £64,239. In addition, core funding cuts reduced our income by £58,666.

The initial effect of savings made by the restructure can be seen in the year to July 2021. Whilst income from charitable activities fell by circa £89k, charitable expenditure fell by approx. £317k.

Balance Sheet

The College balance sheet shows net assets of £2,431,255. Virtually all available funds are invested in Sustainable Diversified Funds with Royal London. These investments are liquid allowing us to withdraw funds, if necessary, within a few days, thereby enabling us to protect any funds held for specific purposes should there be a significant devaluation in investment value. To 31 July 2021, we have continued to add funds to specific project monies held through our investments.

Investments

Investment Policy

The Board of Trustees have agreed that funds be invested in order that the interest and dividends arising be used in the furtherance of the object of the charity and to achieve capital growth of funds in the medium to long term so that the income generating potential of the fund is not compromised.

It is recognised that the College does not have expertise in making longer–term investment decisions and as such have appointed investment advisers to manage the College's portfolio.

Investment Performance

Investments have been held in Royal London Asset Management's Sustainable Diversified Fund for a number of years. This is a mixed portfolio, which falls into the 20% to 60% level of shares category. Typically, the mix has been almost 60% equity with the remainder earning fixed rates of income.

The returns on interest and dividends remain quite low at under 2%, but with capital growth remaining high, overall returns were over 12%.

Reserves

Reserves Policy

The Trustees have determined that the minimum level of unrestricted reserves to be held should be equal to three months operating expenditure and costs of delivery, allowing the College to cover such costs in the most extreme absence of income. The minimum level will be calculated each year after approval of the annual budget and review of expected year-end reserves.

On the basis outlined above, the minimum level of unrestricted reserves at 31 July 2021 and to be carried through the 2021-22 financial year is £235,000.

The level of unrestricted reserves held at the year-end is £235,000 in line with the College's reserves policy. Of these unrestricted funds, £10,658 of funds held would only be realised by the sale of fixed assets, thereby leaving £224,342 as free reserves.

Total reserves were £2,431,255 with endowment funds making up £1,102,308 and restricted funds £1,093,947. Movements in funds and more detail on the purpose of specific funds can be found in note 22 to the accounts.

Annual Reserves Management

The methodology for managing reserves throughout the year seeks to recognise two factors. Firstly, the uneven pattern of income and expenditure throughout the year and secondly, the recognition of investment gains/losses only on an annual basis.

Considering these factors, a monthly transfer will be made from the Co-operative College Fund to unrestricted reserves, when required, to maintain unrestricted reserves at the minimum level throughout the year. At year-end, upon recognition of investment gains/losses for the year, a final transfer to/from the Co-operative College Fund will be agreed by the board of Trustees.

The Audit and Risk Committee and Trustees shall monitor any such transfers through the quarterly presentation of management accounts.

Annual Review of Reserves Policy and Long-Term Plans

The Reserves Policy will be reviewed on an annual basis and an appropriate level set for the year ahead.

The budget for the year to July 2022 reflects a position where the College is building back income streams following the effects of the COVID-19 pandemic and restructuring of the College cost base. To that end it is expected that in the year to July 2022 there will be a net transfer of approx. £360k to maintain unrestricted reserves after investment gains/(losses).

The restructure was necessary to provide a cost base from which the College could achieve a break-even position. The Trustees intention is that the level of Unrestricted Reserves be maintained without continued drawing upon the capital of the Co-operative College Fund and that only the income and gains should be drawn upon for working capital purposes in future years.

Going Concern

From June to September 2020, the Trustees undertook a strategic review of the College which led them to re-size the cost base resulting in annual savings of approx. £400k. The College has £235k of unrestricted reserves and over £1m of expendable endowment. The latter is invested for income and long-term gains but accessible within 3 days should it be required. The Trustees wish to preserve the expendable endowment for the long term but will use the fund as necessary to support a period to build income back. This will be reviewed annually, commencing in July 2022. Taking all these factors into account, the Trustees consider that there are no material uncertainties about the College's ability to continue as a going concern.

Governance

Governance of the Co-operative College is the responsibility of the Trustees who act in an unpaid capacity.

Trustees meet at least four times a year as a collective with further sub-committees meeting when required. For the Audit and Risk Committee this was a minimum of once per quarter, but in light of the focus needed on the operational performance and financial stability of the College, the Trustees on the Audit and Risk Committee began to meet weekly from June 2020 as part of the Scenario Planning Working Group. These meetings, having focused on 'right-sizing' the cost base of the College, now continue to help plan the future for the College. All meetings are attended by relevant members of the executive and where appropriate other colleagues.

The Chief Executive & Principal provides first-line leadership. This key role provides clear leadership in policy making, strategic planning and executive management to deliver the College's objectives and ambitions. The Chief Executive & Principal is supported by a wider leadership team who are accountable for specific areas of the College's work.

During the year to July 2021, the executive team comprised:

Name	Role	Length of Service
Cilla Ross	Chief Executive & Principal (to 31 July 2021)	6 years
John Chillcott	Interim CEO (1 December 2020 - 31 May 2021)	6 months
Neil Calvert	Chief Executive & Principal (from 1 July 2021)	1 month

During the year, Cilla Ross' tenure as Chief Executive & Principal was extended to 31 July 2021 to enable a handover period to the new College management team. To further aid the College restructure and transition to a new team, John Chillcott, a former College Trustee, was appointed as an Interim Chief Executive to work alongside Cilla Ross for 6 months until 31 May 2021. The new College Chief Executive & Principal, Neil Calvert, joined the College on 1 July 2021. Following a brief handover period, Cilla Ross left the College on 31 July 2021.

Remuneration for the Executive staff team is determined via the College's Reward & Recognition policy whereby all colleagues' roles are evaluated against specific role and salary bands. The role of the Chief Executive & Principal is external to these salary bands and is determined via the College's Remuneration and Employment Committee with reference to market conditions and specific skill sets.

Risk Management

The College's Trustees and management have a clear responsibility for:

- Identifying risks facing the business.
- Putting in place actions and procedures to mitigate and control risks.
- Monitoring risks

All risks are assessed against a framework of impact and likelihood. Each risk is attributed to a member of the College leadership team to monitor.

The risk is detailed, controls identified, mitigating factors considered, any further actions to be taken identified together with a consideration of the level to which we are able to reduce the risk. Re-assessment against the framework is undertaken for each risk and the risk register updated accordingly.

