

BLUEPRINT TRUST

England & Wales · Charity number 1159150

Details

Other names BLUEPRINT FOR BETTER BUSINESS

Status Registered

Legal form Charitable company

Company number [09006403](#)

Registered 2014-11-11

Register [View on the Charity Commission register](#)

Contact

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Website www.blueprintforbusiness.org

Activities

Objects: THE OBJECTS OF THE CHARITY ARE THE ADVANCEMENT FOR THE BENEFIT OF THE PUBLIC OF 1) CIVIC RESPONSIBILITY AND GOOD CITIZENSHIP BY PROMOTING RESPONSIBLE STANDARDS IN BUSINESS THROUGH THE APPLICATION OF THE PRINCIPLES AND FRAMEWORK; AND2) SUCH OTHER CHARITABLE PURPOSES THAT PROMOTE THE PRINCIPLES AND FRAMEWORK AS THE TRUSTEES DECIDE.

Activities: The advancement for the benefit of the public of civic responsibility and good citizenship by promoting responsible standards in business through the application of the Blueprint Principles and Framework

Classification

- **How:** Provides Services, Provides Advocacy/advice/information, Acts As An Umbrella Or Resource Body
- **What:** General Charitable Purposes, Education/training, Economic/community Development/employment, Human Rights/religious Or Racial Harmony/equality Or Diversity
- **Who:** The General Public/mankind

Geography

- **Area of benefit:** THROUGHOUT ENGLAND AND WALES
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-04-30	£361,460	£470,105	-	-
2024-04-30	£478,149	£477,306	-	-
2023-04-30	£394,799	£575,757	-	-
2022-04-30	£877,282	£453,541	£920,102	6
2021-04-30	£709,600	£501,055	£496,361	5

Trustees

Name	Role	Appointed
Jeffrey Cooper Twentyman	Chair	2024-03-01
CHARLES MICHAEL HARRY WOOKEY		2022-05-01
Dr Mary Johnstone-Louis		2024-03-01
Julie Celine Hirigoyen		2020-12-03
Justin John Keeble		2024-03-01
Maaike De Bie		2018-09-04
Michael Kevin Barry		2020-01-13
Robert James Garlick		2026-04-20

BLUEPRINT TRUST

England & Wales - Charity number 1159150

Accounts

BLUEPRINT TRUST

Company limited by guarantee

AUDITED FINANCIAL STATEMENTS

30 APRIL 2025

COMPANY REGISTRATION NUMBER - 09006403

CHARITY NUMBER - 1159150



CONTENTS

	Page
Trustees' annual report (incorporating the director's report)	3
Independent auditor's report to the members	11
Statement of financial activities (including income and expenditure account)	16
Statement of financial position	17
Statement of cash flows	18
Notes to the audited financial statements	19

The trustees, who are also the directors for the purposes of company law, present their report and the Audited Financial Statements of the charity for the year ended 30 April 2025.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Blueprint Trust was incorporated as a company limited by guarantee on 23 April 2014. It was registered as a charity in November 2014. We are governed in accordance with the Memorandum and Articles of Association of Blueprint Trust. The activities of Blueprint Trust are carried out under the name of 'A Blueprint for Better Business'.

The trustees regularly review their membership to identify gaps in skills, expertise and diversity and a decision on who to appoint is made by the trustees.

Our articles provide for the establishment of an Advisory Council to advise the trustees on matters related to the Objects, the Principles and Framework, the Provenance and the activities of the Charity. Council Members are appointed having regard to the need for broad representation of business and wider society to include employees, investors, consumers, academics, non-governmental organisations, and the media, but so that no single constituency should be in the overall majority. The members of the Council are currently as follows:

David Blood
Stephen Brenninkmeijer
Jane Corbett
Baroness Jeannie Drake
Alex Edmans
Sue Garrard
Annabel Gillard
Gillian Guy
Margaret Heffernan
Rebecca Henderson
Philip Marsden
Sir Charlie Mayfield
David Nussbaum
Andrea Ponti
Rumi Verjee, Baron Verjee

Brief biographies for our Trustees, members of our Advisory Council and team are available on our website at: [Our people | Blueprint \(blueprintforbusiness.org\)](https://www.blueprintforbusiness.org)

PUBLIC BENEFIT STATEMENT

We have referred to the guidance in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our activities.

The Trust exists to advance by charitable means the personal civic responsibility of people in the context of their work, so that they take their values to work with them, and thereby promote a change in culture and behaviour within business for the betterment of society. Its fundamental aim is to help establish principles which, if followed and implemented, can lead business and business leaders to establish the right behaviour and ethics to bring about a much better relationship with their employees, their customers, their investors, the community and therefore society as a whole, for the public benefit.

OBJECTIVES AND ACTIVITIES

The objects of Blueprint Trust ("Blueprint") are the advancement for the benefit of the public of civic responsibility and good citizenship, by promoting responsible standards in business.

Blueprint's purpose is to create a better society through better business. We act as a catalyst to help businesses be inspired and guided by a purpose that benefits society and respects people and planet. We help businesses of all sizes be purpose-driven through our *Five Principles of a Purpose Driven Business* and *A Framework to Guide Decision Making* (both available on our website at www.blueprintforbusiness.org).

Our work is about stimulating and energising a different way of thinking and behaving in business. We believe businesses across all sectors and sizes can be a force for good. To maximise our impact we work primarily with senior people in large companies. We also convene forums and events, and work with investors and influencers from wider society, including NGOs, academics, business schools, coaches and advisors, to help create the environment for purpose-led business to thrive.

ACHIEVEMENTS, PERFORMANCE AND STRATEGIC REPORT

Our strategy during the year focused on 3 key objectives:

1. Inspire - provide credibility and push boundaries

Our theory of change is to focus our efforts on engaging with senior people in large businesses, and those who influence them. We focus on large businesses because of their scale and reach and on senior people because we believe the most effective way to initiate the involvement of these businesses is through engaging with their CEOs and other senior leaders. Our aim is to create mindset and behavioural change and we accept that this will take time.

We are not a consultancy and our work with companies is designed to provoke a different way of thinking, offer challenge and support and stimulate action.

2. Activate – encourage action at scale

There are 3 key areas of activity we have been pursuing under this objective:

a. Building a purpose in practice community (PIPC)

In collaboration with NatWest Group and an organisation called Imagine Talent we have created a community of practice bringing together people from a range of different companies who are seeking

to accelerate their personal and company commitment to becoming truly purpose-led. We create forums where practitioners can learn and experiment together around key topics or challenges.

Over 100 organisations have been touched by the PIPC, with over 200 individuals involved in some way and a core group of around 30 attending the meetings regularly. Whilst the primary audience for the community is practitioners leading the work inside their organisation to be purpose-led, we are encouraging participants to invite colleagues from different areas of the business to the relevant meetings, thus helping them to build networks within their businesses who are also engaged in the work on purpose who also have access to others from other businesses with whom they can exchange experience and learning. The outputs of the various meetings are shared on our website here: [Purpose in practice community | Blueprint for Business](#).

b. Collaboration.

We have been convening representatives from other organisations with similar objectives to ours, to better understand each others' work in order to help us to better amplify each others' work, identify where there might opportunities to collaborate and explore how we might be more effective in service of our collective purpose. We held a meeting in December 2024 to map out the role we each seek to play in the system and have since convened monthly meetings around specific topics to explore and share what we are learning.

We also continue to be part of the working group for PAS 808 / BSI – we contributed to the creation of the PAS and our CEO is now part of the national committee convened by the BSI to provide input and direction for the development of an international standard on purpose-driven organisations.

c. Build an active community of coaches & consultants

We have a network of over 200 coaches and consultants who have an affinity with our thinking and approach. The purpose of this network is to influence their thinking so that they can go on and help companies we are unable to reach to be purpose-led. We convene meetings at least twice a year to enable members to network to share experience and learn from each other. We have also been seeking to influence the work of larger and mid-sized consultancies who work with large businesses.

3. Amplify – support social contagion and momentum

We seek to share what we are learning as widely as possible in order to support social contagion, catalyse change and strengthen the movement. We do this through speaking at events, podcasts, social media, sharing information via our website - in particular our Knowledgebase - and other similar activities.

Build on / enhance our Knowledgebase

We have built a wealth of knowledge on what it means to be a purpose-led company and the journey a company goes on to become purpose-led through our work with corporates, and have created a free to access web based [Knowledgebase](#) housed on our website that aims to enable practitioners in businesses and others to use our thinking without having to work directly with us. This is essentially a series of courses but has been designed with the objective that it can also be used as a resource for practitioners, coaches and consultants and others passionate about purpose. We continue to add and enrich the content drawing on what we learn from our work and the feedback and interaction we get from the practitioners and coaches and consultants who use it.

Public speaking to grow the movement

Anthropy 2025 - we participated at Anthropy in March 2025. There were two sessions coming out of our PIPC, one led by us and the other led by members of the community. In addition, our CEO moderated 5 panel discussions including 2 private invitation only sessions with a number of senior attendees..

Our team, in particular our CEO have been invited to speak at numerous events and meetings and to record a number of podcasts during the year. These can be accessed here: [Webinars and events | Blueprint for Business](#) and [Podcasts | Blueprint for Business](#). The blogs published in the period can be read here: [Blogs | Blueprint for Business](#)

Evidence of Impact

We publish an impact report each year – these reports can be found at:
<https://www.blueprintforbusiness.org/our-progress/>

PLANS FOR THE FUTURE

2024/25 has been a challenging year for organisations seeking to be purpose-led and we have been convening and listening to a wide range of people, gathering their perspectives on the shifting context for purpose-led business. All those that we spoke to said they believed there was a significant role for Blueprint to play in the current context. As an independent charity with a trusted reputation for integrity and depth of thinking, we are able to convene people and provoke conversations without fear of commercial implications (on either side).

Inviting people to imagine a better future for society and the planet, and the role business can play in achieving it, resonates with people who feel overwhelmed by external and internal pressures and ground down by fighting fires on multiple fronts. Maintaining a space for optimism, hope, imagination, integrity and meaning seems to be extremely important, as well as providing some practical guidance and support.

The current context is challenging for all organisations who work in a similar field to us. Funding models and theories of change are being examined with a sense that we are all trying to survive “the nuclear winter” – until the pendulum of public opinion, political sentiment, media narrative and business leadership swings back.

Drawing on what we have learned from our convening, we restructured our team over the summer of 2025 and streamlined our costs to help make best use of the funds available to us. This restructuring means that, even without raising any additional funding, we have enough to fund our work in the short and medium term.

We will continue to invest our time and resources to support and further develop the Purpose in Practice Community (PIPC) as a way to increase the capability and capacity of changemakers in organisations to help their organisations to be purpose-led. And will continue to review of our strategy, to ensure we are using our resources in a way that maximises our impact.

FINANCIAL REVIEW

The total cash funds held by the charity at the year-end were £647,221 (2024: £751,940). A full list of the donations received in the year are listed in note 5.

We should like to thank all of our donors for their ongoing support. We should also like to thank all those people and organisations that have provided us with pro bono support, either through their time or by hosting or speaking at our meetings and events.

INVESTMENT POLICY

Aside from retaining a prudent amount in reserves each year (see below), we anticipate most of the charity's funds are to be spent in the medium to short term so there are few funds for long-term investment. During the period we invested surplus funds in a series of interest bearing bonds for periods of 6 or 12 months. Our surplus is continually reviewed, and the trustees have agreed that any funds not needed in the short term will be invested in this way. Our pensions are invested through Smart Pensions.

RESERVES POLICY

We had a deficit of (£108,645) for the year (2024: surplus £843) which reduced our total reserves at 30 April 2025 to £631,342 (2024: 739,987), all of which are unrestricted.

The trustees have agreed that we should aim to have reserves of at least 50% of our annual operating budget at any one time, which amounts to £160,000. Our reserves at the year-end currently exceed this amount. Excess reserves are invested in fixed term savings accounts in order to generate interest income.

We prepare regular cash-flow forecasts by month to identify troughs in our income and keep sufficient funding in reserve. We constantly review the level of donations due over the next 12-18 months to ensure potential cash-flow issues are identified well in advance. We also regularly review our anticipated 'shut down costs' and ensure we hold sufficient funds in our reserves to cover these.

The charity will continue to seek new sources of income to support its developing work.

RISK MANAGEMENT

The Trustees regularly review the major risks to which the charity is exposed. A risk register has been established and is updated and discussed by the trustees at least annually. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces. These procedures are periodically reviewed to ensure that they continue to meet the needs of the charity.

STAFFING

Our staffing during this period was as follows:

- Sarah Gillard (CEO) – 4.5 days a week
- Dee Corrigan (Corporate Engagement) – 4 days a week
- Soulla Kyriacou (COO) – 4 days a week
- James McCarthy (Projects and Operations) – full-time

VOLUNTEERS

All of our work is carried out by our paid team. However, we should like to thank those who have given their time voluntarily to provide pro bono advice and support to us during the period. This has enhanced and enriched our work. This advice and support is generally project based, or relating to specific aspects of our work, such as providing feedback on or input to specific documents, facilitating or hosting meetings for us, attending specific meetings to lend expertise and insights, or sharing ideas and approaches. The efforts of volunteers constitute a valuable element of the charity's activities.

EVENTS AFTER THE END OF THE REPORTING PERIOD

Particulars of events after the reporting date are detailed in note 22 to the Audited Financial Statements.

DIRECTORS' RESPONSIBILITIES STATEMENT

- (a) the directors are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and regulations and in accordance with United Kingdom Generally Accepted Accounting Practice;
- (b) company law requires the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the surplus or deficit profit or loss of the charity for that period;
- (c) in preparing the financial statements the directors are required to:
 - (i) select suitable accounting policies and then apply them consistently;
 - (ii) make judgements and accounting estimates that are reasonable and prudent;
 - (iii) state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
 - (iv) prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.
- (d) the directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the charity and that enable them to ensure that the financial statements comply with the Companies Act;
- (e) the directors are responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities; and
- (f) where appropriate, the directors are responsible for the maintenance and integrity of the corporate and financial information included on the charity's website.

In the case of CA 06 Co.-s418(2) each of the persons who are directors at the time when the report is approved, the following applies:

- (i) so far as each director is aware, there is no relevant audit information (information needed by the company's auditors in connection with preparing their report) of which the company's auditors are unaware; and
- (ii) each director has taken all the steps that he ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information

Small company provisions

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

The trustees' annual report was approved on 8 October 2025 and signed on behalf of the board of trustees by:

Brendan McCafferty
Trustee

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BLUEPRINT TRUST

Opinion

We have audited the financial statements of Blueprint Trust (the 'charity') for the year ended 30 April 2025 which comprise the statement of financial activities (including income and expenditure account), statement of financial position, statement of cashflows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the audited financial statements:

- give a true and fair view of the state of the charity's affairs as of 30 April 2025 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 accounting standards, including FRS102 The Financial Reporting Standard applicable in the UK and Republic of Ireland; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor'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 relating to the audit of the financial statements in the UK, including the Financial Reporting Standards (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.

In common with many other charities of this size and nature the auditors are used to assist with the preparation of the financial statements.

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the trustees' report, other than the financial statements and our auditors report thereon. The trustees are responsible for the other information contained within the trustees' report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the 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 course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report (incorporating the Directors' Report) for the financial year for which the audited financial statements are prepared is consistent with the audited financial statements; and
- the Directors' Report has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors for the purposes of company law) are responsible for the preparation of the financial statements in accordance with the applicable financial reporting framework 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 audited 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

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

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the audited financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the audited financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the audited financial statements, including the disclosures, and whether the audited financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Extent to which the audit was considered capable of detecting irregularities, including fraud

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

We considered the nature of the charity's industry and its control environment and reviewed the charity's documentation of their policies and procedures relating to fraud and compliance with laws and regulations. We also enquired of management and others within the entity about their own identification and assessment of the risks of irregularities.

We obtained an understanding of the legal and regulatory frameworks that the charity operates in, and identified the key laws and regulations that:

- had a direct effect on the determination of material amounts and disclosures in the financial statements. These included the Companies Act, Charities Act, Charities (Accounts and Reports) Regulations 2008, Health and Safety Act, employment law, pensions legislation, tax legislation, Bribery Act and Slavery Act; and
- do not have a direct effect on the financial statements but compliance with which may be fundamental to the charity's ability to operate or to avoid a material penalty. These included the Charity Commission for England and Wales (Charity Commission) regulations, fundraising regulations and Anti-Money Laundering Regulations (including Proceeds of Crime Act 2002 and Terrorism Act 2000)
- We discussed among the audit engagement team regarding the opportunities and incentives that may exist within the organisation for fraud and how and where fraud might occur in the financial statements.
- As a result of performing the above, we identified the greatest potential for fraud in the following areas, and our specific procedures performed to address them are described below:
- Recognition of grant income: this involves judgement around whether grants have performance conditions attached to them which have to be met before income can be recognised, as well as judgement over whether or not those conditions have been satisfied. On a sample basis, we have assessed the judgements and estimates made by management in the recognition of this income.
- Appropriate allocation of restricted income: there is a risk that restricted income may not have been identified and allocated as such. We reviewed the allocation of income to restricted or unrestricted funds on initial recognition to ensure restrictions were appropriately identified and applied, and we reviewed fund transfers from restricted to unrestricted funds to assess the rationale for those movements.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments; assessed whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluated the business rationale of any significant transactions that are unusual or outside the normal

course of business.

In addition to the above, our procedures to respond to the risks identified included the following:

- reviewing financial statement disclosures by testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- enquiring of management concerning actual and potential litigation and claims, and instances of non-compliance with laws and regulations; and
- reading minutes of meetings of those charged with governance, reviewing internal management reports, reviewing correspondence with HMRC and with the Charity Commission.

Use of our report

This report is made solely to the charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

John Assie FCCA (Senior Statutory Auditor)
for and on behalf of
Jackson Nicholas Assie Ltd
Chartered Certified Accountants and Statutory Auditors
Suite 7, Meridian House
62 Station Road
Chingford

9 October 2025

STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING INCOME AND EXPENDITURE ACCOUNT)
YEAR ENDED 30 APRIL 2025

		2025		2024
	Note	Unrestricted funds £	Total funds £	Total funds £
Income and endowments				
Donations and legacies	5	300,370	300,370	454,337
Charitable activities	6	36,850	36,850	6,900
Investment income	7	24,240	24,240	16,912
Total income		<u>361,460</u>	<u>361,460</u>	<u>478,149</u>
Expenditure				
Expenditure on charitable activities	8,9	(470,105)	(470,105)	(477,306)
Total expenditure		<u>(470,105)</u>	<u>(470,105)</u>	<u>(477,306)</u>
Net (expenditure)/income and net movement in funds		<u>(108,645)</u>	<u>(108,645)</u>	<u>843</u>
Reconciliation of funds				
Total funds brought forward		739,987	739,987	739,144
Total funds carried forward		<u>631,342</u>	<u>631,342</u>	<u>739,987</u>

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

The notes on pages 19 to 29 form part of these financial statements.

STATEMENT OF FINANCIAL POSITION

YEAR ENDED 30 APRIL 2025

	Note	2025 £	£	2024 £
Current assets				
Debtors	15	–		1,200
Cash at bank and in hand		647,221		751,940
		<u>647,221</u>		<u>753,140</u>
Creditors: amounts falling due within one year	16	<u>(15,879)</u>		<u>(13,153)</u>
Net current assets			631,342	739,987
Total assets less current liabilities			631,342	739,987
Net assets			631,342	739,987
Funds of the charity				
Unrestricted funds			631,342	739,987
Total charity funds	18		631,342	739,987

These Audited Financial Statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

These Audited Financial Statements were approved by the board of trustees and authorised for issue on 8 October 2025, and are signed on behalf of the board by:

Brendan McCafferty
Trustee

Jeff Twentyman
Trustee

Company Registration Number: 09006403

The notes on pages 19 to 28 form part of these financial statements

STATEMENT OF CASHFLOWS
YEAR ENDED 30 APRIL 2025

	2025	2024
	£	£
Cash flows from operating activities		
Net (expenditure)/income	(108,645)	843
<i>Adjustments for:</i>		
Other interest receivable and similar income	(24,240)	(16,912)
Accrued expenses	3,032	79,973
<i>Changes in:</i>		
Trade and other debtors	1,200	4,020
Trade and other creditors	(306)	(2,901)
Cash generated from operations	(128,959)	65,023
Interest received	24,240	16,912
Net (decrease)/increase in cash and cash equivalents	(104,719)	81,935
Cash and cash equivalents at beginning of year	751,940	670,005
Cash and cash equivalents at end of year	647,221	751,940

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 APRIL 2025

1. General information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is Quality Court, 5-9 Quality House, Chancery Lane, London, WC2A 1JE.

2. Statement of compliance

The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) issued in October 2019 and the financial reporting standard applicable in the United Kingdom and Republic of Ireland (FRS102) and the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice as it applies from 1 1 January 2019.