The top strategic risk facing the College remains that of financial sustainability and with this in mind the Scenario Planning Working Group (SPWG) was convened to review the College's operational and financial model in detail. Meeting weekly/bi-weekly, the work of this group has for the time being replaced that of the Audit and Risk Committee whose members sit upon the new working group.

The first steps to reduce financial risk have been taken through the work of this group. Approx. £400k of annual savings were identified, with a new College staffing structure put in place with resource centred around delivery and income generation. There is still much work to do for the new team as we develop the focus of future College work.

Whilst the COVID-19 pandemic has played its part in precipitating the changes at the College, the College is now better prepared to operate on a global scale with varying delivery methods and technologies. It is also felt that the College has developed and revisited relationships with a wider range of learners, customers and networks and as such it is felt that income growth can be achieved alongside the much reduced cost base to create a financially viable College for the long term.

The SPWG still meets bi-weekly but the intention is to reconvene the quarterly meetings of the Audit and Risk Committee in 2022 as a channel for risks to be reviewed, and for updates and recommendations to be made to the full Board of Trustees.

Internal Controls

The Trustees are ultimately responsible for the College's system of internal control and reviewing its effectiveness. However, such a system is designed to manage rather than eliminate the risk of failure to achieve the Charity's business objectives, and can provide only reasonable and not absolute assurance against material misstatement or loss.

Key controls in place include:

- Clearly defined lines of responsibility and delegation
- Clear approval processes for transactions including two signatories for all outgoings
- Budget setting and Trustee approval
- Regular review of performance against budget by Trustees
- Bi-weekly meetings of the Scenario Planning Working Group to assist the Executive Team in managing the operations and risks of the College.

Trustee Method of Appointment

The maximum number of Board members is 12, made up from the following categories:

- Up to seven Board members can be elected by and from the membership
- Up to two Board members can be appointed by co-option by the Board of Governors for their particular skills and/or experience
- One Board member who is a student/learner at the College can be nominated and elected by the students/learners
- One Board member who is a member of the College staff can be nominated and elected by staff of the College
- Up to one Board member can be appointed by Co-operatives UK

No new Trustees were appointed during the year to 31 July 2021. Long standing supporter and Chair of the College, Nigel Todd, sadly passed away on 26 March 2021. On 14 May 2021, Jon Nott was appointed new Chair of Trustees and Emma Robinson was appointed Vice Chair.

Board of Trustees

The Trustees for the year to 31 July 2021 and up to the point of signing the annual report and accounts were as follows:

Name	Category	Appointed	Further Details
Jon Nott (Chair)	Organisational Member	12 October 2017	Co-optee until 1 May 2018. Organisational Member from that date. Reappointed 7 October 2021.
Nigel Todd (Chair)	Individual Member	5 April 2017	Reappointed 21 June 2019. Deceased 26 March 2021.
Hazel Johnson	Individual Member	5 April 2017	Reappointed 21 June 2019
John Boyle	Individual Member	21 April 2016	Reappointed 19 June 2020
Pamela Maxwell	Learner Member	5 April 2017	Reappointed 19 June 2020

Name	Category	Appointed	Further Details
Emma Robinson	Individual Member	1 May 2018	Resigned 7 October 2021
Daniel Cox	Staff Member	21 June 2019	
Vivian Woodell	Co-operatives UK	21 June 2019	
Clive Booker	Organisational Member	19 June 2020	
Ruth Hall	Individual Member	7 October 2021	
Simon Thomson	Co-opted Member	13 January 2022	
Gregory Roberts	Co-opted Member	13 January 2022	
Rose Harvey	Co-opted Member	13 January 2022	
Christopher Jardine	Co-opted Member	13 January 2022	

Audit and Risk Committee / Scenario Planning Working Group

The membership of the Audit and Risk Committee (ARC) is made up as follows:

- Committee Chair appointed by the Trustees.
- Two Trustee Board members
- One member co-opted for their skills and experience.

Name	Category	Appointed
Jon Nott	Chair	11 July 2019
Vivian Woodell	Board Member	10 July 2020
Emma Robinson	Board Member	10 July 2020

The ARC did not sit in 2020-21. Instead, the extended body of the Scenario Planning Working Group sitting weekly/bi-weekly incorporated the work of the ARC. In addition to the ARC members, board members Nigel Todd and Hazel Johnson regularly attended together with members of the executive team including the Chief Executive & Principal and the Finance Manager.

Status and Charity Number

The Co-operative College was founded in 1919 and is registered with the Charity Commission England and Wales as a Charitable Incorporated Organisation (registration date 6 November 2014): Registered Charity number 1159105.

The Co-operative College is also registered with the Scottish Charity Regulator (OSCR); Registered Charity number: SCO48848.

Governing Document

The Charity is administered in accordance with a constitution for a Charitable Incorporated Organisation, registered with the Charity Commission on 6 November 2014 and amended on 16 December 2015 and 28 June 2016.

The College is a designated further education institution under the Education Acts. The Education Act 2011 allowed greater flexibility for Colleges to put into place their own legal constitution (amending or replacing the former Instrument and Articles of Government previously approved by the Secretary of State for Business Innovation and Skills) provided it meets the minimum requirements of Schedule 4 of the relevant part of The Education Act 2011 applicable to ‘designated’ Colleges.

Public Benefit

In planning and delivering our services and activities the Trustees and management of the College confirm that they have complied with the duty in Section 4 of the Charities Act 2011 to have due regard to public benefit guidance by the Charity Commission in delivering the activities undertaken by the Charity.

The College's charitable objective is to promote the education of the public, in particular, but not exclusively, by the provision and conduct of a College for the education of people in a manner consistent with the values and principles of the co-operative movement.

The College's activities as described in this report are considered to meet the public benefit requirement as specified in the Charities Act 2011.

Registered Office

Co-operative College CIO
Holyoake House, Hanover Street,
Manchester, M60 OAS

Website: www.co-op.ac.uk
Email: hello@co-op.ac.uk

Registered Charity number England and Wales: 1159105
Registered Charity number Scotland: SCO48848

Principal Advisors

Bankers

Co-operative Bank
Balloon Street
Manchester
M60 4EP

Auditors

Beever and Struthers
St George's House
215-219 Chester Road
Manchester
M15 4JE

Investment Managers

Royal London Asset Management
55 Gracechurch Street
London
EC3V 0RL

Statement of Trustees' Responsibilities in Respect of the Trustees' Annual Report and the Financial Statements

Under charity law, the Trustees are responsible for preparing the Trustees' Annual Report and the financial statements for each financial year which show a true and fair view of the state of affairs of the charity and of the excess of expenditure over income for that period. The Trustees have elected to prepare the financial statements in accordance with FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland.

In preparing these financial statements, generally accepted accounting practice entails that the Trustees:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether the recommendations of the Statement of Recommended Practice have been followed, subject to any material departures disclosed and explained in the financial statements;
- state whether the financial statements comply with the constitution document 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 its activities.

Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The Trustees are required to act in accordance with the trust deed of the charity, within the framework of trust law. They are responsible for keeping proper accounting records, sufficient to disclose at any time, with reasonable accuracy, the financial position of the charity at that time, and to enable the Trustees to ensure that, where any statements of accounts are prepared by them under section 132(1) of the Charities Act 2011, those statements of accounts comply with the requirements of regulations under that provision. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the charity and to prevent and detect fraud and other irregularities.

Approved by the Trustees on 31 March 2022 and signed on their behalf by:

Jon Nott,
On behalf of the Board of Trustees

Independent Auditor's Report to the Trustees of the Co-operative College

Opinion

We have audited the financial statements of the Co-operative College "the charity" for the year ended 31 July 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Cashflow Statement and the related notes. 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).

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

In our opinion, the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 July 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the 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 financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or

- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charity'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 other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or
- proper accounting records have not been kept; or

- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Trustees' Responsibilities Statement set out on page 17, the Trustees 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 charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Obtained an understanding of the nature and sector of the Company along with reviewing the financial performance and reviewing the policies in place such as the revenue recognition for project income

- We communicated the laws and regulations with the audit team to ensure that they were alert of ay indications which would highlight any non-compliance during the audit
- Reviewed copies of the board minutes from throughout the year and any that have taken place after the year end
- Matters were also discussed with Finance during the planning process and throughout the audit fieldwork in relation to any cases of fraud or non compliance of laws and regulations which may have taken place during the year
- Discussed and obtained an understanding in relation to the process for journals being posted into the finance system
- Reviewed a sample of journals posted throughout the year to ensure that management override hadn’t taken place
- Discussed the accounting estimates and the calculations behind these such as the depreciation calculation, bad debt provision and project income

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 for the audit of the financial statements is located on the Financial Reporting Council’s web-site 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 charity's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's Trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's Trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Beever and Struthers

Beever and Struthers, Statutory Auditor

Beever and Struthers is eligible to act as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

St George's House
215/219 Chester Road
Manchester M15 4JE

Date: 13 April 2022

Co-operative College Statement of Financial Activities for the Year Ended 31 July 2021

		Year Ended 31 July 2021				Year Ended 31 July 2020			
		Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total Funds 2021 £	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total Funds 2020 £
Income									
Donations and Legacies	2	118,688	61,591	-	180,279	182,517	74,749	-	257,266
Charitable Activities	4	144,523	105,513	-	250,036	217,487	121,634	-	339,121
Investments	5	21,265	11,243	-	32,508	30,495	12,930	-	43,425
Total Income		**284,476**	**178,347**	**0**	**462,823**	**430,499**	**209,313**	**0**	**639,812**
Expenditure									
Raising Funds	9	26,096	7,245	7,177	40,518	42,113	6,512	9,306	57,931
Charitable Activities	8	666,458	268,695	-	935,153	1,061,639	191,248	-	1,252,887
Restructuring Costs	13	228,604	-	-	228,604	-	-	-	-
Total Expenditure		**921,158**	**275,940**	**7,177**	**1,204,275**	**1,103,752**	**197,760**	**9,306**	**1,310,818**
Gains on Investments	16	34,118	139,606	138,287	312,011	**25,177**	**86,753**	**123,992**	**235,922**
Net Income/(Expenditure)		**(602,564)**	**42,013**	**131,110**	**(429,441)**	**(648,076)**	**98,306**	**114,686**	**(435,084)**
Strategic Investment		-	-	-	-	125,309	-	(125,309)	-
Transfers Between Funds	22	555,564	-	(555,564)	-	522,767	-	(522,767)	-
Net Movement in Funds	22	**(47,000)**	**42,013**	**(424,454)**	**(429,441)**	**0**	**98,306**	**(533,390)**	**(435,084)**
Reconciliation in Funds									
Funds Brought Forward		282,000	1,051,934	1,526,762	2,860,696	**282,000**	**953,628**	**2,060,152**	**3,295,780**
Total Funds Carried Forward		**235,000**	**1,093,947**	**1,102,308**	**2,431,255**	**282,000**	**1,051,934**	**1,526,762**	**2,860,696**

Co-operative College Balance Sheet as at 31 July 2021

	Notes	Total Funds 31 July 2021 £	Total Funds 31 July 2020 £
Fixed Assets			
Intangible Assets	14	-	4,500
Tangible Assets	15	10,658	17,174
Investments	16	2,071,963	2,173,645
Total Fixed Assets		**2,082,621**	**2,195,319**
Current Assets			
Stock	18	2,468	2,468
Debtors and Prepayments	17	74,408	115,997
Investments	16	397,500	550,000
Cash at Bank and in Hand	24	48,723	148,065
Total Current Assets		**523,099**	**816,530**
Liabilities			
Creditors: amounts falling due within one year	19	174,465	151,153
Net Current Assets		**348,634**	**665,377**
Net Assets		**2,431,255**	**2,860,696**
The Funds of the Charity			
Endowment Funds	22	1,102,308	1,526,762
Restricted Funds	22	1,093,947	1,051,934
Unrestricted Funds	22	235,000	282,000
Total Charitable Funds		**2,431,255**	**2,860,696**

The financial statements on pages 22 to 41 were approved and authorised for issue by the Board of Trustees on 31 March 2022 and approved on its behalf by

Jon Nott
Chair of the Board of Trustees

Co-operative College Cash Flow Statement for the Year Ended 31 July 2021

	Notes	Year Ended 31 July 2021 £	Year Ended 31 July 2020 £
Cash Flows from Operating Activities:			
Net Cash Used in Operating Activities	**23**	**(677,397)**	**(586,578)**
Cash Flows from Investing Activities:			
Dividends and Interest from Investing		32,508	43,425
Purchasing of Plant and Equipment		(4,803)	(5,444)
Proceeds from Sale of Plant and Equipment		350	-
Proceeds from Sale of Investment		550,000	665,000
Net Cash Provided by Investing Activities		**578,055**	**702,981**
Change in Cash and Cash Equivalents in the Reporting Period		**(99,342)**	**116,403**
Cash and Cash Equivalents at the Beginning of the Reporting Period		**148,065**	**31,662**
Cash and Cash Equivalents at the End of the Reporting Period		**48,723**	**148,065**

Notes to the Financial Statements for the Year Ended 31 July 2021

1 Accounting Policies

a Basis of preparation and assessment of going concern

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared under the historical cost convention, modified for the revaluation of the investment portfolio which is held at market rate, in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the 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 and the Charities Act 2011.