3. Accounting policies

Basis of preparation

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

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

Going concern

It is considered that the going concern status remains intact and there are no material uncertainties about the charity's ability to continue.

Judgements and key sources of estimation uncertainty

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

There have not been any judgements (apart from those involving estimations) that management has made in the process of applying the entity's accounting policies. There are no other judgements nor other sources of estimation uncertainty that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities.

Fund accounting

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

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

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

3. Accounting policies (continued)

Incoming resources

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

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- legacy income is recognised when receipt is probable and entitlement is established.

Resources expended

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

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

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

Tangible assets

Fixed assets (excluding investments) are stated at cost less accumulated depreciation. The costs of minor additions or those costing below £1,000 are not capitalised.

Depreciation

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

- Straight line basis over 3 years - Website
- Straight line basis over 4 years - Computer Equipment

3. Accounting policies (continued)

Impairment of fixed assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

For the purposes of impairment testing, when it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that largely independent of the cash inflows from other assets or groups of assets.

Financial instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.

Debt instruments are subsequently measured at amortised cost.

Defined contribution plans

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

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

4. Limited by guarantee

Blueprint Trust is a company limited by guarantee and accordingly does not have a share capital.

Every member of the company undertakes to contribute such amount as may be required not exceeding £1 to the assets of the charitable company in the event of its being wound up while he or she is a member, or within one year after he or she ceases to be a member.

BLUEPRINT TRUST
Notes to the Financial Statements Year ended 30 April 2025

5. Donations and legacies

	Unrestricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Total Funds 2024 £
Donations				
NatWest Group	200,000	200,000	300,000	300,000
JLL – CAF	100,000	100,000	–	–
Other Donations	370	370	837	837
Ardagh Glass	–	–	100,000	100,000
National Grid	–	–	50,000	50,000
Baringa Partners	–	–	3,500	3,500
	<u>300,370</u>	<u>300,370</u>	<u>454,337</u>	<u>454,337</u>

6. Charitable activities

	Unrestricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Total Funds 2024 £
Income from speaker fee	570	570	3,000	3,000
Income from workshops and events	–	–	3,900	3,900
Income from collaborations	36,280	36,280	–	–
	<u>36,850</u>	<u>36,850</u>	<u>6,900</u>	<u>6,900</u>

7. Investment income

	Unrestricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Total Funds 2024 £
Bank interest receivable	24,240	24,240	16,912	16,912

8. Expenditure on charitable activities by fund type

	Unrestricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Total Funds 2024 £
Core activity	443,556	443,556	446,991	446,991
Support costs	26,549	26,549	30,315	30,315
	<u>470,105</u>	<u>470,105</u>	<u>477,306</u>	<u>477,306</u>

There is no separate analysis of significant activities, as there are no discernible delineations in the activities, and they are therefore most meaningfully construed as one activity.

9. Expenditure on charitable activities by activity type

	Activities undertaken directly	Support costs	Total funds 2025	Total fund 2024
	£	£	£	£
Core activity	443,556	18,261	461,817	469,037
Governance costs	–	8,288	8,288	8,269
	<u>443,556</u>	<u>26,549</u>	<u>470,105</u>	<u>477,306</u>

10. Analysis of support costs

	Professional Accountancy				Legal &			
	Audit Fees	Fees	fee	Payroll	I.T Professional	£	Total 2025	Total 2024
	£	£	£	£	£	£	£	£
Governance costs	4,623	32	3,633	–	–	–	8,288	8,269
Support costs - Other	–	–	–	1,145	10,937	6,179	18,261	22,046
	<u>4,623</u>	<u>32</u>	<u>3,633</u>	<u>1,145</u>	<u>10,937</u>	<u>6,179</u>	<u>26,549</u>	<u>30,315</u>

11. Auditors remuneration

	2025	2024
	£	£
Fees payable for the audit of the audited financial statements	4,632	4,489
Fees payable for non-audit services	3,624	<u>3,527</u>

12. Staff costs

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

	2025	2024
	£	£
Wages and salaries	318,438	329,894
Social security costs	34,626	31,218
Employer contributions to pension plans	41,396	<u>42,886</u>
	394,460	<u>403,998</u>

The average head count of employees during the year was 4 (2024: 5). The average number of full-time equivalent employees during the year is analysed as follows:

	2025	2024
	No.	No.
Number of project support staff	2	4
Number of management staff	2	<u>2</u>
	4	<u>6</u>

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

	2025	2024
	No.	No.
£70,000 to £79,999	2	2
£120,000 to £129,999	–	1
£130,000 to £139,999	1	<u>–</u>
	3	<u>3</u>

Key Management Personnel

Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the charity. The total compensation paid to key management personnel for services provided to the charity was £267,302 (2024: £256,640).

13. Trustee remuneration and expenses

No trustees received any remuneration; however, one trustee did received expenses during the year - see note 23 (2024: Nil).

No trustees or other person related to the charity had any personal interest in any contract or transaction entered into by the charity during the year or the previous year.

BLUEPRINT TRUST
Notes to the Financial Statements Year ended 30 April 2025

14. Tangible fixed assets

	Website £	Computer Equipment £	Total £
Cost			
At 1 May 2024 and 30 April 2025	<u>58,053</u>	<u>8,472</u>	<u>66,525</u>
Depreciation			
At 1 May 2024 and 30 April 2025	<u>58,053</u>	<u>8,472</u>	<u>66,525</u>
Carrying amount			
At 30 April 2025	<u>–</u>	<u>–</u>	<u>–</u>
At 30 April 2024	<u>–</u>	<u>–</u>	<u>–</u>

15. Debtors

	2025 £	2024 £
Prepayments and accrued income	<u>–</u>	<u>1,200</u>

16. Creditors: amounts falling due within one year

	2025 £	2024 £
Trade creditors	241	385
Accruals and deferred income	3,289	257
Social security and other taxes	7,719	8,059
Other creditors - pension liability	4,630	4,452
	<u>15,879</u>	<u>13,153</u>

There is no other pension liability other than those disclosed above.

17. Pensions and other post-retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £41,396 (2024: £42,886).

BLUEPRINT TRUST
Notes to the Financial Statements Year ended 30 April 2025

18. Analysis of charitable funds

Unrestricted funds

	At 1 May 2024	Income £	Expenditure £	At 30 April 2025
General funds	£ <u>739,987</u>	<u>361,460</u>	<u>(470,105)</u>	<u>631,342</u>
	At 1 May 2023	Income £	Expenditure £	At 30 April 2024
General funds	£ <u>739,144</u>	<u>478,149</u>	<u>(477,306)</u>	<u>739,987</u>

19. Analysis of net assets between funds

	Unrestricted Funds £	Total Funds 2025 £
Current assets	647,221	647,221
Creditors less than 1 year	(15,879)	(15,879)
Net assets	<u>631,342</u>	<u>631,342</u>
	Unrestricted Funds £	Total Funds 2024 £
Current assets	753,140	753,140
Creditors less than 1 year	(13,153)	(13,153)
Net assets	<u>739,987</u>	<u>739,987</u>

20. Analysis of changes in net debt

	At 1 May 2024	Cash flows £	At 30 Apr 2025
Cash at bank and in hand	£ <u>751,940</u>	<u>(104,719)</u>	<u>647,221</u>

21. Financial commitments

At the end of the financial year there were financial commitments to the following for IT services and support & maintenance of charity's website.

	2025 £	2024 £
Optimity	540	540
The Smart Bear	48	48
	<u>588</u>	<u>588</u>

22. Post balance sheet events

The trustees have considered the likelihood of any significant post balance sheet events and have concluded that there are none which impact the financial statements.

23. Related parties

During the year £178 was repaid to C Wookey for incurring travelling costs on behalf of the charity (2024: Nil) and £38.70 was repaid to S Garrard for buying lunch for staff and trustees. Also, during the financial year income of £15,938 was received from NEST Corporation of which B McCafferty is employed. B McCafferty was not involved in any decision making between the two parties.

24. Going Concern

The trustees have considered the circumstances and projections of the charity and are satisfied the going concern basis is appropriate for these financial statements.

BLUEPRINT TRUST

England & Wales - Charity number 1159150

Accounts

BLUEPRINT TRUST

Company limited by guarantee

AUDITED FINANCIAL STATEMENTS

30 APRIL 2024

COMPANY REGISTRATION NUMBER - 09006403

CHARITY NUMBER - 1159150



CONTENTS

	Page
Trustees' annual report (incorporating the director's report)	1
Independent auditor's report to the members	11
Statement of financial activities (including income and expenditure account)	16
Statement of financial position	17
Statement of cash flows	18
Notes to the audited financial statements	19

TRUSTEES' ANNUAL REPORT (incorporating the Director's Report)

REFERENCE AND ADMINISTRATIVE DETAILS

Registered charity name Blueprint Trust
Charity registration number 1159150
Company registration number 09006403
Principal office and registered office Quality Court
5-9 Quality House
Chancery Lane
London
WC2A 1JE

The trustees

Susan Garrard
Brendan McCafferty
Loughlin Hickey (Deceased 18 November 2023)
Andrea Ponti (Retired 16 October 2023)
Maaike De Bie
Michael Barry
Julie Hirigoyen
Charles Wookey
Jeffrey Twentymen (Appointed 1 March 2024)
Justin Keeble (Appointed 1 March 2024)
Mary Johnstone-Louis (Appointed 1 March 2024)

Chief executive officer Sarah Gillard

Chief operating officer Soulla Kyriacou

Company secretary Sarah Gillard

Auditor Jackson Nicholas Assie Limited
Chartered Certified Accountants & Statutory Auditor
Suite 7, Meridian House
62 Station Road
Chingford
London
E4 7BA

Bankers HSBC
West End Corporate Centre
4th Floor, 133 Regents Street
London
W1B 4HX

The trustees, who are also the directors for the purposes of company law, present their report and the Audited Financial Statements of the charity for the year ended 30 April 2024.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Blueprint Trust was incorporated as a company limited by guarantee on 23 April 2014. It was registered as a charity in November 2014. We are governed in accordance with the Memorandum and Articles of Association of Blueprint Trust. The activities of Blueprint Trust are carried out under the name of 'A Blueprint for Better Business'.

The trustees regularly review their membership to identify gaps in skills, expertise and diversity and a decision on who to appoint is made by the trustees. Following the retirement of one of our trustees and the sad passing of another in late 2023, we held an open recruitment process for new trustees and three new trustees were appointed in March 2024.

Our articles provide for the establishment of an Advisory Council to advise the trustees on matters related to the Objects, the Principles and Framework, the Provenance and the activities of the Charity. Council Members are appointed having regard to the need for broad representation of business and wider society to include employees, investors, consumers, academics, non-governmental organisations, and the media, but so that no single constituency should be in the overall majority. The members of the Council are currently as follows:

David Blood
Stephen Brenninkmeijer
Jane Corbett
Baroness Jeannie Drake
Alex Edmans
Annabel Gillard
Gillian Guy
Margaret Heffernan
Rebecca Henderson
Philip Marsden
Sir Charlie Mayfield
David Nussbaum
Rumi Verjee, Baron Verjee

Brief biographies for our Trustees, members of our Advisory Council and team are available on our website at: [Our people | Blueprint \(blueprintforbusiness.org\)](https://blueprintforbusiness.org)

PUBLIC BENEFIT STATEMENT

We have referred to the guidance in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our activities.

The Trust exists to advance by charitable means the personal civic responsibility of people in the context of their work, so that they take their values to work with them, and thereby promote a change in culture and behaviour within business for the betterment of society. Its fundamental aim is to help establish principles which, if followed and implemented, can lead business and business leaders to establish the right behaviour and ethics to bring about a much better relationship with their employees, their customers, their investors, the community and therefore society as a whole, for the public benefit.

OBJECTIVES AND ACTIVITIES

The objects of the Blueprint Trust (“Blueprint”) are the advancement for the benefit of the public of civic responsibility and good citizenship, by promoting responsible standards in business.

Blueprint’s purpose is to create a better society through better business. We act as a catalyst to help businesses be inspired and guided by a purpose that benefits society and respects people and planet. We help businesses of all sizes be purpose-driven through our *Five Principles of a Purpose Driven Business* and *A Framework to Guide Decision Making* (both available on our website at www.blueprintforbusiness.org).

Our work is about stimulating and energising a different way of thinking and behaving in business. We believe businesses across all sectors and sizes can be a force for good. To maximise our impact we work primarily with senior people in large companies. We also convene forums and events, and work with investors and influencers from wider society, including NGOs, academics, business schools, coaches and advisors, to help create the environment for purpose-led business to thrive.

ACHIEVEMENTS, PERFORMANCE AND STRATEGIC REPORT

Our strategy focuses on 3 key objectives:

1. Inspire - provide credibility and push boundaries

Our theory of change is to focus our efforts primarily on senior people in large businesses, and those who influence them. We focus on large businesses because of their scale and reach and on senior people because we believe the most effective way to initiate the involvement of these businesses is through engaging with their CEOs and other senior leaders. Our aim is to create mindset and behavioural change and we accept that this will take time. We work with a small number of large businesses in order to both test and learn from the application of our thinking, but also to create and build examples of large companies who have made the change that can go on and inspire others to follow.

‘Social contracts’ and interventions

We are not a consultancy and our work with companies is designed to provoke a different way of thinking, offer challenge and support and stimulate action. We have been working with a small number of large businesses in what we call ‘social contracts’. This arrangement is not legal or financial but involves a commitment on their part to a relationship with us over a period of 18-36 months, where their CEO has regular 1:1 conversations with us around a pre-agreed set of goals, and we have more regular conversations with one or more other senior people in the organisation charged with leading the work to help them to be purpose-led. This combination helps keep up momentum for change in the company and gives us a formal mechanism to challenge and support them. In addition, we hold sessions for their leadership and other teams, involve them in our Purpose in Practice Community (PIPC) and other forums. We are also typically involved in other specific sessions relating to the work they undertake, alongside any external consultants they may engage.

In addition to the work with these companies we have worked with other businesses in different ways, including 1:1 meetings with their CEOs and other senior people, interventions running workshops for leadership teams, specific teams in the business, and other interventions and meetings designed to help provoke different ways of thinking.

CEO forums

One of our aims is to build a core group of CEOs who not only want to change but are willing to invest in helping others make that journey. We seek to convene CEOs in groups of 3-4 CEOs, some of whom we work with under ‘social contract’ but to also to include others who are seeking to lead their organisations to be purpose-led. The forums are designed to enable them to share what they are doing

with each other, with the Blueprint Principles as a provocation, and to offer a form of mutual accountability. We also seek to work with CEOs in our network to help convene other CEOs new to our work, to stimulate conversations about what means to be purpose-led and provoke and catalyse a new way of thinking and behaving in their organisations.

Activate – encourage action at scale

There are 3 key areas of activity we have been pursuing under this objective:

1. Building a purpose in practice community (PIPC)

In collaboration with NatWest Group and an organisation called Imagine Talent we have co-formed a community of practice bringing together people from a range of different companies who are seeking to accelerate their personal and company commitment to becoming truly purpose-led.

Initial meetings took place in late 2022 and a series of ‘inquiry labs’ were launched for the participants to experiment within.

Over 100 organisations have been touched by the PIPC, with over 200 individuals involved in some way. 60-70 come to the Lab meetings and a core group of around 30 attend regularly. Whilst the primary audience for the community is practitioners leading the work inside their organisation to be purpose-led, we are encouraging participants to invite colleagues from different areas of the business to the relevant Labs e.g. HR colleagues to the culture Lab, colleagues leading on strategy to the Strategy Lab etc. – thus helping them to build networks within their businesses who are also engaged in the work on purpose who also have access to others from other businesses with whom they can exchange experience and learning.

The work on Lab 1, which explored how to build a shared understanding, has now been written up – and is freely available on our website [Insights from PIPC Lab 1](#). There is also a comprehensive Playbook [PIPC Lab 1 Playbook](#). Feedback has been positive with a number of members of the community actively integrating it into their approach to their work, It was also shared with our coaches and consultants network in two workshops held in April 2024 receiving positive feedback and intent to integrate the insights into their work. We are now planning how to disseminate the learnings from this work more broadly.

Lab 2 on Purpose, Culture & Engagement, was completed in February 2024 and the findings are being written up over the Summer of 2024. Lab 3 on Strategy, Impact and Performance, launched at the end of January and was completed in late June 2024.

The community is still at the early stages of its development, but we are already seeing a change in the way some of the practitioners approach the experiments and can see connections and relationships forming which are helping to build capacity, resilience and courage to help them in taking this work forward inside their organisations for the benefit of people and planet.

2. Collaborating to create courses and programmes for practitioners and other changemakers.

Together with the Forward Institute and ReGenerate we convened a number of the other charities and non profits in the same field as us to explore how we might collaborate to better serve practitioners seeking to help their businesses to be purpose-led. The group felt we should carry out some research to test the need and the appetite for collaboration and we funded this research together with the Forward Institute. The research was finalised over the Summer of 2023. The research was based on a series of interviews with practitioners in large corporates and with people working in the purpose ecosystem (described as same field). A copy of the report can be seen [here](#).

One of the findings from the interviews with those in the 'same field' organisations was the appetite to build stronger relationships between the key organisations in the space. Together with the Forward Institute we convened a meeting of same field practitioners in November 2023 to start to create a space in which to share our experience, amplify what we are each doing and help identify any potential opportunities where we might collaborate. It was a good discussion and there was an appetite to continue the conversation with quarterly meetings to exchange learnings and build trust across the organisations, as a basis on which we might find opportunities to collaborate.

Specific collaborations during the year have included:

- Forward Institute (FI) – we are actively collaborating with FI to help shape the future of their programmes to include aspects of Blueprint's thinking and approach. Our CEO is leading one of the cohorts of their 2024 programmes to help to do this.
- Cambridge Institute of Sustainability Leadership (CISL) – we were invited to contribute to and comment on a Business Transformation Framework (BTF), which identifies some indicators of a business's progress towards purpose, in service of sustainability. The objective of the BTF is to enable businesses to assess their alignment to sustainability and purpose, to identify gaps between their current position and where they aspire to be, and to be informed and inspired on their transformation journey. CISL's Business Transformation Framework Preliminary Diagnostic | Cambridge Institute for Sustainability Leadership (CISL)
- Institute of Business Ethics - we were invited to contribute to a report by the Institute of Business Ethics into the role of culture in investment analysis.
- RSA – our CEO was invited to speak at a Coffee House event at the RSA in March at which the RSA launched its enquiry by asking - 'What capabilities (skills, knowledge, mindsets, values, and worldviews) do we need to transition and contribute to a regenerative economy?'
- PAS 808 / BSI – we contributed to the creation of PAS 808 – a UK standard on purpose driven business led by Prof Victoria Hurth and the British Standards Institute. Our CEO is now part of a new national committee convened by the BSI to provide input and direction for the development of an international standard on purpose-driven organisations.

Collaboration is not easy, but we have tried hard to build trust and relationships with people in other organisations with similar objectives as we believe that we will all be more effective if we collaborate. We feel we have built a foundation on which we can now build. We are in particular excited by the collaboration with the Forward Institute which we hope will help to bring more depth to their programmes, through drawing on our thinking, and help us to broaden our reach through access to their networks.

3. Build an active community of coaches & consultants (C&Cs)

We have a network of over 200 C&Cs who have an affinity with our thinking and approach. The purpose of this network is to influence their thinking so that they can go on and help companies we are unable to reach to be purpose-led. We convene meetings at least twice a year to enable members to network, share experience and learn from each other. In November 2023 we ran a full day workshop which was well attended to help C&Cs experiment with how they can integrate Blueprint's thinking and approach into their work. In April we ran two workshops to share the outputs from Lab 1 of the PIPC.

We have also been seeking to influence the work of larger and mid-sized consultancies who work with large businesses. We have run workshops for a number of consultancies to influence their work and to explore how we might collaborate with them in order to scale our impact. In particular, we have been working with the leaders of the sustainability team of one of the Big 4 and the leadership team of a mid sized boutique consultancy to explore how they might have a greater impact on people and planet through the work they do with their clients. This is at the early stages, but we feel there is potential to both influence the work they do with their clients and to create opportunities for us to collaborate, helping us to reach a broader number of businesses and potentially helping us to build new sources of income.

Amplify – support social contagion and momentum

We seek to share what we are learning as widely as possible in order to support social contagion, catalyse change and strengthen the movement. We do this through speaking at events, podcasts, social media, sharing information via our website - in particular our Knowledgebase - and other similar activities.

Build on / enhance our Knowledgebase

We have built a wealth of knowledge on what it means to be a purpose-led company and the journey a company goes on to become purpose-led through our work with corporates, and have created a free to access web based [Knowledgebase](#) housed on our website that aims to enable practitioners in businesses and others to use our thinking without having to work directly with us. This is essentially a series of courses but has been designed with the objective that it can also be used as a resource for practitioners, coaches and consultants and others passionate about purpose. We continue to add and enrich the content drawing on what we learn from our 1:1 work and the feedback and interaction we get from the practitioners and coaches and consultants who use it.