From July to September 2020, the Trustees undertook a strategic review of the College which led them to re-size the cost base resulting in annual savings of approx. £400k. The College has £235k of unrestricted reserves and over £1m of expendable endowment. The latter is invested for income and long term gains but accessible within 3 days should it be required. The Trustees wish to preserve the expendable endowment for the long term but will use the fund as necessary to support a period to build income back. This will be reviewed annually, commencing in July 2022. Taking all these factors into account, the Trustees consider that there are no material uncertainties about the College's ability to continue as a going concern.

All values within the annual report and accounts are reported in £ sterling.

b Funds structure

The College has three types of fund. Unrestricted funds which can be spent in any manner appropriate to the furtherance of the general objectives of the charity. Restricted funds are those where the funder has provided for the funds to be spent in furtherance of a specified charitable purpose and often relate to funding for a particular project. The College also has an expendable endowment fund the Co-operative College Fund, resulting from the sale of property originally purchased with funds gifted by the co-operative movement. The funds are invested in order that the interest and gains arising can be used to support the College in the furtherance of co-operative education. The Trustees reserve the right to release funds from the endowment for strategic purposes. Details of each fund and the transactions taking place in the year can be found in note 22 to the accounts.

c Critical accounting judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates. The following judgements (apart from those involving estimates) have had the most significant effect on amounts recognised in the financial statements.

i) Income recognition

All income is recognised when there is an entitlement to the funds, the receipt is probable and the amount can be measured reliably. Grants are recognised when received or in accordance with the conditions set by the funding provider. Project income is recognised on actual work completed to the end of the period. Donations are recognised when the College receives the funds.

The measurement of actual work completed on a project takes into account a number of factors. Where outputs directly related to income can be identified as complete the income is recognised in full. Otherwise timesheets of staff and invoices of associates are used to determine the progress of each identifiable strand of work. Where a particular strand of work within the project is deemed to progress evenly between two points of time, income is allocated evenly over that period of time. All allocations of income to the accounting period are confirmed to available project reporting and agreed with project management.

Where entitlement to funds is not yet due or due in full because conditions for its entitlement are not met then such income is deferred to the extent that entitlement has not yet been earned. Measurement of that extent is in accordance with the most appropriate basis as detailed above.

ii) Expenditure
Expenditure is recognised on an accruals basis and is spent in line with the appropriate income, or in the case of core costs (staffing, rent etc.) in line with invoices and contracts of employment. Charitable expenditure enables the Co-operative College to meet its charitable objective.

Project expenditure is similarly recognised on an accruals basis. Where invoices are not available to directly attribute expenditure to the accounting period, expenditure is accrued upon the same basis as income recognition, as follows: Where outputs directly related to specific expenditure can be identified as complete the expenditure is recognised in full. Otherwise timesheets of staff and associate invoices determine the progress of work and recognition of expense. Finally, where a particular strand of work is deemed to progress evenly between two points in time, expenditure is allocated evenly over that period of time.

Governance and support costs are allocated to each charitable activity stream in proportion to its level of direct expenditure

iii) Tangible fixed assets
Tangible fixed assets are stated at cost less the accumulated depreciation. Tangible fixed assets are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets are assessed and reviewed for each asset and depreciated accordingly, on a straight line basis, taking into account the following minimum rates:

Plant, fixtures and fittings	10% - 33% per annum
Information technology equipment	20% - 50% per annum

iv) Intangible fixed assets
Intangible fixed assets are stated at cost less the accumulated amortisation. Amortisation is calculated in equal monthly amounts based on cost. Amortisation takes place over the estimated useful life of the asset, taking into account the following minimum rates:

Technology investment	25% per annum

d Stock
Stocks are stated at the lower of cost and net realisable value being the estimated selling price less costs to sell. Cost is based on cost of purchase on a first in, first out basis. Review at the end of each reporting period determines the likely resale value of each stock item and any write down needed should this be lower than the cost of the item.

e Debtors
Trade debtors are recorded at transaction price. Review of trade debtors takes place throughout the year and at the reporting date to determine any provision required for doubtful debts. Project debtors reflect the value of work performed less the funds received at year end. Value of work performed is based on actual expenditure incurred in performing the work except where the funding budget states alternative measurement. These alternatives may include fee rates for staff time, or round figure rates for travel and subsistence.

f Creditors
Trade creditors are recorded at transaction price. Project creditors reflect the funds received by year end less the value of work performed by that date. Value of work performed is based on actual expenditure incurred in performing the work except where the funding budget states alternative measurement. These alternatives may include fee rates for staff time, or round figure rates for travel and subsistence.

g Restructuring costs

Restructuring costs contain two elements:

i) Redundancy pay

With the proviso that no redundant employee is to receive less than 2 weeks' pay, and no less than 4 weeks pay for 2 years services, the amount of entitlement will be the number of weeks' pay determined by the prescribed scale, as detailed in the Employment Rights Act 1996, increased by 75% and rounded up to the nearest half-week.

The prescribed scale is calculated in the following manner:

1. For each year of employment from age 15 and over but under 22 – half a week's pay.
2. For each year of employment from age 22 and over but under 41 – one week's pay.
3. For each year of employment from age 41 and over – one and a half weeks' pay.

ii) Payment in lieu of notice

Should the redundant employee not be required to work their notice period, they shall be entitled to payment in lieu of notice based on the following notice periods:

1. Less than 4 years' service, notice period of 4 weeks
2. More than 4 years' service, notice period of 13 weeks

Restructuring costs are recognised on an accruals basis, attributing the expense to the period in which the restructuring took place

h Financial instruments

Trade debtors and accrued income

Trade debtors and accrued income are recognised at original value. Provision is made for impairment where there is objective evidence that the College will not be able to collect all amounts.

Cash at bank and in hand

Cash at bank and in hand represents those balances held for working capital purposes and available upon demand. These are recognised at carrying value.

Trade creditors and accruals

Trade creditors and accruals are recognised at original value and subsequently measured at amortised cost unless the maturity date is less than twelve months.

Investments

Investments are recognised at fair value at each reporting date. This is taken to be the publically listed market value of the fund.

i Investments

Investment income is recognised on an accruals basis. Investments are managed by Royal London Asset Management and are invested in a Sustainable Diversified Fund. Investments are held for income and capital growth in the long term, but in accessible funds, which are liquid enough to meet the needs of any programme, project or fund. Valuation is taken as the publically listed market value at each reporting date. To the extent that investments are expected to be utilised in the next 12 months for operational purposes they are reflected as current assets. To the extent that the funds are expected to be held for a period of over 12 months from balance sheet date they are reflected as fixed assets. Prior to the financial year to 31 July 2021, all investments were shown as fixed asset investments. The split between current and fixed asset investments represents a truer reflection of the period of investment. Prior year figures have been adjusted to reflect this change in treatment.

j **Allocation of support and governance costs**

Support costs are those functions that assist the work of the College but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the College's programmes and activities. These costs have been allocated to expenditure on charitable activities apportioned as set out in note 7.

k **Strategic Investment**

Strategic investment was approved in 2018 towards the development of a future co-operative university. Within 2020/21 £nil (2019/20 - £125,308) was invested from The Co-operative College Fund and is reflected as strategic investment transfers between funds.

l **Pension scheme**

The Co-operative College offers an auto enrolment compliant group personal pension scheme which is administered and managed by The Royal London Mutual Insurance Society Limited. Up to 30 April 2021, new employees were enrolled at an employee contribution rate of 4% with The Co-operative College paying 8%. After two years' employment employees could opt to increase their contribution to 6%, with the employer contribution increasing to 12%. From 1 May 2021 all employees are able to enrol at one of two levels of contribution either 4% (both employee and employer) or 6% (employee and employer). Contributions to the scheme are recognised in the period to which they relate.

m **Tax and VAT**

The Co-operative College is a registered charity and as such is potentially exempt from taxation of its income to the extent that it falls within the charity exemptions as detailed in the Corporation Taxes Act 2010. The Co-operative College is VAT registered and charges VAT at the applicable rates according to its outputs. Where expenses can be directly attributed to a specific income stream, the VAT treatment mirrors that of the income. Where expenses cannot be directly attributed, the irrecoverable amount of VAT is calculated on the basis of staff allocation between different income streams.

2 Income from Donations and Legacies

	2021 £	2020 £
Donations	118,112	136,433
Core Funding	62,167	120,833
	180,279	**257,266**

Income from donations and legacies above includes £61,591 relating to restricted purposes (2020: £74,749)

3 Grants

In 2020/21 the College received the following grants and funding:

	2021 £	2020 £
Co-op Foundation/Big Lottery Fund #iWill Fund:		
Youth Co-operative Action Phase Two	23,063	66,098
HMRC:		
Coronavirus Job Retention Scheme	44,520	51,618
CAST - Catalyst and the National Lottery Community Fund COVID-19 Response:		
Discovery Programme	5,000	
Development Programme	6,711	
Momentum Programme	16,625	
	95,919	**117,716**

Income from grants above reflects £51,399 for restricted purposes (2020: £66,098)

4 Charitable Income

2021	Learning & Development £	Schools Programmes £	Membership £	Events £	Projects £	Heritage* £	Central £	Total £
Course and programme fees	102,638	6,250	-	-	-	-	-	108,888
Projects	10,780	-	-	-	111,205	-	-	121,985
Service level agreement	-	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	239	-	35	274
Other (note 6)	-	-	10,867	-	-	-	8,022	18,889
	113,418	**6,250**	**10,867**	**-**	**111,444**	**0**	**8,057**	**250,036**

Charitable income above includes £105,513 relating to restricted purposes

2020	Learning & Development £	Schools Programmes £	Membership £	Events £	Projects £	Heritage* £	Central £	Total £
Course and programme fees	41,549	-	-	-	12,570	-	-	54,119
Projects	6,760	-	-	-	149,160	-	1,847	157,767
Service level agreement	-	-	-	-	-	64,239	7,957	72,196
Miscellaneous	623	-	-	1,340	8,746	-	1,205	11,914
Other (note 6)	-	-	11,861	30,264	1,000	-	-	43,125
	48,932	**-**	**11,861**	**31,604**	**171,476**	**64,239**	**11,009**	**339,121**

Charitable income above includes £121,634 relating to restricted purposes

* All activities related to Heritage are charged back to the Co-operative Heritage Trust under a management agreement. Reporting on these activities can be found in the annual report and accounts of the Co-operative Heritage Trust. As mentioned in the Trustee's report on page 9, this will not be an income source going forward.

5 Investment income

	2021 £	2020 £
Dividends and interest on investments	**32,508**	**43,425**

Investment income above includes £11,243 relating to restricted funds (2020:£12,930)

6 Other Charitable Income

	2021 £	2020 £
Conferences	-	25,224
Study visits	-	6,040
Membership	10,867	11,861
Event facilitation	8,022	-
	18,889	**43,125**

None of the above income related to restricted purposes

7 Allocation of governance and support costs

	2021 £	£	£	2020 £	£	£	Basis of apportionment
Cost of Goods Sold	13,841	-	13,841	21,298	-	21,298	Expenditure*
Administration	17,331	32	17,299	27,482	168	27,314	Expenditure*
Central Staffing	285,658	50	285,608	340,197	548	339,649	Expenditure*
Infrastructure	63,006	395	62,611	76,396	732	75,664	Expenditure*
Professional fees	11,646	-	11,646	11,384	-	11,384	Expenditure*
Travel	779	-	779	5,732	1,084	4,648	Expenditure*
Governance costs (Below)	12,236	12,236	-	16,747	16,747	-	Expenditure*
Total	**404,497**	**12,713**	**391,784**	**499,236**	**19,279**	**479,957**	

*Governance and support costs are allocated to each charitable activity stream in proportion to its level of direct expenditure

Governance Costs

	2021 £	2020 £
Trustee expenses	-	3,481
External auditor	12,236	11,916
Legal fees	-	1,350
	12,236	**16,747**

The auditor's remuneration constituted an audit fee of £12,236 (2020: £12,150). No other services were provided by the auditor.