Public speaking to grow the movement

Anthropy 2023 - In November 2023 we participated in Anthropy 2023 actively leading two of the panel discussions – ‘Demystifying the routes to becoming a force for good’ and a panel called ‘Creating change through communities of practice’, together with speakers from NatWest, JLL, Jaguar Land Rover and Clarasys, all active members of the PIPC. The panels were well received, and we were also struck by how much Blueprint and our work was mentioned on other panels.

Podcast series – this was hosted by our former CEO who is now one of our trustees. Speaking with influential leaders and change makers from across business and industry, the series features conversations which uncover the inner motivations of these visionary individuals, while exploring their invaluable experiences in leadership roles.

Our team, in particular our CEO have been invited to speak at numerous events and meetings and to record a number of podcasts during the year.

Evidence of Impact

We publish an impact report each year – these reports can be found at:
<https://www.blueprintforbusiness.org/our-progress/>

PLANS FOR THE FUTURE

We continue to pursue our strategy to Inspire, Activate and Amplify our work as set out above.

During 2024/25 we will be investing more time and resources to support the PIPC as a way to increase the capability and capacity of changemakers in organisations to help their organisations to be purpose-led. We will also be exploring further how we might partner with consultancies and other organisations to both scale our impact and build a more sustainable income stream.

FINANCIAL REVIEW

The total cash funds held by the charity at the year-end were £751,940 (2023: £670,005). A full list of the donations received in the year are listed in note 5.

We should like to thank all of our donors for their ongoing support. We should also like to thank all those people and organisations that have provided us with pro bono support, either through their time or by hosting or speaking at our meetings and events.

INVESTMENT POLICY

Aside from retaining a prudent amount in reserves each year (see below), we anticipate most of the charity's funds are to be spent in the medium to short term so there are few funds for long-term investment. During the period we invested surplus funds in a series of interest bearing bonds for periods of 6 or 12 months. Our surplus is continually reviewed, and the trustees have agreed that any funds not needed in the short term will be invested in this way. Our pensions are invested through Smart Pensions.

RESERVES POLICY

We had a surplus of £843 for the year (2023: deficit £180,958) which increased our total reserves at 30 April 2024 to £739,987 (2023: £739,144), all of which are unrestricted. We intentionally built up a surplus in 2022 to cover at least 2 years of operating costs, in order to provide our new CEO with some financial stability during the transition period.

The trustees have agreed that we should aim to have reserves of at least 50% of our annual operating budget at any one time, which amounts to £255,000. Our reserves at the year-end currently exceed this amount. Excess reserves are invested in fixed term savings accounts in order to generate interest income.

We prepare regular cash-flow forecasts by month to identify troughs in our income and keep sufficient funding in reserve. We constantly review the level of donations due over the next 12-18 months to ensure potential cash-flow issues are identified well in advance. We also regularly review our anticipated 'shut down costs' and ensure we hold sufficient funds in our reserves to cover these.

The charity will continue to seek to broaden and deepen its donor base and keep under review potential sources of income to support its developing work.

RISK MANAGEMENT

The Trustees regularly review the major risks to which the charity is exposed. A risk register has been established and is updated and discussed by the trustees at least annually. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces. These procedures are periodically reviewed to ensure that they continue to meet the needs of the charity.

STAFFING

Our staffing during this period was as follows:

- Sarah Gillard (CEO) – 4.5 days a week
- Dee Corrigan (Corporate Engagement) – 4 days a week

- Soulla Kyriacou (COO) – 4 day a week
- Fiona Bibby (Associate) – 2 days a week – April – December 2023
- James McCarthy (Projects and Operations) – full-time – joined in August 2023

VOLUNTEERS

All of our work is carried out by our paid team. However, we should like to thank those who have given their time voluntarily to provide pro bono advice and support to us during the period. This has enhanced and enriched our work. This advice and support is generally project based, or relating to specific aspects of our work, such as providing feedback on or input to specific documents, facilitating or hosting meetings for us, attending specific meetings to lend expertise and insights, or sharing ideas and approaches. The efforts of volunteers constitute a valuable element of the charity's activities.

EVENTS AFTER THE END OF THE REPORTING PERIOD

Particulars of events after the reporting date are detailed in note 23 to the Audited Financial Statements.

DIRECTORS' RESPONSIBILITIES STATEMENT

- (a) the directors are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and regulations and in accordance with United Kingdom Generally Accepted Accounting Practice;
- (b) company law requires the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the surplus or deficit profit or loss of the charity for that period;
- (c) in preparing the financial statements the directors are required to:
 - (i) select suitable accounting policies and then apply them consistently;
 - (ii) make judgements and accounting estimates that are reasonable and prudent;
 - (iii) state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
 - (iv) prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.
- (d) the directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the charity and that enable them to ensure that the financial statements comply with the Companies Act;
- (e) the directors are responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities; and
- (f) where appropriate, the directors are responsible for the maintenance and integrity of the corporate and financial information included on the charity's website.

In the case of CA 06 Co.-s418(2) each of the persons who are directors at the time when the report is approved, the following applies:

- (i) so far as each director is aware, there is no relevant audit information (information needed by the company's auditors in connection with preparing their report) of which the company's auditors are unaware; and
- (ii) each director has taken all the steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information

SMALL COMPANY PROVISIONS

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

The trustees' annual report was approved on 2 October 2024 and signed on behalf of the board of trustees by:

Brendan McCafferty
Trustee

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BLUEPRINT TRUST

Opinion

We have audited the financial statements of Blueprint Trust (the 'charity') for the year ended 30 April 2024 which comprise the statement of financial activities (including income and expenditure account), statement of financial position, statement of cashflows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the audited financial statements:

- give a true and fair view of the state of the charity's affairs as of 30 April 2024 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 accounting standards, including FRS102 The Financial Reporting Standard applicable in the UK and Republic of Ireland; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor'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 relating to the audit of the financial statements in the UK, including the Financial Reporting Standards (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.

In common with many other charities of this size and nature the auditors are used to assist with the preparation of the financial statements.

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the trustees' report, other than the financial statements and our auditors report thereon. The trustees are responsible for the other information contained within the trustees' report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the 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 course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report (incorporating the Directors' Report) for the financial year for which the audited financial statements are prepared is consistent with the audited financial statements; and
- the Directors' Report has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors for the purposes of company law) are responsible for the preparation of the financial statements in accordance with the applicable financial reporting framework 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 audited 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

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

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the audited financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the audited financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the audited financial statements, including the disclosures, and whether the audited financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Extent to which the audit was considered capable of detecting irregularities, including fraud

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

We considered the nature of the charity's industry and its control environment and reviewed the charity's documentation of their policies and procedures relating to fraud and compliance with laws and regulations. We also enquired of management and others within the entity about their own identification and assessment of the risks of irregularities.

We obtained an understanding of the legal and regulatory frameworks that the charity operates in, and identified the key laws and regulations that:

- had a direct effect on the determination of material amounts and disclosures in the financial statements. These included the Companies Act, Charities Act, Charities (Accounts and Reports) Regulations 2008, Health and Safety Act, employment law, pensions legislation, tax legislation, Bribery Act and Slavery Act; and
- do not have a direct effect on the financial statements but compliance with which may be fundamental to the charity's ability to operate or to avoid a material penalty. These included the Charity Commission for England and Wales (Charity Commission) regulations, fundraising regulations and Anti-Money Laundering Regulations (including Proceeds of Crime Act 2002 and Terrorism Act 2000)

We discussed among the audit engagement team regarding the opportunities and incentives that may exist within the organisation for fraud and how and where fraud might occur in the financial statements.

As a result of performing the above, we identified the greatest potential for fraud in the following areas, and our specific procedures performed to address them are described below:

- Recognition of grant income: this involves judgement around whether grants have performance conditions attached to them which have to be met before income can be recognised, as well as judgement over whether or not those conditions have been satisfied. On a sample basis, we have assessed the judgements and estimates made by management in the recognition of this income.
- Appropriate allocation of restricted income: there is a risk that restricted income may not have been identified and allocated as such. We reviewed the allocation of income to restricted or unrestricted funds on initial recognition to ensure restrictions were appropriately identified and applied, and we reviewed fund transfers from restricted to unrestricted funds to assess the rationale for those movements.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments; assessed whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business.

In addition to the above, our procedures to respond to the risks identified included the following:

- reviewing financial statement disclosures by testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;

- enquiring of management concerning actual and potential litigation and claims, and instances of non-compliance with laws and regulations; and
- reading minutes of meetings of those charged with governance, reviewing internal management reports, reviewing correspondence with HMRC and with the Charity Commission.

Use of our report

This report is made solely to the charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

John Assie FCCA (Senior Statutory Auditor)
for and on behalf of
Jackson Nicholas Assie Limited
Chartered Certified Accountants and Statutory Auditors
Suite 7, Meridian House
62 Station Road
North Chingford
London E4 7DB

20 September 2024

STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING INCOME AND EXPENDITURE ACCOUNT)
YEAR ENDED 30 APRIL 2024

		2024		2023
	Note	Unrestricted funds £	Total funds £	Total funds £
Income and endowments				
Donations and legacies	5	454,337	454,337	389,360
Charitable activities	6	6,900	6,900	500
Investment income	7	16,912	16,912	4,939
Total income		478,149	478,149	394,799
Expenditure				
Expenditure on charitable activities	8,9	(477,306)	(477,306)	(575,757)
Total expenditure		(477,306)	(477,306)	(575,757)
Net income/(expenditure) and net movement in funds		843	843	(180,958)
Reconciliation of funds				
Total funds brought forward		739,144	739,144	920,102
Total funds carried forward		739,987	739,987	739,144

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

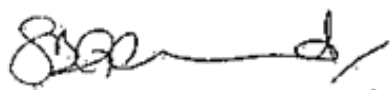
The notes on pages 18 to 26 form part of these financial statements.

STATEMENT OF FINANCIAL POSITION
YEAR ENDED 30 APRIL 2024

	Note	2024 £	£	2023 £
Current assets				
Debtors	16	1,200		88,220
Cash at bank and in hand		<u>751,940</u>		<u>670,005</u>
		753,140		758,225
Creditors: amounts falling due within one year	17	<u>(13,153)</u>		<u>(19,081)</u>
Net current assets			739,987	739,144
Total assets less current liabilities			<u>739,987</u>	<u>739,144</u>
Net assets			<u>739,987</u>	<u>739,144</u>
Funds of the charity				
Unrestricted funds			<u>739,987</u>	<u>739,144</u>
Total charity funds	19		<u>739,987</u>	<u>739,144</u>

These Audited Financial Statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

These Audited Financial Statements were approved by the board of trustees and authorised for issue on 2 October 2024, and are signed on behalf of the board by:



Sue Garrard
Trustee

Brendan McCafferty
Trustee

Company Registration Number: 09006403

The notes on pages 18 to 26 form part of these financial statements.

STATEMENT OF CASHFLOWS
YEAR ENDED 30 APRIL 2024

	2024	2023
	£	£
Cash flows from operating activities		
Net income/(expenditure)	843	(180,958)
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	–	10,333
Other interest receivable and similar income	(16,912)	(4,939)
Accrued expenses	79,973	286,373
<i>Changes in:</i>		
Trade and other debtors	4,020	751
Trade and other creditors	(2,901)	1,850
Cash generated from operations	65,023	113,410
Interest received	16,912	4,939
Net increase in cash and cash equivalents	81,935	118,349
Cash and cash equivalents at beginning of year	670,005	551,656
Cash and cash equivalents at end of year	<u>751,940</u>	<u>670,005</u>

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 APRIL 2024

1. General information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is Quality House, 5-9 Quality Court, Chancery Lane, London, WC2 1HR.

2. Statement of compliance

The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) issued in October 2019 and the financial reporting standard applicable in the United Kingdom and Republic of Ireland (FRS102) and the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice as it applies from 1 January 2019.

3. Accounting policies

Basis of preparation

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

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

Going concern

It is considered that the going concern status remains intact and there are no material uncertainties about the charity's ability to continue.

Judgements and key sources of estimation uncertainty

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

There have not been any judgements (apart from those involving estimations) that management has made in the process of applying the entity's accounting policies. There are no other judgements nor other sources of estimation uncertainty that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities.

Fund accounting

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

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

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

3. Accounting policies (continued)

Incoming resources

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

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- legacy income is recognised when receipt is probable and entitlement is established.

Resources expended

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

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

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

Tangible assets

Fixed assets (excluding investments) are stated at cost less accumulated depreciation. The costs of minor additions or those costing below £1,000 are not capitalised.

Depreciation

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

- Straight line basis over 3 years - Website
- Straight line basis over 4 years - Computer Equipment

Impairment of fixed assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

For the purposes of impairment testing, when it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that largely independent of the cash inflows from other assets or groups of assets.

3. Accounting policies (continued)

Financial instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.

Debt instruments are subsequently measured at amortised cost.

Defined contribution plans

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

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

4. Limited by guarantee

Blueprint Trust is a company limited by guarantee and accordingly does not have a share capital.

Every member of the company undertakes to contribute such amount as may be required not exceeding £1 to the assets of the charitable company in the event of its being wound up while he or she is a member, or within one year after he or she ceases to be a member.

5. Donations and legacies

	Unrestricted Funds £	Total Funds 2024 £	Unrestricted Funds £	Total Funds 2023 £
Donations				
NatWest Group	300,000	300,000	–	–
Ardagh Glass	100,000	100,000	100,000	100,000
National Grid	50,000	50,000	50,000	50,000
Baringa Partners	3,500	3,500	–	–
Other Donations	837	837	1,360	1,360
Turner & Townsend	–	–	50,000	50,000
Brewin Dolphin	–	–	15,000	15,000
Slaughter & May	–	–	30,000	30,000
Severn Trent Water	–	–	10,000	10,000
JLL	–	–	50,000	50,000
Grants				
Oak Foundation	–	–	83,000	83,000
	<u>454,337</u>	<u>454,337</u>	<u>389,360</u>	<u>389,360</u>

BLUEPRINT TRUST
Notes to the Financial Statements Year ended 30 April 2024

6. Charitable activities

	Unrestricted Funds £	Total Funds 2024 £	Unrestricted Funds £	Total Funds 2023 £
Speaker fees	3,000	3,000	500	500
Income from workshops and events	3,900	3,900	–	–
	<u>6,900</u>	<u>6,900</u>	<u>500</u>	<u>500</u>

7. Investment income

	Unrestricted Funds £	Total Funds 2024 £	Unrestricted Funds £	Total Funds 2023 £
Bank interest receivable	16,912	16,912	4,939	4,939

8. Expenditure on charitable activities by fund type

	Unrestricted Funds £	Total Funds 2024 £	Unrestricted Funds £	Total Funds 2023 £
Core activity	446,991	446,991	546,815	546,815
Support costs	30,315	30,315	28,942	28,942
	<u>477,306</u>	<u>477,306</u>	<u>575,757</u>	<u>575,757</u>

There is no separate analysis of significant activities, as there are no discernible delineations in the activities, and they are therefore most meaningfully construed as one activity.

9. Expenditure on charitable activities by activity type

	Activities undertaken directly	Support costs	Total funds 2024 £	Total fund 2023 £
Core activity	446,991	22,046	469,037	567,398
Governance costs	–	8,269	8,269	8,359
	<u>446,991</u>	<u>30,315</u>	<u>477,306</u>	<u>575,757</u>

10. Analysis of support costs

	Professional Accountancy				Legal &			
	Audit Fees	Fees	fee	Payroll	I.T Professional		Total 2024	Total 2023
	£	£	£	£	£	£	£	£
Governance costs	4,523	13	3,733	–	–	–	8,269	8,359
Support costs - Other costs	–	–	–	1,083	16,581	4,382	22,046	20,583
	<u>4,523</u>	<u>13</u>	<u>3,733</u>	<u>1,083</u>	<u>16,581</u>	<u>4,382</u>	<u>30,315</u>	<u>28,942</u>

11. Net income/(expenditure)

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

	2024	2023
	£	£
Depreciation of tangible fixed assets	—	10,333
	<u> </u>	<u> </u>

12. Auditors remuneration

	2024	2023
	£	£
Fees payable for the audit of the audited financial statements	4,523	4,489
Fees payable for non-audit services	3,733	3,527
	<u> </u>	<u> </u>

13. Staff costs

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

	2024	2023
	£	£
Wages and salaries	329,894	392,824
Social security costs	31,218	42,715
Employer contributions to pension plans	42,886	49,117
	<u> </u>	<u> </u>
	403,998	484,656
	<u> </u>	<u> </u>

The average head count of employees during the year was 5 (2023: 6). The average number of full-time equivalent employees during the year is analysed as follows:

	2024	2023
	No.	No.
Number of project support staff	3	4
Number of management staff	2	2
	<u> </u>	<u> </u>
	5	6
	<u> </u>	<u> </u>

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

	2024	2023
	No.	No.
£60,000 to £69,999	—	1
£70,000 to £79,999	2	1
£120,000 to £129,999	1	1
	<u> </u>	<u> </u>
	3	3
	<u> </u>	<u> </u>

Key Management Personnel

Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the charity. The total paid to key management personnel for services provided to the charity was £256,640 (2023: £238,958).

14. Trustee remuneration and expenses

No trustees received any remuneration, and no trustees received expenses during the year (2023: Nil).

No trustees or other person related to the charity had any personal interest in any contract or transaction entered into by the charity during the year or the previous year.

15. Tangible fixed assets

	Website £	Computer Equipment £	Total £
Cost			
At 1 May 2023 and 30 April 2024	<u>58,053</u>	<u>8,472</u>	<u>66,525</u>
Depreciation			
At 1 May 2023 and 30 April 2024	<u>58,053</u>	<u>8,472</u>	<u>66,525</u>
Carrying amount			
At 30 April 2024	<u>—</u>	<u>—</u>	<u>—</u>
At 30 April 2023	<u>—</u>	<u>—</u>	<u>—</u>

16. Debtors

	2024 £	2023 £
Trade debtors	—	500
Prepayments and accrued income	<u>1,200</u>	<u>87,720</u>
	<u>1,200</u>	<u>88,220</u>

17. Creditors: amounts falling due within one year

	2024 £	2023 £
Trade creditors	385	800
Accruals and deferred income	257	3,284
Social security and other taxes	8,059	9,635
Other creditors - pension liability	4,452	5,362
	<u>13,153</u>	<u>19,081</u>

There is no other pension liability other than those disclosed above.

18. Pensions and other post-retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £42,886 (2023: £49,117).

BLUEPRINT TRUST
Notes to the Financial Statements Year ended 30 April 2024

19. Analysis of charitable funds

Unrestricted funds

	At 1 May 2023	Income £	Expenditure £	At 30 April 2024
General funds	739,144	478,149	(477,306)	<u>739,987</u>

	At 1 May 2022	Income £	Expenditure £	At 30 April 2023
General funds	920,102	394,799	(575,757)	<u>739,144</u>

20. Analysis of net assets between funds

	Unrestricted Funds £	Total Funds 2024 £
Current assets	753,140	753,140
Creditors less than 1 year	(13,153)	(13,153)
Net assets	<u>739,987</u>	<u>739,987</u>

	Unrestricted Funds £	Total Funds 2023 £
Tangible fixed assets	–	–
Current assets	758,225	758,225
Creditors less than 1 year	(19,081)	(19,081)
Net assets	<u>739,144</u>	<u>739,144</u>

21. Analysis of changes in net debt

	At 1 May 2023 £	Cash flows £	At 30 Apr 2024 £
Cash at bank and in hand	670,005	81,935	<u>751,940</u>

22. Financial commitments

At the end of the financial year there were financial commitments to the following for IT services and support & maintenance of charity's website.

	2024 £	2023 £
CoopSys	–	7,500
Axioned	–	4,224
Optimity	540	–
The Smart Bear	48	–
	<u>588</u>	<u>11,724</u>

23. Post balance sheet events

The trustees have considered the likelihood of any significant post balance sheet events and have concluded that there are none which impact the financial statements.

24. Related parties

There have not been any related party transactions during the year (2023: Nil).

25. Going Concern

The trustees have considered the circumstances and projections of the charity, and are satisfied, the going concern basis is appropriate for these financial statements.