8 Charitable Expenditure

2021	Learning & Development	Schools Programmes	Events	Research	Projects	Heritage	University	Total 2021
	£	£	£	£	£	£	£	£
Direct staffing costs	149,477	-	28,339	-	156,483	-	-	334,299
Direct costs of delivery	40,504	2,324	-	-	88,224	-	-	131,052
Administration	3,154	-	1,824	-	5,058	-	-	10,036
Infrastructure and premises	20,492	-	3,420	-	21,223	-	-	45,135
Professional fees	4,647	-	681	-	4,490	-	-	9,818
Travel	-	-	-	-	316	-	-	316
Miscellaneous	-	-	-	-	-	-	-	-
Other support costs (see note 7)	161,151	1,717	25,297	-	203,619	-	-	391,784
Governance costs (see note 7)	5,229	56	821	-	6,607	-	-	12,713
	384,654	**4,097**	**60,382**	**0**	**486,020**	**0**	**0**	**935,153**

Expenditure on charitable activities was £935,153 (2020: £1,252,887) of which £666,458 (2020: £1,061,639) was unrestricted and £268,695 (2020: £191,248) was restricted

2020	Learning & Development	Schools Programmes	Events	Research	Projects	Heritage	University	Total 2020
	£	£	£	£	£	£		£
Direct staffing costs	74,059	-	34,623	12,274	207,897	45,038	104,817	478,708
Direct costs of delivery	13,915	-	53,465	-	79,762	12,002	1,450	160,594
Administration	3,803	-	7,387	1,080	6,888	934	3,224	23,316
Infrastructure and premises	2,852	-	4,318	1,366	18,713	5,299	19,000	51,548
Professional fees	3,102	-	12,800	295	9,888	814	3,911	30,810
Travel	731	-	76	269	4,534	153	2,083	7,846
Miscellaneous	(1,500)	2,329	-	-	-	-	-	829
Other support costs (see note 7)	61,749	1,483	71,753	9,734	208,682	40,910	85,646	479,957
Governance costs (see note 7)	2,480	60	2,882	391	8,383	1,643	3,440	19,279
	161,191	**3,872**	**187,304**	**25,409**	**544,747**	**106,793**	**223,571**	**1,252,887**

9 Raising Funds

	2021 £	2020 £
Fundraising staff costs	-	3,541
Membership staff costs	19,541	28,370
Administration	1,254	2,547
Infrastructure	3,570	5,419
Travel	-	106
Miscellaneous	(40)	240
Investment management	16,193	17,708
	40,518	**57,931**

10 Employee Costs

The College seeks to ensure that all colleagues are fairly rewarded for the work that they undertake. All colleagues are appointed to a role cluster and level that is appropriate to the content of their role. Each role cluster and level has specific salary bands.

The average number of colleagues employed by the College was:

	2021	2020
Full time	8.9	15.2
Part time	7.2	5.7
	16.1	**20.9**
Full time equivalents	**13.9**	**18.9**

The costs incurred in respect of these employees were:

	2021 £	2020 £
Salaries & wages	530,274	692,160
Social security	51,168	70,666
Pension	50,923	68,068
Other	43,618	19,923
	675,983	**850,817**

The following one off payments relating to termination of employment have been made:

	2021 £	2020 £
Redundancy payments	**134,946**	**-**

On 16 April 2021, six members of staff were made redundant following a re-structure. On 31 July 2021 one further member of staff was made redundant as part of the same re-structure. The redundancy payments for these seven members of staff totalled £134,946.

11 Key Management Personnel

The College considers its key personnel to comprise the Trustees and Chief Executive & Principal. Up to December 2019, it also comprised the role of Vice Principal - Co-operative Education and Research. From December 2020 through to May 2021, the key personnel also comprised the role of Interim Chief Executive to assist with the restructure.

The total remuneration for the key management personnel was as follows:

	2021	2020
	£	£
Salaries	103,312	106,711
Pension contribution	8,661	12,805
	111,973	**119,516**

The remuneration of the Chief Executive & Principal, who is the highest paid employee and included in the above figures is as follows:

Simon Parkinson (until 6 December 2019)	**2021**	**2020**
	£	£
Salary	-	29,968
Pension contributions	-	3,596
	0	**33,564**

Priscilla Ross (from 6 December 2019 until 31 July 2021)	**2021**	**2020**
	£	£
Salary	79,378	56,222
Pension contributions	8,488	6,747
	87,866	**62,969**

Neil Calvert (from 1 July 2021)	**2021**	**2020**
	£	£
Salary	4,333	-
Pension contributions	174	-
	4,507	**0**

The number of members of the key management personnel (including the Chief Executive & Principal) whose remuneration, excluding pension contributions, falls into the following bandings:

	2021	**2020**
£70,001 - £80,000	1	1

On 6 December 2019, Simon Parkinson left his role as Chief Executive & Principal to be replaced by Dr Priscilla Ross who was previously Vice Principal. This latter role was not directly replaced. On 1 July 2021, Neil Calvert began his employment as new Chief Executive & Principal with Dr Priscilla Ross leaving the College after a handover period on 31 July 2021.

12 Trustee Remuneration

The Trustees received no remuneration in the performance of their duties.
No Trustees (2020: eight) were reimbursed expenses during the year (2020: £4,565).
In the prior year, these expenses included travel, accommodation and subsistence when attending the College's Centenary conference in November 2019.

The Co-operative College had the following staff trustee during the year. They received no remuneration as a Trustee. Their remuneration as an employee was as follows:

	Daniel Cox
	£
Salary	29,531
Pension Contributions	2,082
	31,613

13 Restructuring Costs

A working group of Trustees and management team was convened from July 2020 to review the operations of the College. A reduction in cost base was recommended.
The following costs were incurred in implementing the recommendations of the group:

	£
Redundancy Costs	134,946
Outplacement support	4,100
Interim CEO	19,600
Professional Fees	25,094
Recruitment	31,070
Other Costs	13,794
	228,604

14 Intangible Fixed Assets

	Website
	£
Cost	
1 August 2020	18,000
31 July 2021	**18,000**
Amortisation	
1 August 2020	13,500
Charge for year	4,500
31 July 2021	**18,000**
Net book value at 1 August 2020	4,500
Net book value at 31 July 2021	**0**

Amortisation has been charged against charitable activities in the Statement of Financial Activities.

15 Tangible Fixed Assets

	IT Equipment	Plant, fixtures and fittings	Total
	£	£	£
Cost			
1 August 2020	84,290	77,871	162,161
Additions	3,184	1,619	4,803
Disposals	(60,618)	(44,060)	(104,678)
31 July 2021	**26,856**	**35,430**	**62,286**
Depreciation			
1 August 2020	69,371	75,616	144,987
Charge for year	6,680	1,329	8,009
Disposals	(58,302)	(43,066)	(101,368)
31 July 2021	**17,749**	**33,879**	**51,628**
Net book value 1 August 2020	14,919	2,255	17,174
Net book value 31 July 2021	**9,107**	**1,551**	**10,658**

16 Investments

	Total	Royal London Sustainable Diversified Fund	Co-operative Group Shares	Chelmsford Star Share Account
	£	£	£	£
1 August 2020	2,723,645	2,722,145	500	1,000
Divestments	(550,000)	(550,000)		
Valuation Gain	312,011	312,011		
Charges against valuation	(16,193)	(16,193)		
31 July 2021	**2,469,463**	**2,467,963**	**500**	**1,000**

Investments held at 31 July 2021 comprise the following:

	2021	2020
	£	£
Current Asset Investments - to be utilised within 12 months	397,500	550,000
Fixed Asset Investments - to be held for at least 12 months	2,071,963	2,173,645
	2,469,463	**2,723,645**

Investments are split between current and fixed asset investments to accurately reflect the periods for which the investment is made. Current investments reflects that element that are expected to be drawn for use within 12 months.
Investments held with Royal London in a sustainable diversified fund are reflected at fair value (their market value) at the reporting date. This treatment is in accordance paragraph 11.14(d) of FRS 102.
See accounting policy note 1 (i) which provides information on the change in presentation adopted in the 2020/21 financial statements.

17 Debtors

	2021 £	2020 £
Trade debtors	29,679	33,025
Project debtors	14,129	27,493
Accrued income	13,914	25,680
VAT	-	4,795
Prepayments	16,686	24,438
Other debtors	-	566
	74,408	**115,997**

18 Stock

	£
Opening and closing stock	**2,468**

19 Creditors

	2021 £	2020 £
Trade creditors	36,408	42,964
Project creditors	20,848	44,804
Accruals	49,241	28,538
Taxation and social security	13,094	17,302
Other deferred income (note 20)	16,266	8,924
Other creditors	36,453	8,621
VAT	2,155	-
	174,465	**151,153**

Included within Other creditors is £32,000 held on behalf of the Lok Swasthya SEWA Trust in relation to the COVID-19 relief fund.

20 Deferred Income

	2021 £	2020 £
Project Creditors	20,848	44,804
Core Funding	-	4,667
Workshops	12,141	604
Membership subscriptions	4,125	3,653
	37,114	**53,728**

Reconciliation of Deferred Income

	£
Balance at 1 Aug 2020	53,728
Amount released from previous years	33,997
Amount deferred in current year	17,383
Balance at 31 July 2021	**37,114**

21 Operating Lease Commitments

	2021 £	2020 £
Land & Buildings		
Not later than one year	10,528	13,511
	10,528	**13,511**
Plant & Machinery		
Not later than one year	-	5,331
Later than one year and not later than five years	-	-
	-	**5,331**
	10,528	**18,842**

Payment under operating leases within the year amounted to:

	2021 £	2020 £
Land and Buildings	26,882	32,427
Plant and Machinery	5,876	8,147

22 Charitable Funds

2021	Balance at 1 August 2020	Income	Expenditure	Investment Gains	Transfers Between Funds	Balance at 31 July 2021
	£	£	£	£	£	£
Expendable Endowment Funds:						
Co-operative College Fund	1,526,762	-	(7,177)	138,287	(555,564)	1,102,308
	1,526,762	**0**	**(7,177)**	**138,287**	**(555,564)**	**1,102,308**
Restricted Funds:						
Les Stannard Co-operative Citizenship Fund	48,883	497	(8,421)	5,992	-	46,951
Co-operative Pioneers Memorial Fund	904,419	10,744	(30,438)	129,422	-	1,014,147
Joyce & Vic Butler	177	2	(1)	26	-	204
Zambia – DGRV	-	239	(239)	-	-	-
Together Enterprise Scotland	-	9,249	(9,249)	-	-	-
Rwanda S.E.A.D. Project	-	9,900	(9,900)	-	-	-
Co-op (Ad)venture	-	61,591	(61,591)	-	-	-
Co-op Starter 2	-	794	(794)	-	-	-
Coop4Edu	-	5,303	(5,303)	-	-	-
YOUCOOPE	-	5,136	(5,136)	-	-	-
ESF/WEA – Co-operative (Ad)venture	-	13,734	(13,734)	-	-	-
Co-op Foundation/Big Lottery Fund #iWIll Fund:						
Youth Co-operative Action Phase Two	98,455	23,062	(93,038)	4,166	-	32,645
NSCCT Barefoot Co-operative Project	-	10,780	(10,780)	-	-	-
CAST - Catalyst and the National Lottery Community Fund COVID-19 Response:						
Discovery Programme	-	5,000	(5,000)	-	-	-
Development Programme	-	6,711	(6,711)	-	-	-
Momentum Programme	-	15,605	(15,605)	-	-	-
	1,051,934	**178,347**	**(275,940)**	**139,606**	**0**	**1,093,947**
Unrestricted Funds:						
Revenue Reserves	**282,000**	**284,476**	**(921,158)**	**34,118**	**555,564**	**235,000**
Total Charitable Funds	**2,860,696**	**462,823**	**(1,204,275)**	**312,011**	**0**	**2,431,255**

Transfers between funds of £555,564 took place to maintain unrestricted reserves at agreed minimum levels.