BLUEPRINT TRUST

England & Wales - Charity number 1159150

Accounts

BLUEPRINT TRUST

Company limited by guarantee

AUDITED FINANCIAL STATEMENTS

30 APRIL 2023

COMPANY REGISTRATION NUMBER - 09006403

CHARITY NUMBER - 1159150



CONTENTS

	Page
Trustees' annual report (incorporating the director's report)	1
Independent auditor's report to the members	12
Statement of financial activities (including income and expenditure account)	17
Statement of financial position	18
Statement of cash flows	19
Notes to the audited financial statements	20

TRUSTEES' ANNUAL REPORT (incorporating the Director's Report)

REFERENCE AND ADMINISTRATIVE DETAILS

Registered charity name Blueprint Trust
Charity registration number 1159150
Company registration number 09006403
Principal office and registered office Oldbourne House
 46 Chancery Lane
 London
 WC2A 1JE

The trustees

Susan Garrard
Loughlin Hickey
Andrea Ponti
Brendan McCafferty
Maaïke De Bie
Michael Barry
Julie Hirigoyen
Charles Wookey (Appointed 1 May 2022)

Chief executive officer Sarah Gillard

Chief operating officer Soulla Kyriacou

Company secretary Sarah Gillard

Auditor Jackson Nicholas Assie Limited
 Chartered Certified Accountants & statutory auditor
 Suite 7, Meridian House
 62 Station Road
 Chingford
 London
 E4 7BA

Bankers HSBC
 West End Corporate Centre
 4th Floor, 133 Regents Street
 London
 W1B 4HX

The trustees, who are also the directors for the purposes of company law, present their report and the Audited Financial Statements of the charity for the year ended 30 April 2023.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Blueprint Trust was incorporated as a company limited by guarantee on 23 April 2014. It was registered as a charity in November 2014. We are governed in accordance with the Memorandum and Articles of Association of Blueprint Trust. The activities of Blueprint Trust are carried out under the name of 'A Blueprint for Better Business'.

The trustees regularly review their membership to identify gaps in skills, expertise and diversity and names for new trustees are put forward. These are researched by the team and a decision on who to approach is made by the trustees.

Our articles provide for the establishment of an Advisory Council to advise the Trustees on matters related to the Objects, the Principles and Framework, the Provenance and the activities of the Charity. Council Members are appointed having regard to the need for broad representation of business and wider society to include employees, investors, consumers, academics, non-governmental organisations, faith groups and the media, but so that no single constituency should be in the overall majority. The members of the Council are currently as follows:

David Blood
Stephen Brenninkmeijer
Jane Corbett
Baroness Jeannie Drake
Alex Edmans
Annabel Gillard
Gillian Guy
Margaret Heffernan
Rebecca Henderson
Philip Marsden
Sir Charlie Mayfield
David Nussbaum
Jeff Twentyman
Rumi Verjee, Baron Verjee

Brief biographies for our Trustees, members of our Advisory Council and team are available on our website at: [Our people | Blueprint \(blueprintforbusiness.org\)](https://blueprintforbusiness.org)

PUBLIC BENEFIT STATEMENT

We have referred to the guidance in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our activities.

The Trust exists to advance by charitable means the personal civic responsibility of people in the context of their work, so that they take their values to work with them, and thereby promote a change in culture and behaviour within business for the betterment of society. Its fundamental aim is to help establish principles which, if followed and implemented, can lead business and business leaders to establish the right behaviour and ethics to bring about a much better relationship with their employees, their customers, their investors, the community and therefore society as a whole, for the public benefit.

OBJECTIVES AND ACTIVITIES

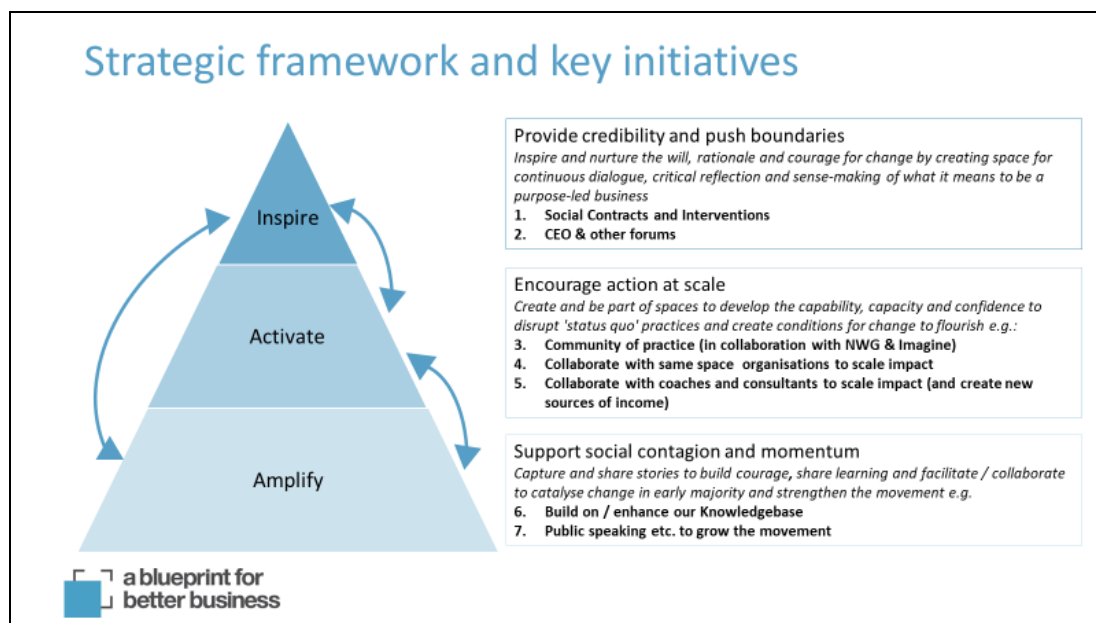
The objects of the Blueprint Trust (“Blueprint”) are the advancement for the benefit of the public of civic responsibility and good citizenship, by promoting responsible standards in business.

Blueprint’s purpose is to create a better society through better business. We act as a catalyst to help businesses be inspired and guided by a purpose that benefits society and respects people and planet. We help businesses of all sizes be purpose-driven through our *Five Principles of a Purpose Driven Business* and *A Framework to Guide Decision Making* (both available on our website at www.blueprintforbusiness.org).

Our work is about stimulating and energising a different way of thinking and behaving in business. We believe businesses across all sectors and sizes can be a force for good. To maximise our impact we work primarily with senior people in large companies. We also convene forums and events, and work with investors and influencers from wider society, including NGOs, academics, business schools, coaches and advisors, to help create the environment for purpose-led business to thrive.

ACHIEVEMENTS, PERFORMANCE AND STRATEGIC REPORT

Following the appointment of our new CEO Sarah Gillard on 1 May we updated our strategy and key initiatives as follows:



Inspire - provide credibility and push boundaries

Our theory of change is to focus our efforts primarily on senior people in large businesses, and those who influence them. We focus on large businesses because of their scale and reach and on senior people because the most effective way to initiate the involvement of these businesses is through engaging with their CEOs and other senior leaders. Our aim is to create mindset and behavioural change and we accept that this will take time. We work with a small number of large businesses in order to both test and learn from the application of our thinking, but also to create and build examples of large companies who have made the change that can go on and inspire others to follow.

1. 'Social contracts' and Interventions

We are not a consultancy and our work with companies is designed to provoke a different way of thinking, offer challenge and support and stimulate action. We have been working with a small number of large businesses in what we call 'social contracts'. This arrangement is not legal or financial but involves a commitment on their part to a relationship with us over a period of 18-36 months, where their CEO has regular 1:1 conversations with us around a pre-agreed set of goals, and we have more regular conversations with one or more other senior people in the organisation. This combination helps keep up momentum for change in the company and gives us a formal mechanism to challenge and support them. In addition, we hold sessions for their leadership and other teams, involve them in our CEO and other forums, and are involved in other specific sessions relating to the work they undertake, alongside any external consultants they may engage.

In addition to the work with these companies we have worked with other businesses in different ways, including 1:1 meetings with their CEOs and other senior people, interventions of 3-6 months running workshops for leadership teams, workshops for smaller teams, and other interventions and meetings designed to help provoke different ways of thinking.

2. CEO and other forums

One of our aims is to build a core group of CEOs who not only want to change but are willing to invest in helping others make that journey. We have been convening regular CEO forums for groups of 3-4 CEOs, some of whom we work with under 'social contract' but to also include others who are seeking to lead their organisations to be purpose-led. The forums are designed to enable them to share what they are doing with each other, with the Blueprint Principles as a provocation, and to offer a form of mutual accountability.

As well as the CEO groups we have also formed peer support groups for heads of sustainability and HR directors.

Evidence of our impact

One of the companies we have been working with in social contract is NatWest Group. This extract from their [2022 Annual Report](#) clearly references the influence we have had - this influence is referenced in a number of places in their Annual Report.

'We continue to partner with the Blueprint for Better Business, whose framework informs our purpose-led decision-making and helps us to create and protect value for customers, suppliers, colleagues, communities, future generations and our shareholders'.

The CEO of another business we have been working with in social contract has said:

"Blueprint has been a crucially important critical friend throughout our purpose journey. Without them, I doubt we would have been able to achieve the depth of understanding we now have about the value our business could bring to society. Working with Blueprint has broadened our thinking and given us tools to openly, critically and collectively make decisions which positively impact a wider group of stakeholders than we ever thought possible"

Activate – encourage action at scale

3. Purpose-led business community of practice (PLBCOP)

We have been working closely with NatWest and an organisation called [Imagine](#) to build a collaborative community bringing together people from a range of different companies who are seeking to accelerate their personal and company commitment to becoming truly Purpose-led.

Meetings to launch the community started in September with over 60 organisations now involved. The community have identified seven Lab topics to start, with each Lab being led by different companies. The Labs include:

- Create & Sustain Shared Understanding & Commitment
- Culture, Engagement & Experience
- Systems Change
- Strategy, Impact & Performance
- Product & Proposition
- Decision Making & Dialogue
- Leadership & Capability

Blueprint's role throughout has been and will continue to be as a critical friend, using the Blueprint lens to review and inform the approach.

We are exploring with the core team how we capture and disseminate the learnings from this work so that it is accessible by others who want to help their organisations to be purpose-led.

4. Collaboration with others in our space to scale our impact

ReGenerate - over the Summer and Autumn of 2022 we collaborated with [ReGenerate](#) to deliver a [Pioneers](#) programme for changemakers in business. Building on what learned from collaborating on this programme we launched a project with ReGenerate and the Forward Institute to explore the potential for the 3 organisations to collaborate.

Following initial discussions in October 2022, we invited a number of organisations in the purpose 'ecosystem' to discuss a proposal to form a Purpose Centre of Gravity, to explore their appetite to be involved, and to thought partner how we shape it. Representatives from Business in the Community, Cambridge Institute for Sustainable Leadership, The Institute of Business Ethics, Forum for the Future and BCorps attended, as well Timothy Henry (Conscious Capitalism) and Professors David Grayson and Victoria Hurth. It was suggested at this meeting that we should carry out some research to better understand the needs of practitioners in business in order to inform a potential collaboration. We co-funded a person to carry out this research with the Forward Institute. The research was finalized at the end of June 2023 and can be seen here: [Report – Purpose Centre of Gravity](#) .

The key conclusions were that:

- What changemaker practitioners in business seem to need the most is some form of community of practice to help them to learn from and support each other. We agreed that we should watch and build on what is coming out of the NatWest sponsored Community of Practice. As the Lab enquiries develop there may be opportunities for more of the organisations in this space to support the community.
- There is a benefit and an appetite to build stronger relationships between the key organisations in the space. As a next step we co-hosted a meeting with the CEOs of the key organisations on 28 June to start to build these relationships.

BCorps - We have regular contact with the team at BCorps UK and were invited to run a session for them on purpose and stakeholder management. They were particularly interested in our focus on dignity of people and the implications this has on the culture of an organization. We were also invited to submit feedback on the evolving BCorp certification standards through the lens of our thinking on people and dignity.

PAS 808: we participated on the steering group chaired by Victoria Hurth for the Sustainable Purpose British Standard. The [standard was launched in July 2022](#). Our CEO, was invited to be on a panel at the launch event and has been invited to be part of a new national committee to provide input and direction for the development of an international standard on purpose-driven organisations.

IBE - we were invited to contribute to a piece of research being carried out for the IBE which tries to provide some insight for investors into how to assess the organisational culture of firms they invest in.

Anthropy - We attended the [Anthropy](#) event in early November 2022 and co-created 3 of the panel discussions at the event with the Future of Business working group. These were well attended and well received and our CEO was invited to join 3 further panels. Our Chair, Sue Garrard, also chaired a panel which framed the end of the event offering a leadership perspective. Our CEO has been invited to be on one of the judging panels that will assess which sessions will go forward at Anthropy 2023. We have also submitted suggestions for panels to run at the event.

UK21 - we continue to participate in the UK21 meetings which bring together different organisations in the purpose ecosystem in the UK.

5. Influence and collaborate with Coaches and Consultants (C&Cs) to scale our impact

We recognise that as a small team we are unable to work directly with a large number of companies. Part of our strategy is to reach a larger number of businesses indirectly through influencing the work of coaches, consultants and other advisers to business.

We continue to build our informal network of C&Cs who share our ethos and continue to get interest from C&Cs who come across Blueprint either through their work, via other C&Cs, or through our website and social media. The purpose of the network is to amplify and accelerate the adoption of our thinking through influencing the work of C&Cs who work with businesses of all sizes. We convene meetings for these C&Cs at least twice a year to provide a space for them to exchange learnings and experience and to network. We held 2 meetings in November on the topic of the work companies do to connect personal and organisational purpose. Both meetings were well attended and there was a rich discussion including the tensions we all hold to help us ensure we do the work in an authentic way.

In February 2023 we convened a meeting [to socialise PAS 808](#) – the BSI's new standard on purpose-driven organisations. We invited the Head of Sustainability at Anglian Water, who was on the steering group that developed the PAS, to talk about how they seek to use it at Anglian Water and the practitioners group he has set up to test it. We also launched a digital space on LinkedIn (the purpose Co:Lab) for engaged C&Cs and others to encourage more active participation and to build a community for online learning and participation.

During the year we started to test workshops to help consultancies to help their clients to be purpose-led and we developed and tested a workshop with 3 consultancies. We are also starting to explore how we collaborate or partner with mid-sized consultancies who work with large corporates to scale our impact and enable us to reach a larger number of companies, as well as how such partnerships might help us to create new sources of income.

Amplify – support social contagion and momentum

6. Build on / enhance our Knowledgebase

We have built a wealth of knowledge on what it means to be a purpose-led company and the journey a company goes on to become purpose-led through our work with corporates and during 2020 and 2021 we embarked on a project to create a fee to access, web based [Knowledgebase](#) housed on our website that aims to enable practitioners in businesses and others to use our thinking without having to work directly with us. This is essentially a series of courses but has been designed with the objective that it can also be used as a resource for practitioners, coaches and consultants and others passionate about purpose. We continue to add and enrich the content drawing on what we learn from our 1:1 work and the feedback and interaction we get from the practitioners and coaches and consultants who use it.

7. Public speaking etc to grow the movement

We held a very well attended event on 3 May hosted by Nat West Group to introduce our new CEO and celebrate the achievements of our outgoing CEO. There was a panel discussion moderated by [Andrew Hill](#), FT, with [Alison Rose](#) former CEO of NatWest Group, Professor [Rebecca Henderson](#) from Harvard Business School, entrepreneur, CEO, and writer [Margaret Heffernan](#) and [Nilesh B. Dosa](#), Founder of icanyoucantoo. Their conversation about purpose and what we might see in business, and society over the next 10 years was stark, honest, and hopeful. The panel discussion was filmed and can be seen [here](#).

Our new CEO Sarah Gillard has been interviewed several times and was invited to speak at a number of events including the following:

- The panel for the BSI's PAS 808 Purpose-Driven Organisations guidance launch event on 12 July which was made available [on-demand on the BSI website](#)
- A webinar in the summer by governance, risk and assurance specialists Independent Audit on the topic: Beyond compliance: How purpose-driven governance takes your organisation to the next level.
- An interview in May for agency Brandpie's 2022 CEO Purpose Report
- An interview in June by Beautiful Truth magazine for their Life on Purpose theme
- An interview by Andrew Hill about purpose and its "crossroads moment" for an FT column on 2 August
- An interview by the Law Society of Scotland for two 15 minute videos on their CPD platform for 12,000 members.
- The Chartered ABS annual conference in November on the evolution of purpose-led business schools.
- The global impact team at Fidelity Investment Management in October on the rise of purpose-led business.
- The Better Futures event in September organised by the Mayor of London to help SME's transition to net zero, and she was also interviewed for a webinar to go out to all their members in November.
- The panel of an event organised by consultants Q5 in November in collaboration with Prospect Magazine on the changing role of business in society. This was facilitated by Alan Rusbridger, Editor-in-Chief of Prospect and formerly Editor-in-Chief of The Guardian, and the other panellists included Justine Greening, Ed Boyd, of ReGenerate and Stu Hennigan, Author of Ghost Signs: Poverty and the Pandemic.
- The [Oxford SDG Impact Lab](#) in January to speak about purpose to a cohort of students who are working as part of a programme that trains and supports small groups to work with BMW Mini to develop actionable, research based impact projects that engage the SDGs.

Margaret Heffernan's Future Business Challenge course at the University of Bath on 31st January.

- A course in February for future leaders at Bayes Business School, which is part of City University of London, to speak about ethical decision making.
- Interviewed by Dina Medland for an Article for the ICAEW, and has been quoted in the published article [Culture Holds the Key: The Role of the Boardroom | ICAEW](#).
- Interviewed by Dr Deborah Benson of the Directors Convention for this short video [Stimulating Purposeful Change](#), where they discuss Sarah's former role at the John Lewis Partnership, how to create a purpose led business that is better for people and planet, and the importance of vision, purpose and values in any business.
- A fireside chat with Helen Dunne at the Corporate Purpose Summit - a summary of the discussion was published - [Purpose is more relevant than ever](#)

Other team members:

- Our Head of Corporate Engagement was interviewed for a [podcast series](#) run by consultants Baringa.
- Our Head of Corporate Engagement spoke on a panel for The Institute of Corporate Responsibility and Sustainability.
- Our COO spoke about purpose-led business at a virtual Sustainable Brands Turkey event in September.
- Our COO was on the panel of judges for the [Good Small Business Awards](#). The awards were presented in March 2023 at an event in Liverpool.
- Our COO presented a session on the Value of Purpose at the Airmic Business Excellence Programme in January to a group of insurance and risk managers from a range of large corporates. The other speakers were Michael Smets, Professor of Management, Fellow at Green Templeton College, University of Oxford and Mary O'Connor, CEO, Howden Capital Advisory and Placement and former acting CEO at KPMG.
- Our Head of Corporate Engagement spoke at the virtual [Sustainability 2010](#) event in January on organisational purpose and creating sustainable change
- Our COO was interviewed by freelance journalist Emma Sheppard for a piece for HSBC's Global Private Banking about how high net-worth individuals can take a step back and think about how to manage their wealth in a way that brings personal fulfilment. [Do you often ask yourself, 'What am I doing this for?'- HSBC Global Private Banking](#)
- Our COO was invited to record a short video for a text book on management which includes references to purpose-led business by Sarah Ivory, a senior lecturer at University of Edinburgh Business School ([Centre for Business, Climate Change, and Sustainability | B-CCaS \(ed.ac.uk\)](#))
- Our former CEO Charles Wookey hosted a [seven-part podcast series](#), exploring the realities of purpose-driven business, and the pioneers who embody the Blueprint principles including Mark Cutifani, former CEO Anglo American, Alison Rose, former CEO Nat West Group and David Blood, Generation Investment and others. The first podcast in the series was launched in June 2023.

PLANS FOR THE FUTURE

We continue to pursue our strategy to Inspire, Activate and Amplify our work as set out above.

During 2023/24 we will be investing more time and resources to support the Purpose Driven Business Community of Practice in collaboration with NatWest Group, as a way to increase the capability and capacity of changemakers in organisations to help their organisations to be purpose-led.

We will also be exploring further how we might partner with mid-sized consultancies who work with large corporates to help scale our impact and explore whether this might also help us to build new income streams.

FINANCIAL REVIEW

The total cash funds held by the charity at the year-end were £670,005 (2022: £551,656). A full list of the donations received in the year are listed in note [5].

We should like to thank all of our donors for their ongoing support. We should also like to thank all those people and organisations that have provided us with pro bono support, either through their time or by hosting or speaking at our meetings and events.

INVESTMENT POLICY

Aside from retaining a prudent amount in reserves each year (see below), we anticipate most of the charity's funds are to be spent in the medium to short term so there are few funds for long-term investment. During the period £150,000 was invested in a 6-month interest bearing bond. Our surplus is continually reviewed, and the trustees have agreed that any funds not needed in the short term will be invested in this way. Our pensions are invested through Smart Pensions by Legal and General.

RESERVES POLICY

We had a deficit of £180,958 for the year (2022: surplus £423,741) which reduced the total reserves at 30 April 2023 to £739,144 (2022: £920,102). This reduction in reserves was expected as we intentionally built up a surplus in 2022 to cover 2 years of operating costs, in order to provide our new CEO with some financial stability during the transition period.

The trustees have agreed that we should aim to have reserves of at least 50% of our annual operating budget at any one time, which amounts to £280,000. Our reserves at the year-end currently exceed this amount.

We prepare regular cash-flow forecasts by month to identify troughs in our income and keep sufficient funding in reserve. We constantly review the level of donations due over the next 12-18 months to ensure potential cash-flow issues are identified well in advance. We also regularly review our anticipated 'shut down costs' and ensure we hold sufficient funds in our reserves to cover these.

The charity will continue to broaden and deepen its donor base and keep under review potential sources of income to support its developing work.

RISK MANAGEMENT

The Trustees regularly review the major risks to which the charity is exposed. A risk register has been established and is updated at least annually. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces. These procedures are periodically reviewed to ensure that they continue to meet the needs of the charity.

STAFFING

Our staffing during this period was as follows:

- Sarah Gillard (CEO) – 4.5 days a week
- Dee Corrigan (Corporate Engagement) – 4 days a week
- Soulla Kyriacou (COO) – full time
- Lucy Kay (Executive and Operations Assistant) – 3 days a week

- Amelia Watts - (Communications) - full time – left in end February 2023
- Sophie Thomas (Communities and Engagement Manager) – full time – left in April 2023
- Fiona Bibby (Associate) – 2 days a week – from 1 April 2023

We also part funded Ingvild Rasmussen, jointly with the Forward Institute (50% for 3 days a week for 5 months from 30 January) to work on the Purpose 'Centre of Gravity' project.

VOLUNTEERS

All of our work is carried out by our paid team. However, we should like to thank those who have given their time voluntarily to provide pro bono advice and support to us during the period. This has enhanced and enriched our work. This advice and support is generally project based, or relating to specific aspects of our work, such as providing feedback on or input to specific documents, facilitating or hosting meetings for us, attending specific meetings to lend expertise and insights, or sharing ideas and approaches. The efforts of volunteers constitute a valuable element of the charity's activities.

Events after the end of the reporting period

Particulars of events after the reporting date are detailed in note 22 to the Audited Financial Statements.

Directors' responsibilities statement

- (a) the directors are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and regulations and in accordance with United Kingdom Generally Accepted Accounting Practice;
- (b) company law requires the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the surplus or deficit profit or loss of the charity for that period;
- (c) in preparing the financial statements the directors are required to:
 - (i) select suitable accounting policies and then apply them consistently;
 - (ii) make judgements and accounting estimates that are reasonable and prudent;
 - (iii) State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
 - (iv) prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.
- (d) the directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the charity and that enable them to ensure that the financial statements comply with the Companies Act;
- (e) the directors are responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities; and
- (f) where appropriate, the directors are responsible for the maintenance and integrity of the corporate and financial information included on the charity's website.

In the case of CA 06 Co.-s418(2) each of the persons who are directors at the time when the report is approved, the following applies:

- (i) so far as each director is aware, there is no relevant audit information (information needed by the company's auditors in connection with preparing their report) of which the company's auditors are unaware; and
- (ii) each director has taken all the steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information

Auditor

Each of the persons who is a trustee at the date of approval of this report confirms that:

- so far as they are aware, there is no relevant audit information of which the charity's auditor is unaware; and
- they have taken all steps that they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

The auditor is deemed to have been re-appointed in accordance with section 487 of the Companies Act 2006.

Small company provisions

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

The trustees' annual report was approved on 26 October 2023 and signed on behalf of the board of trustees by:

Loughlin Hickey
Trustee

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BLUEPRINT TRUST

We have audited the financial statements of Blueprint Trust (the 'charity') for the year ended 30 April 2023 which comprise the statement of financial activities (including income and expenditure account), statement of financial position, statement of cashflows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the audited financial statements:

- give a true and fair view of the state of the charity's affairs as of 30 April 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom accounting standards, including FRS102 The Financial Reporting Standard applicable in the UK and Republic of Ireland; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor'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 relating to the audit of the financial statements in the UK, including the Financial Reporting Standards (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.

In common with many other charities of this size and nature the auditors are used to assist with the preparation of the financial statements.

Conclusions relating to going concern

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

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

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the absence of reference to a material uncertainty in this auditor's report is not a guarantee that the company will continue in operation.

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

Other information

The other information comprises the information included in the trustees' report, other than the financial statements and our auditors report thereon. The trustees are responsible for the other information contained within the trustees' report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the 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 course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report (incorporating the Directors' Report) for the financial year for which the audited financial statements are prepared is consistent with the audited financial statements; and
- the Directors' Report has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors for the purposes of company law) are responsible for the preparation of the financial statements in accordance with the applicable financial reporting framework 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 audited 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

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

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the audited financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the audited financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the audited financial statements, including the disclosures, and whether the audited financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Extent to which the audit was considered capable of detecting irregularities, including fraud

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

We considered the nature of the charity's industry and its control environment and reviewed the charity's documentation of their policies and procedures relating to fraud and compliance with laws and regulations. We also enquired of management and others within the entity about their own identification and assessment of the risks of irregularities.

We obtained an understanding of the legal and regulatory frameworks that the charity operates in, and identified the key laws and regulations that:

- had a direct effect on the determination of material amounts and disclosures in the financial statements. These included the Companies Act, Charities Act, Charities (Accounts and Reports) Regulations 2008, Health and Safety Act, employment law, pensions legislation, tax legislation, Bribery Act and Slavery Act; and
- do not have a direct effect on the financial statements but compliance with which may be fundamental to the charity's ability to operate or to avoid a material penalty. These included the Charity Commission for England and Wales (Charity Commission) regulations, fundraising regulations and Anti-Money Laundering Regulations (including Proceeds of Crime Act 2002 and Terrorism Act 2000)

We discussed among the audit engagement team regarding the opportunities and incentives that may exist within the organisation for fraud and how and where fraud might occur in the financial statements.

As a result of performing the above, we identified the greatest potential for fraud in the following areas, and our specific procedures performed to address them are described below:

- Recognition of grant income: this involves judgement around whether grants have performance conditions attached to them which have to be met before income can be recognised, as well as judgement over whether or not those conditions have been satisfied. On a sample basis, we have assessed the judgements and estimates made by management in the recognition of this income.
- Appropriate allocation of restricted income: there is a risk that restricted income may not have been identified and allocated as such. We reviewed the allocation of income to restricted or unrestricted funds on initial recognition to ensure restrictions were appropriately identified and applied, and we reviewed fund transfers from restricted to unrestricted funds to assess the rationale for those movements.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments; assessed whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business.

In addition to the above, our procedures to respond to the risks identified included the following:

- reviewing financial statement disclosures by testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;

- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- enquiring of management concerning actual and potential litigation and claims, and instances of non-compliance with laws and regulations; and
- reading minutes of meetings of those charged with governance, reviewing internal management reports, reviewing correspondence with HMRC and with the Charity Commission.

Use of our report

This report is made solely to the charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

John Nicholas Assie FCCA (Senior Statutory Auditor)
for and on behalf of
Jackson Nicholas Assie Limited
Chartered Certified Accountants and Statutory Auditors
Suite 7, Meridian House
62 Station Road
North Chingford
London
E4 7BA

27 October 2023

STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING INCOME AND EXPENDITURE ACCOUNT)
YEAR ENDED 30 APRIL 2023

		2023		2022
	Note	Unrestricted funds £	Total funds £	Total funds £
Income and endowments				
Donations and legacies	5	389,360	389,360	877,222
Charitable activities	6	500	500	–
Investment income	7	4,939	4,939	60
Total income		<u>394,799</u>	<u>394,799</u>	<u>877,282</u>
Expenditure				
Expenditure on charitable activities	8,9	575,757	575,757	453,541
Total expenditure		<u>575,757</u>	<u>575,757</u>	<u>453,541</u>
Net (expenditure)/income and net movement in funds		<u>(180,958)</u>	<u>(180,958)</u>	<u>423,741</u>
Reconciliation of funds				
Total funds brought forward		920,102	920,102	496,361
Total funds carried forward		<u>739,144</u>	<u>739,144</u>	<u>920,102</u>

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

The notes on pages 20 to 29 form part of these financial statements.

STATEMENT OF FINANCIAL POSITION

YEAR ENDED 30 APRIL 2023

	Note	2023 £	£	2022 £
Fixed assets				
Tangible fixed assets	15		–	10,333
Current assets				
Debtors	16	88,220		372,084
Cash at bank and in hand		<u>670,005</u>		<u>551,656</u>
		758,225		923,740
Creditors: amounts falling due within one year	17	<u>19,081</u>		<u>13,971</u>
Net current assets			739,144	909,769
Total assets less current liabilities			739,144	920,102
Net assets			<u>739,144</u>	<u>920,102</u>
Funds of the charity				
Unrestricted funds			739,144	920,102
Total charity funds	19		<u>739,144</u>	<u>920,102</u>

These Audited Financial Statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

These Audited Financial Statements were approved by the board of trustees and authorised for issue on 26 October 2023, and are signed on behalf of the board by:

Sue Garrard
Trustee

Loughlin Hickey
Trustee

Company Registration Number: 09006403

The notes on pages 20 to 29 form part of these financial statements.

STATEMENT OF CASHFLOWS
YEAR ENDED 30 APRIL 2023

	2023	2022
	£	£
Cash flows from operating activities		
Net (expenditure)/income	(180,958)	423,741
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	10,333	10,333
Other interest receivable and similar income	(4,939)	(60)
Accrued expenses/(income)	286,373	(252,181)
<i>Changes in:</i>		
Trade and other debtors	751	(4,855)
Trade and other creditors	1,850	(33,021)
Cash generated from operations	113,410	143,957
Interest received – Net cash from operating activities	4,939	60
Net increase in cash and cash equivalents	118,349	144,017
Cash and cash equivalents at beginning of year	551,656	407,639
Cash and cash equivalents at end of year	670,005	551,656

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 APRIL 2023

1. General information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is Oldbourne House, 46 Chancery Lane, London, WC2A 1JE.

2. Statement of compliance

The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) issued in October 2019 and the financial reporting standard applicable in the United Kingdom and Republic of Ireland (FRS102) and the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice as it applies from 1 January 2019.

3. Accounting policies

Basis of preparation

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

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

Going concern

It is considered that the going concern status remains intact and there are no material uncertainties about the charity's ability to continue.

Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. There have not been any judgements (apart from those involving estimations) that management has made in the process of applying the entity's accounting policies. There are no other judgements nor other sources of estimation uncertainty that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities.

Fund accounting

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

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

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

3. Accounting policies (continued)

Incoming resources

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

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- legacy income is recognised when receipt is probable and entitlement is established.

Resources expended

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

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

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

Tangible assets

Fixed assets (excluding investments) are stated at cost less accumulated depreciation. The costs of minor additions or those costing below £1,000 are not capitalised.

Depreciation

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

- Straight line basis over 3 years - Website
- Straight line basis over 4 years - Computer Equipment

3. Accounting policies (continued)

Impairment of fixed assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

For the purposes of impairment testing, when it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that largely independent of the cash inflows from other assets or groups of assets.

Financial instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.

Debt instruments are subsequently measured at amortised cost.

Defined contribution plans

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

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

Termination Benefits

Termination benefits are recognised as an expense in income or expenditure immediately. Termination benefits are recognised as a liability and expense only when the company is demonstrably committed either to terminate the employment of an employee or group of employees before the normal retirement date or to provide termination benefits as a result of an offer made in order to encourage voluntary redundancy.

4. Limited by guarantee

Blueprint Trust is a company limited by guarantee and accordingly does not have a share capital. Every member of the company undertakes to contribute such amount as may be required not exceeding £1 to the assets of the charitable company in the event of its being wound up while he or she is a member, or within one year after he or she ceases to be a member.

5. Donations and legacies

	Unrestricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Total Funds 2022 £
Donations				
Ardagh Glass	100,000	100,000	100,000	100,000
Turner & Townsend	50,000	50,000	50,000	50,000
National Grid	50,000	50,000	50,000	50,000
JLL – CAF	50,000	50,000	–	–
Slaughter & May	30,000	30,000	34,000	34,000
Brewin Dolphin	15,000	15,000	–	–
Severn Trent Water	10,000	10,000	10,000	10,000
Other Donations	1,360	1,360	54,714	54,714
Shawbrook	–	–	20,000	20,000
NatWest Group	–	–	166,000	166,000
Capita	–	–	150,000	150,000
Anglo American Services UK	–	–	75,000	75,000
Syder Foundation	–	–	50,000	50,000
Recoverable from HMRC in Gift Aid	–	–	12,513	12,513
Jaguar	–	–	4,995	4,995
Grants				
Oak Foundation	83,000	83,000	100,000	100,000
	<u>389,360</u>	<u>389,360</u>	<u>877,222</u>	<u>877,222</u>

6. Charitable activities

	Unrestricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Total Funds 2022 £
Other income – delivery of presentation	500	500	–	–
	<u>500</u>	<u>500</u>	<u>–</u>	<u>–</u>

7. Investment income

	Unrestricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Total Funds 2022 £
Bank interest receivable	4,939	4,939	60	60
	<u>4,939</u>	<u>4,939</u>	<u>60</u>	<u>60</u>

8. Expenditure on charitable activities by fund type

	Unrestricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Total Funds 2022 £
Core activity	546,815	546,815	424,460	424,460
Support costs	<u>28,942</u>	<u>28,942</u>	<u>29,081</u>	<u>29,081</u>
	<u>575,757</u>	<u>575,757</u>	<u>453,541</u>	<u>453,541</u>

There is no separate analysis of significant activities, as there are no discernible delineations in the activities, and they are therefore most meaningfully construed as one activity.

9. Expenditure on charitable activities by activity type

	Activities undertaken directly £	Support costs £	Total funds 2023 £	Total fund 2022 £
Core activity	546,815	20,583	567,398	444,803
Governance costs	<u>—</u>	<u>8,359</u>	<u>8,359</u>	<u>8,738</u>
	<u>546,815</u>	<u>28,942</u>	<u>575,757</u>	<u>453,541</u>

10. Analysis of support costs

	Professional Accountancy				Legal &			
	Audit Fees	Fees	fee	Payroll	I.T Professional	£	Total 2023	Total 2022
	£	£	£	£	£	£	£	£
Governance costs	4,489	343	3,527	–	–	–	8,359	8,738
Support costs - Other costs	–	–	–	919	18,345	1,319	20,583	20,343
	<u>4,489</u>	<u>343</u>	<u>3,527</u>	<u>919</u>	<u>18,345</u>	<u>1,319</u>	<u>28,942</u>	<u>29,081</u>

11. Net (expenditure)/income

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

	2023	2022
	£	£
Depreciation of tangible fixed assets	10,333	10,333

12. Auditors remuneration

	2023	2022
	£	£
Fees payable for the audit of the audited financial statements	4,489	3,703
Fee payable for non-audit services	3,527	4,044

13. Staff costs

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

	2023	2022
	£	£
Wages and salaries	392,824	300,547
Social security costs	42,715	14,924
Employer contributions to pension plans	49,117	38,756
Other employee benefits	–	(116)
	484,656	354,111

The average head count of employees during the year was 6 (2022: 5). The average number of full-time equivalent employees during the year is analysed as follows:

	2023	2022
	No.	No.
Number of project support staff	4	3
Number of management staff	2	2
	6	5

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

	2023	2022
	No.	No.
£60,000 to £69,999	1	1
£70,000 to £79,999	1	–
£80,000 to £89,999	–	1
£90,000 to £99,999	–	1
£120,000 to £129,999	1	–
	3	3

Key Management Personnel

Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the charity. The total paid to key management personnel for services provided to the charity was £238,958 (2022: £200,529).

14. Trustee remuneration and expenses

No trustees received any remuneration and no trustees received expenses during the year (2022: Nil).

No trustees or other person related to the charity had any personal interest in any contract or transaction entered into by the charity during the year or the previous year.

14a Termination Benefit

During the year an employee was made redundant and was paid £18,923 as redundancy. The amount was recognised when the liability was incurred.

15. Tangible fixed assets

	Website £	Computer Equipment £	Total £
Cost			
At 1 May 2022 and 30 April 2023	<u>58,053</u>	<u>8,472</u>	<u>66,525</u>
Depreciation			
At 1 May 2022	47,720	8,472	56,192
Charge for the year	<u>10,333</u>	<u>–</u>	10,333
At 30 April 2023	<u>58,053</u>	<u>8,472</u>	66,525
Carrying amount			
At 30 April 2023	<u>–</u>	<u>–</u>	<u>–</u>
At 30 April 2022	<u>10,333</u>	<u>–</u>	<u>10,333</u>

16. Debtors

	2023 £	2022 £
Trade debtors	500	–
Prepayments and accrued income	<u>87,720</u>	<u>372,084</u>
	88,220	372,084

17. Creditors: amounts falling due within one year

	2023 £	2022 £
Trade creditors	800	260
Accruals and deferred income	3,284	24
Social security and other taxes	9,635	8,407
Other creditors - pension liability	<u>5,362</u>	<u>5,280</u>
	19,081	13,971

There is no other pension liability other than those disclosed above.

18. Pensions and other post-retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £49,117 (2022: £38,756).

19. Analysis of charitable funds

Unrestricted funds

	At 1 May 2022	Income £	Expenditure £	At 30 April 2023 £
General funds	920,102	394,799	(575,757)	<u>739,144</u>

	At 1 May 2021	Income £	Expenditure £	At 30 April 2022 £
General funds	496,361	877,282	(453,541)	<u>920,102</u>

20. Analysis of net assets between funds

	Unrestricted Funds £	Total Funds 2023 £
Tangible fixed assets	-	-
Current assets	758,225	758,225
Creditors less than 1 year	(19,081)	(19,081)
Net assets	<u>739,144</u>	<u>739,144</u>

	Unrestricted Funds £	Total Funds 2022 £
Tangible fixed assets	10,333	10,333
Current assets	923,740	923,740
Creditors less than 1 year	(13,971)	(13,971)
Net assets	<u>920,102</u>	<u>920,102</u>

21. Analysis of changes in net debt

	At 1 May 2022 £	Cash flows £	At 30 Apr 2023 £
Cash at bank and in hand	551,656	118,349	<u>670,005</u>

22. Post balance sheet events

The trustees have considered the likelihood of any significant post balance sheet events and have concluded that there are none which impact the financial statements.

23. Financial commitments

At the end of the financial year there were financial commitments to the following for IT services and support & maintenance of charity's website.

	2023
	£
CoopSys	7,500
Axioned	4,224
	<u>11,724</u>

24. Related parties

There have not been any related party transactions during the year (2022: Nil).

25. Going Concern

The trustees have considered the circumstances and projections of the charity, and are satisfied, the going concern basis is appropriate for these financial statements.

BLUEPRINT TRUST

England & Wales - Charity number 1159150

Accounts

BLUEPRINT TRUST

Company limited by guarantee

AUDITED FINANCIAL STATEMENTS

30 APRIL 2022

COMPANY REGISTRATION NUMBER - 09006403

CHARITY NUMBER - 1159150



CONTENTS

	Page
Trustees' annual report (incorporating the director's report)	1
Independent auditor's report to the members	13
Statement of financial activities (including income and expenditure account)	18
Statement of financial position	19
Statement of cash flows	20
Notes to the audited financial statements	21

TRUSTEES' ANNUAL REPORT (incorporating the Director's Report)

REFERENCE AND ADMINISTRATIVE DETAILS

Registered charity name Blueprint Trust

Charity registration number 1159150

Company registration number 09006403

Registered office Suite 7
Meridian House
62 Station Road
North Chingford
London
E4 7BA

The trustees

Susan Garrard
Loughlin Hickey
Andrea Ponti
Brendan McCafferty
Kate Glazebrook (Resigned 7 October 2021)
Maaïke De Bie
Michael Barry
Julie Hirigoyen
Charles Wookey (Appointed 1 May 2022)

Chief executive officer Charles Wookey (Resigned 30 April 2022)
Sarah Gillard (Appointed 1 May 2022)

Chief operating officer Soulla Kyriacou

Company secretary Charles Wookey (until 30 April 2022)
Sarah Gillard (from 1 May 2022)

Auditor Jackson Nicholas Assie Limited
Chartered Certified Accountants & statutory auditor
Suite 7, Meridian House
62 Station Road
Chingford
London
E4 7BA

Bankers HSBC
West End Corporate Centre
4th Floor, 133 Regents Street
London
W1B 4HX

The trustees, who are also the directors for the purposes of company law, present their report and the Audited Financial Statements of the charity for the year ended 30 April 2022.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Blueprint Trust was incorporated as a company limited by guarantee on 23 April 2014. It was registered as a charity in November 2014. We are governed in accordance with the Memorandum and Articles of Association of Blueprint Trust. The activities of Blueprint Trust are carried out under the name of 'A Blueprint for Better Business'.