2020	Balance at 1 August 2019	Income	Expenditure	Investment Gains	Transfers Between Funds	Balance at 31 July 2020
	£	£	£	£	£	£
Expendable Endowment Funds:						
Co-operative College Fund	2,060,152	-	(9,306)	123,992	(648,076)	1,526,762
	2,060,152	**0**	**(9,306)**	**123,992**	**(648,076)**	**1,526,762**
Restricted Funds:						
Les Stannard Co-operative Citizenship Fund	44,491	664	(303)	4,031	-	48,883
Co-operative Pioneers Memorial Fund	831,617	12,264	(14,049)	74,587	-	904,419
Joyce & Vic Butler	161	2	(1)	15	-	177
Zambia - DGRV	-	6,211	(6,211)	-	-	-
Together Enterprise Scotland	-	2,426	(2,426)	-	-	-
Rwanda S.E.A.D. Project	-	7,370	(7,370)	-	-	-
Co-op (Ad)venture	-	74,749	(74,749)	-	-	-
Co-op Starter 2	-	8,125	(8,125)	-	-	-
Coop4Edu	-	14,310	(14,310)	-	-	-
Co-op Pathways Malawi	-	-	-	-	-	-
Malawi-DGRV	-	10,334	(10,334)	-	-	-
Co-op Foundation/Big Lottery Fund #iWIll Fund:						
Youth Co-operative Action	-	-	-	-	-	-
Youth Co-operative Action Phase Two	77,359	66,098	(53,122)	8,120		98,455
NSCCT Barefoot Co-operative Project	-	6,760	(6,760)	-		
	953,628	**209,313**	**(197,760)**	**86,753**	**0**	**1,051,934**
Unrestricted Funds:						
Revenue Reserves	**282,000**	**430,499**	**(1,103,752)**	**25,177**	**648,076**	**282,000**
Total Charitable Funds	**3,295,780**	**639,812**	**(1,310,818)**	**235,922**	**0**	**2,860,696**

Transfers between funds consist of £522,767 to maintain unrestricted reserves at agreed minimum levels and £125,309 to provide strategic investment as approved by Trustees. The latter consists of funds to support the College's development towards achieving degree awarding powers and exploring the possibility of a future Co-operative University.

Endowment and Restricted Funds are held for the following purposes:

Co-operative College Fund
Resulting from the sale of property originally purchased with funds gifted by the co-operative movement. The funds are invested in order that the interest and gains arising can be used to support the College in the furtherance of co-operative education. The Trustees reserve the right to release funds from the endowment for strategic purposes. During the financial year funds were released to support College operations in line with the agreed strategic plan.

Les Stannard Co-operative Citizenship Fund
Given by the South East Region of The Co-operative Group the purpose of the fund is to support young people (aged 25 and under) who wish to participate in educational opportunities provided by the College. Such educational opportunities should be within a wider citizenship theme.

Co-operative Pioneers Memorial Fund
Established in early 2010 when a number of small funds were brought together, the fund aims to enable learners facing financial difficulties to participate in programmes arranged by the Co-operative College. This includes funding for bursaries and match funding for projects through which participants benefit from College services and programmes which they could not afford to do so otherwise.

Co-op Foundation/Big Lottery Fund #iWill Fund
Two grants have been awarded from this fund. The first grant, awarded in 2017 funded the project 'Youth Co-operative Action: Tackling Youth Loneliness in Rochdale and Manchester's Care Leaver Community', which completed in November 2018. The second grant for phase two of the Youth Co-operative Action project is funding the College to work in Greater Manchester, Plymouth and Hartlepool. This project began in Spring 2019 and is planned to complete by the end of 2021.

Sufficient resources are held in an appropriate form to enable the funds to be applied in accordance with any restrictions imposed.

Analysis of net assets between funds

2021	Unrestricted Funds	Restricted Funds	Endowment Funds	Total
	£	£	£	£
Tangible assets	10,658	-	-	10,658
Intangible assets	-	-	-	-
Fixed asset investments	-	969,655	1,102,308	2,071,963
Current assets	397,269	125,830	-	523,099
Current liabilities	(172,927)	(1,538)	-	(174,465)
	235,000	**1,093,947**	**1,102,308**	**2,431,255**

2020	Unrestricted Funds	Restricted Funds	Endowment Funds	Total
	£	£	£	£
Tangible assets	17,174	-	-	17,174
Intangible assets	4,500	-	-	4,500
Fixed asset investments	-	646,883	1,526,762	2,173,645
Current assets	409,809	406,721	-	816,530
Current liabilities	(149,483)	(1,670)	-	(151,153)
	282,000	**1,051,934**	**1,526,762**	**2,860,696**

23 Reconciliation of Net Incoming Resources to Net Cash Outflow from Operating Activities

	2021 £	2020 £
Net income for the reporting period (as per the statement of financial activities)	**(429,441)**	**(435,084)**
Adjustments for:		
Depreciation charges	8,009	9,075
Amortisation charges	4,500	4,500
Disposal of assets	2,960	-
Gains on investments	(312,011)	(235,922)
Management charges against valuation of investment	16,193	17,707
Dividends and interest from investments	(32,508)	(43,425)
Decrease in stock	-	3,719
Decrease in debtors	41,589	107,726
Increase in creditors	23,312	(14,874)
Net cash used in operating activities	**(677,397)**	**(586,578)**

24 Analysis of Changes in Net Debt

	Balance at 1 August 2020 £	Cash flows £	Balance at 31 July 2021 £
Cash at bank and in hand	148,065	(99,342)	48,723
Total cash and cash equivalents	**148,065**	**(99,342)**	**48,723**

25 Contingent Liabilities and Capital Commitments

The College has no contingent liabilities or capital commitments as at the balance sheet date.

26 Related Party Transactions

The following are related party transactions, as defined by Financial Reporting Standard 102, section 33, together with details of notable transactions.

The Co-operative Heritage Trust

The Co-operative College is one of the founding members of the Co-operative Heritage Trust. The College ran the day-to-day management of the Co-operative Heritage Trust under a management agreement. This arrangement ceased on 12 October 2019.

Amounts of £4,725 (2019/20 - £107,992) and £790 (2019/20 - £642) were receivable from and payable to the Co-operative Heritage Trust for the 12 month period.
At 31 July 2021 the balance owed to the College was £4,725 (2020: £nil) and the balance payable to the Co-operative Heritage Trust was £nil (2020: £175).