The trustees regularly review their membership to identify gaps in skills, expertise and diversity and names for new trustees are put forward. These are researched by the team and a decision on who to approach is made by the trustees.

Our articles provide for the establishment of an Advisory Council to advise the Trustees on matters related to the Objects, the Principles and Framework, the Provenance and the activities of the Charity. Council Members are appointed having regard to the need for broad representation of business and wider society to include employees, investors, consumers, academics, non-governmental organisations, faith groups and the media, but so that no single constituency should be in the overall majority. The members of the Council are currently as follows:

Jane Corbett (Chair)
David Blood
Stephen Brenninkmeijer
Baroness Jeannie Drake
Gillian Guy
Margaret Heffernan
Philip Marsden
Sir Charlie Mayfield
Cardinal Vincent Nichols
David Nussbaum
Rumi Verjee, Baron Verjee

Brief biographies for our Trustees, members of our Advisory Council and team are available on our website at <http://www.blueprintforbusiness.org/our-people/>.

PUBLIC BENEFIT STATEMENT

We have referred to the guidance in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our activities.

The Trust exists to advance by charitable means the personal civic responsibility of people in the context of their work, so that they take their values to work with them, and thereby promote a change in culture and behaviour within business for the betterment of society. Its fundamental aim is to help establish principles which, if followed and implemented, can lead business and business leaders to establish the right behaviour and ethics to bring about a much better relationship with their employees, their customers, their investors, the community and therefore society as a whole, for the public benefit.

OBJECTIVES AND ACTIVITIES

The objects of the Blueprint Trust (“Blueprint”) are the advancement for the benefit of the public of civic responsibility and good citizenship, by promoting responsible standards in business.

Blueprint’s purpose is to create a better society through better business. We act as a catalyst to help businesses be inspired and guided by a purpose that benefits society and respects people and planet. We help businesses of all sizes be purpose-driven through our *Five Principles of a Purpose Driven Business* and *A Framework to Guide Decision Making* (both available on our website at www.blueprintforbusiness.org).

Our work is about stimulating and energising a different way of thinking and behaving in business. We believe businesses across all sectors and sizes can be a force for good. To maximise our impact we work primarily with senior people in large companies. We also convene forums and events, and work with investors and influencers from wider society, including NGOs, academics, business schools, coaches and advisors, to help create the environment for purpose-led business to thrive.

ACHIEVEMENTS, PERFORMANCE AND STRATEGIC REPORT

Engagement with large corporates

Our theory of change is to focus our efforts primarily on senior people in large businesses, and those who influence them. We focus on large businesses because of their scale and reach and on senior people because the most effective way to initiate the involvement of these businesses is through engaging with their CEOs and other senior leaders. Our aim is to create mindset and behavioural change and we accept that this will take time. We work with a small number of large businesses in order to both test and learn from the application of our thinking, but also to create and build examples of large companies who have made the change that can go on and inspire others to follow.

‘Social contracts’

We are not a consultancy and our work with companies is designed to provoke a different way of thinking, offer challenge and support and stimulate action. We have been working with a small number of large businesses in what we call ‘social contracts’. This arrangement is not legal or financial but involves a commitment on their part to a relationship with us over a period of 18-24 months, where their CEO has regular 1:1 conversations with us around a pre-agreed set of goals, and we have more regular conversations with one or more other senior people in the organisation. This combination helps keep up momentum for change in the company and gives us a formal mechanism to challenge and support them. In addition, we hold sessions for their leadership and other teams, involve them in our CEO and other forums, and are involved in other specific sessions relating to the work they undertake, alongside any external consultants they may engage. During the year we worked with 6 companies in this way.

In addition to the work with these 6 companies we have worked with other businesses in different ways, including 1:1 meetings with their CEOs and other senior people, running workshops for leadership teams, ‘town hall’ meetings for larger teams, workshops for smaller teams, and other interventions and meetings designed to help provoke different ways of thinking. The majority of these have continued to be online, but, as covid restrictions lifted during the year some of these were held in person or in a hybrid format.

Inspiring others

One of our aims is to build a core group of CEOs who not only want to change but are willing to invest in helping others make that journey. We have been convening regular CEO forums for groups of 3-4 CEOs, some of whom we work with under 'social contract' but to also include others who are seeking to lead their organisations to be purpose-led. The forums are designed to enable them to share what they are doing with each other, with the Blueprint Principles as a provocation, and to offer a form of mutual accountability. Each group has met 3-4 times in the year.

In addition, we periodically convene larger groups of CEOs to help inspire them to become purpose led. In March 2022 Alison Rose, CEO of NatWest Group, hosted a dinner for us attended by the CEOs of 5 major corporates. The dinner was also attended by Margaret Heffernan who provided comments and a provocation for companies to do more to address the social and environmental issues we face.

As well as the CEO groups we have also formed peer support groups for heads of sustainability and HR directors.

Evidence of our impact

One of the companies we have been working with in social contract is NatWest Group. This extract from their ESG supplement for Investors clearly references our influence – the full report can be seen [here](#):



We regularly check in with the participants of the CEO forums and they are keen to continue with these meetings beyond 2022. One CEO fed back that us sharing the agendas in advance of these meetings forced them to reflect on difficult questions and that the sessions '*provided an oasis in which we can reflect and hear from others*'.

The following is an extract of an email a CEO we have been working with sends to all employees each week:

"I wanted to share with you some work that I have been doing with a group called the Blueprint for Better Business. They have developed a framework, with Purpose at its heart, for how to think about business in a different way. As part of my personal development plan for 2021, I have done several sessions with Charles Wookey, their CEO, to learn more about their philosophy. I wanted to share some of that with you.

Their philosophy has two key questions at its heart. The first is “why are we here?” meaning, what is the purpose of the business that we are all working in. In asking that, they are questioning a central assumption that has dominated business thinking for much of the last forty years: that a business’s sole purpose is to maximise value for its shareholders. In contrast, the Blueprint view, which I share, is that each business has a higher purpose at its core.

For us, as an example, our purpose is to enable a zero carbon, lower cost energy future. Profit is of course still important, in fact, critical, as shareholders are a major stakeholder. If a business has a clear purpose, and a successful strategy and operational execution to deliver that purpose, that will lead to attractive profits for shareholders, as well as attractive results for other stakeholders, including colleagues.

The second question is “how do we think about people?” Do we think about them as well rounded individuals with needs, challenges, skills, capabilities and weaknesses? And do we strive to have relationships with them that recognise they are well rounded individuals? Or do we treat them simply as workers, part of a production process, and are our relationships purely transactional, designed to produce an outcome, as opposed to building for the long term.

In fact, the philosophy goes so far as to argue that one of the main purposes of all companies is to develop the people that work within them. We spend a huge amount of our waking time at work, with colleagues, and I believe that we must take the approach that Blueprint is suggesting.

Charles summarised the feeling of working in a purpose and people led company as “feeling like a valued member of a winning team on a worthwhile mission.” That is what we are aiming for.

I am sharing this with you because I will be working with my team during 2022 to explore Blueprint’s ideas further as we strive to enable everyone at [xxx] to feel like valued members of a winning team on a worthwhile mission.”

Sharing what we are learning

Through our social contracts and other work, we have built a wealth of knowledge on what it means to be a purpose-led company and the journey a company goes on to become purpose-led. During 2020 and 2021 we embarked on a project to create a web based ‘knowledgebase’ housed on our website that aims to enable practitioners in businesses and others to use our thinking without having to work directly with us. This is essentially a series of courses but has been designed with the objective that it can also be used as a resource for practitioners, coaches and consultants and others passionate about purpose. Following 2 phases of testing the knowledgebase went public in early 2022. We have started to share it with different audiences for example with consultants who are members of the BCORPs and Future Fit Foundation networks as well as with the coaches and consultants in our network and the practitioners in the businesses we work with.

We will continue to add and enrich the content drawing on what we learn from our 1:1 work and the feedback and interaction we get from the practitioners and coaches and consultants who use it. We will also use the feedback we receive to inform our plans for how to use the knowledgebase to reach a broader audience, including for example building online communities, running courses and workshops, entering into partnerships with other organisations, asking our contacts to act as advocates for it in their networks and so on.

Evidence of impact:

Extract from an email from a practitioner in our broader network:

“Just wanted to send a quick note that I have been utilizing the knowledgebase over the last few weeks as I am working hard to push our Leadership team to alignment with ESG and company strategy. The courses and reading have been great! Really invaluable for me as I try to frame my position and talk to others across the organization. Just wanted to provide that feedback and thanks!”

Influencing Coaches and Consultants (C&Cs) and Advisers to Business

We recognise that as a small team we are unable to work directly with a large number of companies. Part of our strategy is to reach a larger number of businesses indirectly through influencing the work of coaches, consultants and other advisers to business.

During the year we convened 2 breakfast forums for groups of senior partners from professional services firms to discuss the common challenges they face in becoming purpose led and we published the following blog [“What is the point of professional services firms?”](#)

Using our new knowledgebase, we have been experimenting with running a series of workshops with groups of C&Cs drawn from a global firm to explore our thinking and approach and how this might influence the work they do with their clients. This ran over an 8 week period in early 2022. We have since taken the learning from this experiment to develop a series of workshops which we are testing with other consulting firms.

We continue to build our informal network of C&Cs who share our ethos and continue to get interest from C&Cs who come across Blueprint either through their work, via other C&Cs, or through our website and social media. The purpose of the network is to amplify and accelerate the adoption of our thinking through influencing the work of C&Cs who work with businesses of all sizes. We convene this group twice a year to enable them to share experiences and learning, with Blueprint’s thinking as a common point of reference. We used the knowledgebase as part of the pre-work for both meetings as a way of introducing it to the C&Cs. In Spring 2021 as Covid restrictions lifted we held our first a face to face meeting but we will continue to hold some of the meetings online as this has enabled C&Cs from outside London and outside the UK to participate, including from the US, Germany, Spain and Hungary.

Raising our profile

We hosted the following webinars during the period

- [Purpose and everyday decision making](#) – Sue Garrard, former EVP Sustainable Business and Communications at Unilever and our chair of trustees, in conversation with our head of corporate engagement, Dee Corrigan discussing how purpose comes to life in organisations through the choices people make every day
- [Valuing diversity and building bridges](#) - Dee Corrigan was joined by Samuel Okafor from NatWest; Alison Taylor, Ethical Systems and NYU Stern School of Business and Nick Dalton, Consultant and former E.V.P. H.R. at Unilever.
- [What is a purpose-led strategy](#) : Dee Corrigan was joined by Rebecca Marmot (Chief Sustainability Officer at Unilever), Oliver Holbourn (Director of Strategy & Ventures at NatWest), and Dominic Emery (Chief Of Staff at BP) who shared practical insights and their experiences leading on strategy in their organisations.
- [Sustainability in a purpose-led business: evolving from a function to a mindset](#) - Dee Corrigan joined by three panellists, Julie Hirigoyen, (Chief Executive at UK Green Building Council and Blueprint Trustee), Kirsty Britz, (Director of Sustainable Banking, NatWest Group Plc), Ali Sheridan, (Sustainability and Climate Adviser / PhD Candidate) discussed this shift, what the role of sustainability could become, and how this is an opportunity to reset our ambitions as individuals and businesses to make the changes needed to become truly sustainable businesses

All of our webinars have been well attended and the recordings are on our website and we share them regularly via our social media channels. The one with Alex Edmans on 24 February, [Profit and](#)

[Purpose: In practice, Alex Edmans in conversation with Dee Corrigan](#) has for example since had over 1200 total views.

We were invited to speak at the following external events:

- Our CEO, Charles Wookey was invited by Hedley May to join a roundtable discussion chaired by Helge Lund, Chair of BP on the topic “Purpose – How important is it?”. It was attended by a number of Chairs, NEDs and other executives including Charlie Nunn, CEO Lloyds Banking Group, Annette Court, Chair Admiral Group, Paula Reynolds, Chair, National Grid and Ruth Carnie, Chair, Babcock International Group.
- The Academy of Management global conference in July 2021 held a panel session with Raj Sisodia of conscious Capitalism, Jay Coen Gilbert of B Labs and our CEO Charles Wookey, following publication of an academic paper by Profs Hector Rocha and Gerry George featuring interviews with all three.
- Charles spoke at “Kreston Week”, a conference organised for a global network of midsize accountancy firms, in September 2021
- Charles spoke virtually at the Canadian Chamber of Commerce and the Canadian Green Business council in November
- Charles chaired a discussion at the ‘Daring to Leap’ online conference on 2 December with Jo Alexander (bp) and Alison Taylor (Executive Director, Ethical Systems) on how to develop more purpose led businesses
- Charles spoke at the UK Green Business Council for their leadership course on the 19 October
- Charles collaborated with Hector Rocha for the IEA Business School to design and deliver a 2½ day elective executive MBA programme at the end of October on “Business as a force for good”
- Charles was interviewed for Ashoka’s Global CEO study
- Charles spoke alongside Chris Saul and joined him in a panel discussion at the Solicitors’ Company Ethics Event on 24 February focused on purpose in law firms.
- Charles joined TUC President Sue Ferns and CEO of Railpen on a panel discussion at the PLSA ESG conference in March focussed on the “S” of ESG.
- Our head of corporate engagement, was invited to record a podcast interview on Purpose by Sparks Studio [Sparks Studio/Interviews \(sparks-studio.com\)](https://sparks-studio.com)
- Our head of corporate engagement was interviewed for the Why it Matters Podcast – the recording was launched in August. Listen here: [Why Purpose–driven PLCs Matter](#)
- Our head of corporate engagement presented to the Animas Coaching group – you can watch her talk here: [Helping Big Business Become Purpose–Led](#)
- Our COO, Soulla Kyriacou, was invited to speak on one of the panels at the [edie Sustainability Leader’s Forum 2022](#) in March focused on the ‘S’ of ESG.
- Our COO spoke on one of the panels at the Good Business Festival in Liverpool in March alongside BCorp and the TUC.
- Our COO was the guest speaker at an event organised by Airmic in January.

- We have been working with the Anthropy Alliance on a 3-day event rescheduled for November 2022 convened by the National Insight Alliance led by John O'Brien and Tim Smit of the Eden Project. You can learn more about the event here: [Home | Anthropy](#).

Collaboration

As a small team, we seek to collaborate with others with similar objectives where possible:

- [ReGenerate](#): Our CEO has been an active member of a working group set up ReGenerate by on policy and legal proposals for the promotion of purpose driven businesses. This work resulted in the publication of this report: [What is a purpose-driven business — ReGenerate \(re-generate.org\)](#). We have also been collaborating with ReGenerate on their Pioneers programme aimed at senior people in large corporates seeking to help them to be purpose-led. The first pilot cohort committed to a series of half day meetings with the final session taking place in July. ReGenerate are exploring running a further 2 cohorts and to continue to collaborate with Blueprint in developing and running the sessions. There is a proposal to build further on this through a 3 way collaboration to include the Forward Institute to launch a joint programme in early 2023 and will be actively exploring this.
- [BCorps](#): we have been having regular meetings with BCorps in the UK to understand how our approaches compliment each other as well as to explore broader opportunities for collaboration.
- [Economics of Mutuality \(EOM\)](#): we have been having regular catch ups with Alastair Colin-Jones and Nadia Terfous at EOM to exchange experience and explore potential for collaboration.
- [PAS 808](#): we participated on the steering group chaired by Victoria Hurth for the Sustainable Purpose British Standard. The draft standard went out for public consultation and will be launched in July. Our new CEO, Sarah Gillard, was also part of this group representing John Lewis Partnership and has been invited to be on a panel at the launch event.
- [The British Academy project](#) – our CEO and one of our trustees, Loughlin Hickey, both participated in working group discussions on their [final report](#) which was published in September 2021.
- The Oxford Blavantink school consulted us on their Cabinet Office report published in May 2021
- Our CEO joined an international expert working group convened by Verizon and Xyntao which ran 4 sessions on advancing purpose led business

We continue to participate in the UK21 meetings which bring together different organisations in the purpose ecosystem in the UK.

PLANS FOR THE FUTURE

Our new CEO Sarah Gillard was appointed on 1 May and has been working with the team and with the trustees to review our strategy and plans going forward. We plan to build on our current approach as follows:

[Inspire](#) - Provide credibility and push boundaries

Inspire and nurture the will, rationale and courage for change by creating space for continuous dialogue, critical reflection and sense-making of what it means to be a purpose-led business. We will do this through thought leadership, our 1:1 work with early adopters through Social Contracts, CEO and other forums and work with relevant influencers to identify and address systemic barriers.

Activate - Encourage action at scale

Create and be part of spaces to develop the skills and confidence to disrupt 'status quo' practices and create conditions for change to flourish through building communities of practice, our work with coaches and consultants and collaborations to build skills

Amplify - Support social contagion and momentum

Capture and share stories to build courage, share learning and facilitate / collaborate to catalyse change in the early majority and strengthen the movement through building on and making the content of our Knowledgebase more widely accessible and through our webinars, conferences, events & social media.

COVID-19

The Trustees have been carrying out a continuous assessment of the long impact of COVID-19 on the operations of the charity, and considered the risks and threats posed. We are satisfied that to date, the current threat to operations is minimal. We are monitoring events in the country as a whole and have a protocol in place to provide a quick response to any changes in the operating environment, but currently do not anticipate any circumstances that significantly curtail the ability of the charity to function.

FINANCIAL REVIEW

The total cash funds held by the charity at the year-end were £551,656 (2021: £407,639). A full list of the donations received in the year are listed in note [5.]

We should like to thank all of our donors for their ongoing support. We should also like to thank all those people and organisations that have provided us with pro bono support, either through their time or by hosting or speaking at our meetings and events.

INVESTMENT POLICY

Aside from retaining a prudent amount in reserves each year (see below), we anticipate most of the charity's funds are to be spent in the medium to short term so there are few funds for long-term investment. During the period £250,000 was invested in a 12-month interest bearing bond. Our surplus is continually reviewed, and the trustees have agreed that any funds not needed in the short term will be invested in this way. Our pensions are invested through Smart Pensions by Legal and General.

RESERVES POLICY

Our surplus for the year is £423,741 (2021: £208,545) which increased the total reserves to £920,102 (2021: £496,361). Our target surplus was to raise sufficient funding to cover 2 years of operating costs in order to provide our new CEO with some financial stability during the transition period. The charity will continue to broaden and deepen its donor base and keep under review potential sources of income to support its developing work.

Our target reserves for the next financial year are 6 months of our current operating budget which amounts to £290,000, this will revert to 4 months in the following financial year. Our reserves at the year-end currently exceed this amount.

We prepare regular cash-flow forecasts by month to identify troughs in our income and keep sufficient funding in reserve. We constantly review the level of donations due over the next 12-18 months to ensure potential cash-flow issues are identified well in advance. We also regularly review our anticipated 'shut down costs' and ensure we hold sufficient funds in our reserves to cover these.

RISK MANAGEMENT

The Trustees regularly review the major risks to which the charity is exposed. A risk register has been established and is updated at least annually. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces. These procedures are periodically reviewed to ensure that they continue to meet the needs of the charity.

STAFFING

Our staffing during this period was as follows:

- Charles Wookey (CEO) – full time
- Dee Corrigan (Corporate Engagement) – full time
- Soulla Kyriacou (COO) – 4.5 days a week
- Lucy Kay (Executive and Operations Assistant) – 3 days a week.
- Amelia Watts - (Communications) - full time
- Sophie Thomas (Communities and Engagement Manager) – full time – joined - 20 April 2022

Our founder CEO Charles Wookey stepped down on 30 April 2022 and our new CEO Sarah Gillard took over as new CEO on 1 May 2022.

VOLUNTEERS

All of our work is carried out by our paid team. However, we should like to thank those who have given their time voluntarily to provide pro bono advice and support to us during the period. This has enhanced and enriched our work. This advice and support is generally project based or relating to specific aspects of our work, such as providing feedback on or input to specific documents, attending specific meetings to lend expertise and insights, or sharing ideas and approaches. The efforts of volunteers constitute a valuable element of the charity's activities.

Events after the end of the reporting period

Particulars of events after the reporting date are detailed in note 21 to the Audited Financial Statements.

Directors' responsibilities statement

- (a) The directors are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and regulations and in accordance with United Kingdom Generally Accepted Accounting Practice;
- (b) Company law requires the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the surplus or deficit profit or loss of the charity for that period;
- (c) In preparing the financial statements the directors are required to:
 - (i) select suitable accounting policies and then apply them consistently;
 - (ii) make judgements and accounting estimates that are reasonable and prudent;
 - (iii) state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
 - (iv) prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.
- (d) The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the charity and that enable them to ensure that the financial statements comply with the Companies Act;
- (e) The directors are responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities; and
- (f) Where appropriate, the directors are responsible for the maintenance and integrity of the corporate and financial information included on the charity's website.

In the case of CA 06 Co.-s418(2) each of the persons who are directors at the time when the report is approved, the following applies:

- (a) so far as each director is aware, there is no relevant audit information (information needed by the company's auditors in connection with preparing their report) of which the company's auditors are unaware; and
- (b) each director has taken all the steps that he ought to have taken as a director in order to make himself aware of any relevant audit information and to establish that the company's auditors are aware of that information

Small company provisions

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

The trustees' annual report was approved on 8 September 2022 and signed on behalf of the board of trustees by:

Loughlin Hickey
Trustee

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BLUEPRINT TRUST

Opinion

We have audited the financial statements of Blueprint Trust (the 'charity') for the year ended 30 April 2022 which comprise the statement of financial activities (including income and expenditure account), statement of financial position, statement of cashflows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the audited financial statements:

- give a true and fair view of the state of the charity's affairs as of 30 April 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 accounting standards, including FRS102 The Financial Reporting Standard applicable in the UK and Republic of Ireland; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor'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 relating to the audit of the financial statements in the UK, including the Financial Reporting Standards (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.

In common with many other charities of our size and nature we use our auditors to assist with the bookkeeping and the preparation of the financial statements.

Conclusions relating to going concern

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

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

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the absence of reference to a material uncertainty in this auditor's report is not a guarantee that the company will continue in operation.

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

Other information

The other information comprises the information included in the trustees' report, other than the financial statements and our auditors report thereon. The trustees are responsible for the other information contained within the trustees' report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the 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 course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report (incorporating the Directors' Report) for the financial year for which the audited financial statements are prepared is consistent with the audited financial statements; and
- the Directors' Report has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors for the purposes of company law) are responsible for the preparation of the financial statements in accordance with the applicable financial reporting framework 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 audited 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

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

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the audited financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the audited financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the audited financial statements, including the disclosures, and whether the audited financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Extent to which the audit was considered capable of detecting irregularities, including fraud

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

We considered the nature of the charity's industry and its control environment and reviewed the charity's documentation of their policies and procedures relating to fraud and compliance with laws and regulations. We also enquired of management and others within the entity about their own identification and assessment of the risks of irregularities.

We obtained an understanding of the legal and regulatory frameworks that the charity operates in, and identified the key laws and regulations that:

- Had a direct effect on the determination of material amounts and disclosures in the financial statements. These included the Companies Act, Charities Act, Charities (Accounts and Reports) Regulations 2008, Health and Safety Act, employment law, pensions legislation, tax legislation, Bribery Act and Slavery Act; and
- Do not have a direct effect on the financial statements but compliance with which may be fundamental to the charity's ability to operate or to avoid a material penalty. These included the Charity Commission for England and Wales (Charity Commission) regulations, fundraising regulations and Anti-Money Laundering Regulations (including Proceeds of Crime Act 2002 and Terrorism Act 2000)

We discussed among the audit engagement team regarding the opportunities and incentives that may exist within the organisation for fraud and how and where fraud might occur in the financial statements.

As a result of performing the above, we identified the greatest potential for fraud in the following areas, and our specific procedures performed to address them are described below:

- Recognition of grant income: this involves judgement around whether grants have performance conditions attached to them which have to be met before income can be recognised, as well as judgement over whether or not those conditions have been satisfied. On a sample basis, we have assessed the judgements and estimates made by management in the recognition of this income.
- Appropriate allocation of restricted income: there is a risk that restricted income may not have been identified and allocated as such. We reviewed the allocation of income to restricted or unrestricted funds on initial recognition to ensure restrictions were appropriately identified and applied, and we reviewed fund transfers from restricted to unrestricted funds to assess the rationale for those movements.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments; assessed whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business.

In addition to the above, our procedures to respond to the risks identified included the following:

- reviewing financial statement disclosures by testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;

- enquiring of management concerning actual and potential litigation and claims, and instances of non-compliance with laws and regulations; and
- reading minutes of meetings of those charged with governance, reviewing internal management reports, reviewing correspondence with HMRC and with the Charity Commission

Use of our report

This report is made solely to the charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

John Nicholas Assie FCCA (Senior Statutory Auditor)
for and on behalf of
Jackson Nicholas Assie Limited
Chartered Certified Accountants and Statutory Auditors

Suite 7, Meridian House
62 Station Road
Chingford
London E4 7BA

9 September 2022

**STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING INCOME AND EXPENDITURE ACCOUNT)
YEAR ENDED 30 APRIL 2022**

		2022		2021
		Unrestricted funds	Total funds	Total funds
	Note	£	£	£
Income and endowments				
Donations and legacies	5	877,222	877,222	709,552
Investment income	6	60	60	48
Total income		<u>877,282</u>	<u>877,282</u>	<u>709,600</u>
Expenditure				
Expenditure on charitable activities	7,8	453,541	453,541	501,055
Total expenditure		<u>453,541</u>	<u>453,541</u>	<u>501,055</u>
Net income and net movement in funds		<u>423,741</u>	<u>423,741</u>	<u>208,545</u>
Reconciliation of funds				
Total funds brought forward		496,361	496,361	287,816
Total funds carried forward		<u>920,102</u>	<u>920,102</u>	<u>496,361</u>

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

The notes on pages 21 to 30 form part of these financial statements.

STATEMENT OF FINANCIAL POSITION
YEAR ENDED 30 APRIL 2022

	Note	2022 £	£	2021 £
Fixed assets				
Tangible fixed assets	14		10,333	20,666
Current assets				
Debtors	15	372,084		115,116
Cash at bank and in hand		551,656		407,639
		<u>923,740</u>		<u>522,755</u>
Creditors: amounts falling due within one year	16	<u>(13,971)</u>		<u>(47,060)</u>
Net current assets			<u>909,769</u>	<u>475,695</u>
Total assets less current liabilities			<u>920,102</u>	<u>496,361</u>
Net assets			<u>920,102</u>	<u>496,361</u>
Funds of the charity				
Unrestricted funds			<u>920,102</u>	<u>496,361</u>
Total charity funds	18		<u>920,102</u>	<u>496,361</u>

These Audited Financial Statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

These Audited Financial Statements were approved by the board of trustees and authorised for issue on 8 September 2022, and are signed on behalf of the board by:

Sue Garrard
Trustee

Loughlin Hickey
Trustee

Company Registration Number: 09006403

The notes on pages 21 to 30 form part of these financial statements.

STATEMENT OF CASHFLOWS

YEAR ENDED 30 APRIL 2022

	2022 £	2021 £
Cash flows from operating activities		
Net income	423,741	208,545
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	10,333	10,333
Other interest receivable and similar income	(60)	(48)
Accrued income	(252,181)	(9,100)
<i>Changes in:</i>		
Trade and other debtors	(4,855)	5,732
Trade and other creditors	(33,021)	33,243
Cash generated from operations	<u>143,957</u>	<u>248,705</u>
Interest received	<u>60</u>	<u>48</u>
Net cash from operating activities	144,017	248,753
Cash flows from investing activities		
Purchase of tangible assets	<u>—</u>	<u>(30,999)</u>
Net increase in cash and cash equivalents	144,017	217,754
Cash and cash equivalents at beginning of year	407,639	189,885
Cash and cash equivalents at end of year	<u>551,656</u>	<u>407,639</u>

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 APRIL 2022

1. General information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is Suite 7, Meridian House, 62 Station Road, North Chingford, London, E4 7BA.

2. Statement of compliance

The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) issued in October 2019 and the financial reporting standard applicable in the United Kingdom and Republic of Ireland (FRS102) and the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice as it applies from 1 January 2019.

3. Accounting policies

Basis of preparation

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

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

Going concern

The trustees have considered all relevant factors, including the long-term impact of COVID-19 on the charity's activities and have concluded there is no significant impact on the organisation.

It is therefore considered that the going concern status remains intact and there are no material uncertainties about the charity's ability to continue.

Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. There have not been any judgements (apart from those involving estimations) that management has made in the process of applying the entity's accounting policies. There are no other judgements nor other sources of estimation uncertainty that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities.

3. Accounting policies (continued)

Fund accounting

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

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

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

Incoming resources

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

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.

- legacy income is recognised when receipt is probable and entitlement is established.

Resources expended

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

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

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

Tangible assets

Fixed assets (excluding investments) are stated at cost less accumulated depreciation. The costs of minor additions or those costing below £1,000 are not capitalised.

3. Accounting policies (continued)

Depreciation

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

Straight line basis over 3 years - Website
Straight line basis over 4 years - Computer Equipment

Impairment of fixed assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

For the purposes of impairment testing, when it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that largely independent of the cash inflows from other assets or groups of assets.

Financial instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.

Debt instruments are subsequently measured at amortised cost.

Defined contribution plans

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

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

4. Limited by guarantee

Blueprint Trust is a company limited by guarantee and accordingly does not have a share capital.

Every member of the company undertakes to contribute such amount as may be required not exceeding £1 to the assets of the charitable company in the event of its being wound up while he or she is a member, or within one year after he or she ceases to be a member.

5. Donations and legacies

	Unrestricted Funds £	Total Funds 2022 £	Unrestricted Funds £	Total Funds 2021 £
Donations				
NatWest Group	166,000	166,000	84,000	84,000
Capita	150,000	150,000	–	–
Ardagh	100,000	100,000	–	–
Anglo American Services UK	75,000	75,000	75,000	75,000
National Grid	50,000	50,000	–	–
Turner & Townsend	50,000	50,000	50,000	50,000
Slaughter & May	34,000	34,000	–	–
Syder Foundation	50,000	50,000	25,000	25,000
Shawbrook	20,000	20,000	–	–
Severn Trent Water	10,000	10,000	10,000	10,000
Recoverable from HMRC in Gift Aid	12,513	12,513	–	–
Jaguar	4,995	4,995	–	–
Other Donations	54,714	54,714	11,461	11,461
Pinsent Mason	–	–	30,000	30,000
The Rumi Foundation	–	–	10,000	10,000
Grants				
Porticus	–	–	314,091	314,091
Oak Foundation	100,000	100,000	100,000	100,000
	<u>877,222</u>	<u>877,222</u>	<u>709,552</u>	<u>709,552</u>

6. Investment income

	Unrestricted Funds £	Total Funds 2022 £	Unrestricted Funds £	Total Funds 2021 £
Bank interest receivable	<u>60</u>	<u>60</u>	<u>48</u>	<u>48</u>

7. Expenditure on charitable activities by fund type

	Unrestricted Funds £	Total Funds 2022 £	Unrestricted Funds £	Total Funds 2021 £
Core activity	424,460	424,460	483,421	483,421
Support costs	29,081	29,081	17,634	17,634
	<u>453,541</u>	<u>453,541</u>	<u>501,055</u>	<u>501,055</u>

There is no separate analysis of significant activities, as there are no discernible delineations in the activities, and they are therefore most meaningfully construed as one activity.

8. Expenditure on charitable activities by activity type

	Activities undertaken directly £	Support costs £	Total funds 2022 £	Total fund 2021 £
Core activity	424,460	20,343	444,803	493,159
Governance costs	–	8,738	8,738	7,896
	<u>424,460</u>	<u>29,081</u>	<u>453,541</u>	<u>501,055</u>

9. Analysis of support costs

	Audit Fees	Professional Accountancy		Payroll	I.T	Total 2022	Total 2021
	£	Fees £	fee £	£	£	£	£
Governance costs	4,874	14	3,850	–	–	8,738	7,896
Support costs - Other costs	–	–	–	570	19,773	20,343	9,738
	<u>4,874</u>	<u>14</u>	<u>3,850</u>	<u>570</u>	<u>19,773</u>	<u>29,081</u>	<u>17,634</u>

BLUEPRINT TRUST
Notes to the Financial Statements Year ended 30 April 2022

10. Net income

Net income is stated after charging/(crediting):

	2022	2021
	£	£
Depreciation of tangible fixed assets	10,333	10,333
Operating lease rentals	–	40,598
	<u> </u>	<u> </u>

11. Auditors remuneration

	2022	2021
	£	£
Fees payable for the audit of the audited financial statements	4,874	3,703
Fees payable for non-audit services	3,850	4,044
	<u> </u>	<u> </u>

12. Staff costs

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

	2022	2021
	£	£
Wages and salaries	300,545	299,679
Social security costs	14,924	35,291
Employer contributions to pension plans	38,756	34,325
Other Employee Benefits – Statutory Sick Pay	(116)	–
	<u> </u>	<u> </u>
	354,109	369,295
	<u> </u>	<u> </u>

The average head count of employees during the year was 5 (2021: 5). The average number of full-time equivalent employees during the year is analysed as follows:

	2022	2021
	No.	No.
Number of project support staff	3	3
Number of management staff	2	2
	<u> </u>	<u> </u>
	5	5
	<u> </u>	<u> </u>

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

	2022	2021
	No.	No.
£60,000 to £69,999	1	1
£80,000 to £89,999	1	1
£90,000 to £99,999	1	1
	<u> </u>	<u> </u>
	3	3
	<u> </u>	<u> </u>

Key Management Personnel

Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the charity. The total compensation paid to key management personnel for services provided to the charity was £200,529 (2021: £200,272).

13. Trustee remuneration and expenses

No trustees received any remuneration and no trustees received expenses during the year (2021: Nil).

No trustees or other person related to the charity had any personal interest in any contract or transaction entered into by the charity during the year or the previous year.

14. Tangible fixed assets

	Website £	Computer Equipment £	Total £
Cost			
At 1 May 2021 and 30 April 2022	<u>58,053</u>	<u>8,472</u>	<u>66,525</u>
Depreciation			
At 1 May 2021	37,387	8,472	45,859
Charge for the year	<u>10,333</u>	<u>–</u>	10,333
At 30 April 2022	<u>47,720</u>	<u>8,472</u>	56,192
Carrying amount			
At 30 April 2022	<u>10,333</u>	<u>–</u>	10,333
At 30 April 2021	<u>20,666</u>	<u>–</u>	<u>20,666</u>

15. Debtors

	2022 £	2021 £
Prepayments and accrued income	<u>372,084</u>	<u>115,116</u>

16. Creditors: amounts falling due within one year

	2022 £	2021 £
Trade creditors	260	33,263
Accruals and deferred income	24	92
Social security and other taxes	8,407	9,538
Other creditors - pension liability	<u>5,280</u>	<u>4,167</u>
	<u>13,971</u>	<u>47,060</u>

There is no other pension liability other than those disclosed above.

17. Pensions and other post-retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £38,756 (2021: £34,325).

18. Analysis of charitable funds

Unrestricted funds

	At 1 May 2021	Income £	Expenditure £	At 30 April 2022
General funds	496,361	877,282	(453,541)	920,102

	At 1 May 2020	Income £	Expenditure £	At 30 April 2021
General funds	287,816	709,600	(501,055)	496,361

19. Analysis of net assets between funds

	Unrestricted Funds £	Total Funds 2022 £
Tangible fixed assets	10,333	10,333
Current assets	923,740	923,740
Creditors less than 1 year	(13,971)	(13,971)
Net assets	<u>920,102</u>	<u>920,102</u>

	Unrestricted Funds £	Total Funds 2021 £
Tangible fixed assets	20,666	20,666
Current assets	522,755	522,755
Creditors less than 1 year	(47,060)	(47,060)
Net assets	<u>496,361</u>	<u>496,361</u>

20. Analysis of changes in net debt

	At 1 May 2021	Cash flows £	At 30 Apr 2022
Cash at bank and in hand	407,639	144,017	551,656

21. Post balance sheet events

The trustees have considered the likelihood of any negative subsequent events arising from the impact of Covid 19 and have concluded that the incidence of such events is likely to be minimal.

22. Related parties

There have not been any related party transactions during the year (2021: £10,000)

23. Going Concern

The trustees have been carrying out a continuous assessment of the long-term impact of COVID-19 on the operations of the charity, and considered the risks and threats posed.

The trustees are satisfied that to date, the threat to operations is minimal and has not significantly reduced the effectiveness of the organisation.

The trustees have also considered the non-Covid-19 related circumstances and projections of the charity, and are satisfied, that the going concern basis, is appropriate for these financial statements.

BLUEPRINT TRUST

England & Wales - Charity number 1159150

Accounts

COMPANY REGISTRATION NUMBER: 09006403
CHARITY REGISTRATION NUMBER: 1159150

A-M-E-N-D-I-N-G

BLUEPRINT TRUST

Company limited by guarantee

AUDITED FINANCIAL STATEMENTS

30 APRIL 2021

COMPANY REGISTRATION NUMBER - 09006403

CHARITY NUMBER - 1159150



CONTENTS	PAGE
Trustees' annual report (incorporating the director's report)	1
Independent auditor's report to the members	11
Statement of financial activities (including income and expenditure account)	15
Statement of financial position	16
Statement of cash flows	17
Notes to the audited financial statements	18

TRUSTEES' ANNUAL REPORT

REFERENCE AND ADMINISTRATIVE DETAILS

Registered charity name	Blueprint Trust
Charity registration number	1159150
Company registration number	09006403
Principal office and registered office	12A Charterhouse Square London EC1M 6AX
The trustees	<p>Susan Garrard Loughlin Hickey Andrea Ponti Andrew Hill (Retired 8 October 2020) Brendan McCafferty Kate Glazebrook Maaïke De Bie Michael Barry Julie Hirigoyen (Appointed 3 December 2020)</p>
Chief executive officer	Charles Wookey
Chief operating officer	Soulla Kyriacou
Company secretary	Charles Wookey
Auditor	Jackson Nicholas Assie Limited Chartered Certified Accountants & statutory auditor Suite 7, Meridian House 62 Station Road Chingford London E4 7BA
Bankers	HSBC West End Corporate Centre 4 th Floor, 133 Regents Street London W1B 4HX

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

STRUCTURE, GOVERNANCE AND MANAGEMENT

Blueprint Trust was incorporated as a company limited by guarantee on 23 April 2014. It was registered as a charity in November 2014. We are governed in accordance with the Memorandum and Articles of Association of Blueprint Trust. The activities of Blueprint Trust are carried out under the name of 'A Blueprint for Better Business'.

The trustees regularly review their membership to identify gaps in skills, expertise and diversity and names for new trustees are put forward. These are researched by the team and a decision on who to approach is made by the trustees.

Our articles provide for the establishment of an Advisory Council to advise the Trustees on matters related to the Objects, the Principles and Framework, the Provenance and the activities of the Charity. Council Members are appointed having regard to the need for broad representation of business and wider society to include employees, investors, consumers, academics, non-governmental organisations, faith groups and the media, but so that no single constituency should be in the overall majority. The members of the Council are currently as follows:

Jane Corbett (Chair)
David Blood
Stephen Brenninkmeijer
Baroness Jeannie Drake
Gillian Guy
Margaret Heffernan
Philip Marsden
Sir Charlie Mayfield
Cardinal Vincent Nichols
David Nussbaum
Paul Polman
Rumi Verjee, Baron Verjee

Brief biographies for our Trustees, members of our Advisory Council and team are available on our website at <http://www.blueprintforbusiness.org/our-people/>.

PUBLIC BENEFIT STATEMENT

We have referred to the guidance in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our activities.

The Trust exists to advance by charitable means the personal civic responsibility of people in the context of their work, so that they take their values to work with them, and thereby promote a change in culture and behaviour within business for the betterment of society. Its fundamental aim is to help establish principles which, if followed and implemented, can lead business and business leaders to establish the right behaviour and ethics to bring about a much better relationship with their employees, their customers, their investors, the community and therefore society as a whole, for the public benefit.

OBJECTIVES AND ACTIVITIES

The objects of the Blueprint Trust (“Blueprint”) are the advancement for the benefit of the public of civic responsibility and good citizenship, by promoting responsible standards in business.

Blueprint’s purpose is to create a better society through better business. We act as a catalyst to help businesses be inspired and guided by a purpose that benefits society and respects people and planet. We help businesses of all sizes be purpose-driven through our *Five Principles of a Purpose Driven Business* and *A Framework to Guide Decision Making* (both available on our website at www.blueprintforbusiness.org).

ACHIEVEMENTS, PERFORMANCE AND STRATEGIC REPORT

Engagement with large corporates

Our theory of change is to focus our efforts primarily on senior people in large businesses, and those who influence them. We focus on large businesses because of their scale and reach and on senior people because the most effective way to initiate the involvement of these businesses is through engaging with their CEOs and other senior leaders. Our aim is to create mindset and behavioural change and we accept that this will take time. We work with a small number of large businesses in order to both test and learn from the application of our thinking, but also to create and build examples of large companies who have made the change that can go on and inspire others to follow.

‘Social contracts’

We are not a consultancy and our work with companies is designed to provoke a different way of thinking, offer challenge and support and stimulate action. We have been working with a small number of large businesses in what we call ‘social contracts’. This arrangement is not legal or financial but involves a commitment on their part to a relationship with us over a period of 18-24 months, where their CEO has regular 1:1 conversations with us around a pre-agreed set of goals, and we have more regular conversations with one or more other senior people in the organisation. This combination helps keep up momentum for change in the company and gives us a formal mechanism to challenge and support them. In addition, we hold sessions for their leadership and other teams, involve them in our CEO and other forums, and are involved in other specific sessions relating to the work they undertake, alongside any external consultants they may engage. During the year we worked with 6 companies in this way.

In addition to the work with these 6 companies we have worked with other businesses in different ways, including 1:1 meetings with their CEOs and other senior people, running workshops for leadership teams, ‘town hall’ meetings for larger teams, workshops for smaller teams, and other interventions and meetings designed to help provoke different ways of thinking. Since March 2020 all of these meetings have been held online.

Inspiring others

One of our aims is to build a core group of CEOs who not only want to change but are willing to invest in helping others make that journey. We have been convening regular CEO forums for 2 groups of 3-4 CEOs, most of whom we work with under 'social contract', so they can share what they are doing with each other, with the Blueprint Principles as a provocation, and to offer a form of mutual accountability. The first of these met in January 2019 and each group meets 3-4 times a year. A new 3rd group was formed during the year.

In addition, we periodically convene larger groups of CEOs to help inspire them to become purpose led. In December 2020, Alan Jope, CEO of Unilever hosted a virtual evening for us attended by the CEOs of 7 major corporates.

Examples of evidence of our impact

Michael Duncan, head of giving strategy & programmes at NatWest Group, references us in this article: *"At NatWest Group, we were excited to launch our new Purpose last year, which was the culmination of a long journey supported by our friends at A Blueprint for Better Business. Purpose is much more than just a tagline, but at the heart of our purpose is a desire to champion the potential of people, families and businesses – to help the communities we operate in to thrive."* He goes on to explore how, as businesses become more purpose-led, the nature of their relationships with charities evolve. <https://www.communicatemagazine.com/features/2021/a-business-driven-by-its-purpose/>

In this article Jon Lewis CEO of Capita uses the Blueprint Principles to describe what they need to do: *"Purpose has to be consistently put into practice"*. Jon said: *"We have to be honest and fair with our customers and suppliers. We have to be a good citizen in how we operate. We have to be a responsive and responsible employer. Lastly, we have to think about the future generations and be sustainable in our outlook"* - [The purpose-driven business | Capita](#)

Programmes of Activity

We have been running 3 programmes of activity aimed at specific groups of senior business people:

HR Directors programme – the objectives of this programme is to help create an environment of support to help drive meaningful change, to challenge the group to reflect on and think critically about their HR programmes, deepen our understanding of the core issues, common pitfalls and underlying beliefs that hold HR directors back from leading for change and leverage these to provide further challenge and support to the corporates we work with. Having held 2 events in 2019, the first hosted by Unilever and the second by Standard Chartered, we had to postpone a third event planned for April 2020 due to the COVID 19 pandemic. In November 2020, we convened a third event, which was held online, where NatWest Group presented their 'Learning for the Future' programme to a group of HR directors. This programme has been a deep dive into what they have learned during the COVID crisis, to identify the 'limiting beliefs and liberating cycles' to help them become more purpose led.

Chairs programme – the objective of this programme is to inspire Boards to be trustees of their companies' purpose and explore what it means to be purpose-led in relation to all stakeholders, as set out in our Five Principles. Following meetings held in 2019 chaired by Mike Rake, then Chair of our Advisory Council, together with Jon Lewis and Ian Powell of Capita we continued to engage virtually with an influential group of Chairs, NEDs and executives to debate and agree the role of the board of a purpose-led business and identify a list of best practices. A short paper summarising these, together with a set of questions for board reflection was produced in July 2020: [Purpose-for-PLCs Blueprint.pdf \(blueprintforbusiness.org\)](#).

Being a Guardian for Future Generations - the objectives of this programme is to help better connect and integrate work being done in businesses on sustainability to the work being done on purpose, and to inspire senior decision makers to address the environmental challenges we face through the way they run their businesses, going beyond minimising harm to having a positive impact. As part of this work we have formed 2 small groups made up of 3-5 heads of sustainability, drawn from the companies we work with in social contract and some others. These groups meet 3-4 times a year to share their experiences, learning and provide peer challenge and support. The first meetings were held in February and March 2020 and have continued virtually throughout the year.

Network of Coaches and Consultants (C&Cs)

We have built an informal network of C&Cs who share our ethos and continue to get interest from C&Cs who come across Blueprint either through their work, via other C&Cs, or through our website and social media. We now have over 200 C&Cs in our network. The purpose of the network is to amplify and accelerate the adoption of our thinking through influencing the work of C&Cs who work with businesses of all sizes. We convene this group twice a year to enable them to share experiences and learning, with Blueprint's thinking as a common point of reference. During 2020 we moved these meetings online which has meant C&Cs from outside the UK have been able to participate, including from the US, Germany, Spain and Hungary.

Sharing what we are learning

Through our social contracts and other work, we are building a wealth of knowledge on what it means to be a purpose led company and the journey a company goes on to become purpose led. We are now seeking to develop effective ways to draw out and capture what we are learning and effectively share it more widely, so that we can accelerate change more broadly than just through the companies we can reach 1:1. We have therefore embarked on a project to create a web based 'knowledgebase', housed on our website, that aims to enable practitioners in businesses and others to use our thinking without having to work directly with us. The first stage of this involved developing a new website that could house this content. The new website with refreshed content went live in November 2020. In the meantime, we have been building the 'knowledgebase'. This is essentially a series of courses but has been designed with the objective that it can also be used as a resource for practitioners, coaches and consultants and others passionate about purpose. This is an ambitious project and has taken us longer than we initially anticipated, both to build the platform, working with a team of web developers, and to develop the content. The first test phase for the knowledgebase was completed in June 2021. We will work on enhancements over the summer to reflect the feedback received and a second test phase with a bigger group of testers will be carried out in the autumn. We hope to make the knowledgebase section of our website public in late 2021.

We will also use the feedback from the pilots to inform our plans for how to use the knowledgebase to reach a broader audience, including for example building online communities of practice, running courses and workshops and collaborating with other organisations.

Work aimed at Investors

- During the period we continued to collaborate with the Purposeful Company Taskforce and Andy Haldane at the Bank of England to build a dialogue with investors to stimulate the use of our thinking to inspire the allocation of capital in public markets to well-run purpose led businesses and to influence investors' stewardship of the companies they own
- Our CEO was invited to lead a panel at the Investor Forum's annual review in January 2021. They have published a summary of the discussion and a recording of the webinar highlights ([here](#)), and

have created a page on their website to highlight a number of purpose initiatives ([here](#)) including Blueprint

- We participated in a working group set up by Share Action reimagining the future of the AGM. Meetings took place in October 2020 and their [report](#) was released in January 2021.

Raising our profile

We hosted the following webinars, which were not only well attended but have been frequently visited since:

- September 2020 - [What if business could help solve the greatest problems of our time?](#) - Harvard Business School Professor, Rebecca Henderson spoke to Blueprint CEO Charles Wookey to discuss her new work, Blueprint's role and how companies are putting purpose into practice.
- September 2020 - [Purpose for PLCs – Time for Boards to focus?](#) we chaired a discussion with Sir Ian Powell and members of the working group who worked with Blueprint on a paper entitled: "[Purpose and PLC Boards – Time to Focus](#)" which we published in July 2020.
- February 2021 - [Profit and Purpose: In practice, Alex Edmans in conversation with Dee Corrigan](#)
- March 2021 - [Agitating for Change](#). We led a discussion with Jo Alexander, bp, Lydia Hascott, Finance Innovation Lab, and Rishi Madlani, NatWest Group, to explore how they facilitate and enable change within their organisations, their experiences, and their practical advice for others. A piece on the webinar was subsequently written and posted on NatWest's business hub aimed at their business customers: [NatWest | Motivating your team to make a difference \(natwestbusinesshub.com\)](#).

We were invited to speak at the following external events:

- Dee Corrigan was invited to record a podcast interview on Purpose by Sparks Studio [Why It Matters: 04. Why purpose driven PLCs matter with Dee Corrigan. on Apple Podcasts](#)
- Charles Wookey was invited by Hedley May to join a roundtable discussion chaired by Helge Lund, Chair of BP on the topic "Purpose – How important is it?". It was attended by a number of Chairs, NEDs and other executives including Charlie Nunn, CEO Lloyds Banking Group, Annette Court, Chair Admiral Group, Paula Reynolds, Chair, National Grid and Ruth Carnie, Chair, Babcock International Group.
- We have been invited to be part of an event being convened by the National Insight Alliance led by John O'Brien and Tim Smit of the Eden Project, now called the "Anthropy Alliance". They plan to hold a 3 day event in March 2022. We have asked to co-chair one of their preparatory workstreams on the future of business and will be convening a wider group with them.
- Dee was invited to be one of the panellists at Jericho Chambers Healthy Work Project - Spring Roundtable in February, alongside Margaret Heffernan and Veronica Hope-Bailey
- An interview paper [Business with Purpose and the Purpose of Business Schools: Re-Imagining Capitalism in a Post Pandemic World: A Conversation with Jay Coen Gilbert, Raymond Miles, Christian Felber, Raj Sisodia, Paul Adler, and Charles Wookey](#) was published in November by the Academy of Management Journal. Charles has since been invited to join a panel at their global annual conference to be held virtually in July.
- Charles Wookey recorded a short film which was shown as part of a virtual one day event of the Good Business Festival in Liverpool.
- Charles was interviewed on a [podcast](#) by Sallie Pilot from Black Sun Plc
- Charles was invited to address the Worshipful Company of Insurers in November 2020. He was subsequently invited to be a speaker as part of an annual Business Excellence Programme for risk and insurance professionals by Airmic, and to address the Board of the Chartered Institute of Insurers. Coming out of that, he was invited to address the City Coalition – a group of the largest employers in the City and Canary Wharf which Aon brings together on a monthly basis. One of their themes is leading a business with Purpose.

- Dee Corrigan recorded a talk on [Helping Big Business Become Purpose-Led](#) for the Aninas network of coaches

Collaboration

As a small team, we seek to collaborate with others with similar objectives where possible. We also seek to work with wider society as a way to help influence business.

- British Academy project - we participated in working group discussions on their final report.
- Economics of Mutuality Forum – we were invited to take part in one of the [panel](#) discussions at their virtual forum in September 2020, hosted by Colin Mayer and Bruno Roche.
- We were invited to lead a Blueprint class at Said Business school for Prof Colin Mayer's elective course on the purpose of the corporation, and give virtual presentations to MBA cohorts at IESE Business school in Barcelona, and IEA Business school in Buenos Aires, both of whom are keen to have a continuing relationship with us.
- We were invited to be part of a working group convened by [Regenerate](#) to consider what new reforms and other changes will support and incentivise businesses and entrepreneurs to play their full part in helping the UK recover from Covid-19 in a way that supports people and the planet to flourish.
- The Oxford Blavatnik school consulted us on their Cabinet Office report published in May 2021
- We were invited to be part of the Business Action Council - a group convened by Maurice Ostro to include the CBI and others to advise the government on how to make the UK the best place for purpose-led business to thrive, through providing inspiration and practical steps to help businesses be purpose led.
- We are part of a group called UK21, which has been bringing together organisations who have similar objectives to explore how we might collaborate. This includes BCorps. BLab, Regenerate and the Future Fit Foundation.
- Following our collaboration with the Health Foundation in 2018, we continue to participate in their forums and workshops and to support projects they run looking at how business can contribute to reducing health inequality.

PLANS FOR THE FUTURE

During the year we commissioned a learning evaluation of our work and our impact and the trustees have been using the findings of this evaluation to inform our strategy going forward.

- We will continue to work with a small number of large companies to act as a catalyst for change and deepen our learning of how business can become purpose led. We continually monitor which companies to work with and which industries or types of companies we should like in our pipeline to enhance both our impact and our learning.
- Having established a network of senior business people and coaches and consultants to business, we are now seeking to deepen these relationships to build communities of practice to help facilitate greater learning and peer support amongst those participating.
- We will continue to test and develop our new knowledgebase and use it to reach a broader audience. Once the knowledgebase is public we will actively seek to maximise how we reach the broadest possible audience, including through collaboration with other organisations.

We will continue to seek to influence the key influencers of senior business leaders through:

- Our dialogue with the investor community, working in collaboration with the Purposeful Company Taskforce.
- Build on our existing relationships with coaches & consultants and build new ones, in particular with mid size and larger consultancies, to grow the expertise in helping companies change.
- Contribute, where appropriate to the development of policy and regulation that encourages and creates conditions for the number of purpose led businesses to grow
- Monitor and disseminate new evidence and research that supports our thinking and the business case for change and (within our resources) explore opportunities to influence the thinking and teaching in business schools
- Contribute to the wider movement through collaboration with other organisations

COVID-19

The Trustees have been carrying out a continuous assessment of the impact of COVID-19 on the operations of the charity, and considered the risks and threats posed. We are satisfied that to date, the threat to operations has been minimal, and whilst working arrangements have had to be adapted, this has not significantly reduced the effectiveness of the organisation. We are monitoring events in the country as a whole, and have a protocol in place to provide a quick response to any changes in the operating environment, but currently do not anticipate any circumstances that significantly curtail the ability of the charity to function.

FINANCIAL REVIEW

The total cash funds held by the charity at the year end were £407,639. In July 2020 the trustees decided that in order to diversify our donor base we would invite donations from business. However, we will continue not to charge businesses for our services and our services will not be contingent on the businesses making donations. Whilst the majority of the funds raised in the year were from charitable grant-making foundations, we have managed to secure a number of pledges for future years from corporates which has secured our funding at current operating levels for the financial years to 30 April 2024. A full list of the donations received in the year are listed in note 5.

We should like to thank all of our donors for their ongoing support. We should also like to thank all those people and organisations that have provided us with pro bono support, either through their time or by hosting or speaking at our meetings and events.

INVESTMENT POLICY

Aside from retaining a prudent amount in reserves each year (see below), most of the charity's funds are to be spent in the short term so there are few funds for long-term investment. Our pensions are invested through Smart Pensions by Legal and General.

RESERVES POLICY

We are a small charity and cannot justify holding large amounts in reserve. Our target is to hold sufficient reserves to cover at least a quarter of our annual target budget (our current reserves target is £135,000). Our reserves at the year-end exceed this amount. We prepare regular cash-flow forecasts by month to identify troughs in our income and keep sufficient funding in reserve. We constantly review the level of donations due over the next 12-18 months to ensure potential cash-flow issues are identified well in advance. We also regularly review our anticipated 'shut down costs' and ensure we hold sufficient funds in our reserves to cover these.

RISK MANAGEMENT

The Trustees have conducted a review of the major risks to which the charity is exposed. A risk register has been established and is updated at least annually. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces. These procedures are periodically reviewed to ensure that they continue to meet the needs of the charity.

STAFFING

Our staffing during this period was as follows:

- Charles Wookey (CEO) – full time
- Dee Corrigan (Corporate Engagement) – full time
- Soulla Kyriacou (COO) – 4.5 days a week
- Lucy Kay (Executive and Operations Assistant) – 3 days a week. Lucy joined us in January 2021
- Jeanette-Lacy-Scott (Executive Assistant) – 3 days a week – Jeanette left us in December 2020.
- Amelia Watts - (Communications) - full time

Our founder CEO Charles Wookey will be stepping down at the end of April 2022 we are recruiting for his successor over the summer of 2021.

VOLUNTEERS

All of our work is carried out by our paid team. However, we should like to thank those who have given their time voluntarily to provide pro bono advice and support to us during the period. This has enhanced and enriched our work. This advice and support is generally project based or relating to specific aspects of our work, such as providing feedback on or input to specific documents, attending specific meetings to lend expertise and insights, or sharing ideas and approaches. The efforts of volunteers constitute a valuable element of the charity's activities.

Events after the end of the reporting period

Particulars of events after the reporting date are detailed in note 22 to the Audited Financial Statements.

TRUSTEES' RESPONSIBILITIES STATEMENT

The trustees, who are also directors for the purposes of company law, are responsible for preparing the trustees' report and the Audited Financial Statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

In preparing these Audited Financial Statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the applicable Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the Audited Financial Statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

BLUEPRINT TRUST
Financial Statements Year ended 30 April 2021

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

The directors make the following statements:

- a) so far as they are aware, there is no relevant audit information which the company's auditors are unaware; and
- b) each director has taken all the steps necessary in order to be made aware of any relevant information and to establish that the company's auditors are aware of that information.

Auditor

Each of the persons who is a trustee at the date of approval of this report confirms that:

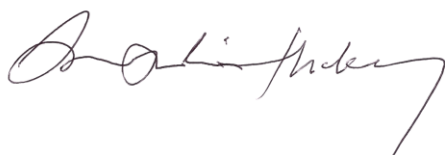
- so far as they are aware, there is no relevant audit information of which the charity's auditor is unaware; and
- they have taken all steps that they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

The auditor is deemed to have been re-appointed in accordance with section 487 of the Companies Act 2006.

Small company provisions

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

The trustees' annual report was approved on 3 December 2021 and signed on behalf of the board of trustees by:



Loughlin Hickey
(Trustee)

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BLUEPRINT TRUST

Opinion

We have audited the financial statements of Blueprint Trust (the 'charity') for the year ended 30 April 2021 which comprise the statement of financial activities (including income and expenditure account), statement of financial position, statement of cashflows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the audited financial statements:

- give a true and fair view of the state of the charity's affairs as of 30 April 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 accounting standards, including FRS102 The Financial Reporting Standard applicable in the UK and Republic of Ireland; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor'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 relating to the audit of the financial statements in the UK, including the Financial Reporting Standards (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.

In common with many other charities of this size and nature the auditors are used to assist with the preparation of the financial statements.

Conclusions relating to going concern

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

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

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the absence of reference to a material uncertainty in this auditor's report is not a guarantee that the company will continue in operation.

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

Other information

The other information comprises the information included in the trustees' report, other than the financial statements and our auditors report thereon. The trustees are responsible for the other information contained within the trustees' report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the 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 course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report (incorporating the Directors' Report) for the financial year for which the audited financial statements are prepared is consistent with the audited financial statements; and
- the Directors' Report has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors for the purposes of company law) are responsible for the preparation of the financial statements in accordance with the applicable financial reporting framework 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 audited 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

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

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the audited financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the audited financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the audited financial statements, including the disclosures, and whether the audited financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Extent to which the audit was considered capable of detecting irregularities, including fraud

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

We considered the nature of the charity's industry and its control environment and reviewed the charity's documentation of their policies and procedures relating to fraud and compliance with laws and regulations. We also enquired of management and others within the entity about their own identification and assessment of the risks of irregularities.

We obtained an understanding of the legal and regulatory frameworks that the charity operates in, and identified the key laws and regulations that:

- had a direct effect on the determination of material amounts and disclosures in the financial statements. These included the Companies Act, Charities Act, Charities (Accounts and Reports) Regulations 2008, Health and Safety Act, employment law, pensions legislation, tax legislation, Bribery Act and Slavery Act; and

- do not have a direct effect on the financial statements but compliance with which may be fundamental to the charity's ability to operate or to avoid a material penalty. These included the Charity Commission for England and Wales (Charity Commission) regulations, fundraising regulations and Anti-Money Laundering Regulations (including Proceeds of Crime Act 2002 and Terrorism Act 2000)

We discussed among the audit engagement team regarding the opportunities and incentives that may exist within the organisation for fraud and how and where fraud might occur in the financial statements.

As a result of performing the above, we identified the greatest potential for fraud in the following areas, and our specific procedures performed to address them are described below:

- Recognition of grant income: this involves judgement around whether grants have performance conditions attached to them which have to be met before income can be recognised, as well as judgement over whether or not those conditions have been satisfied. On a sample basis, we have assessed the judgements and estimates made by management in the recognition of this income.

- Appropriate allocation of restricted income: there is a risk that restricted income may not have been identified and allocated as such. We reviewed the allocation of income to restricted or unrestricted funds on initial recognition to ensure restrictions were appropriately identified and applied, and we reviewed fund transfers from restricted to unrestricted funds to assess the rationale for those movements.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments; assessed whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business.

In addition to the above, our procedures to respond to the risks identified included the following:

- reviewing financial statement disclosures by testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;

- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;

- enquiring of management concerning actual and potential litigation and claims, and instances of non-compliance with laws and regulations; and

– reading minutes of meetings of those charged with governance, reviewing internal management reports, reviewing correspondence with HMRC and with the Charity Commission.

Use of our report

This report is made solely to the charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

John Assie FCCA (Senior Statutory Auditor)
for and on behalf of
Jackson Nicholas Assie Limited
Chartered Certified Accountants and Statutory Auditors
Suite 7, Meridian House
62 Station Road
North Chingford
London E4 7DB

4 December 2021

STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING INCOME AND EXPENDITURE ACCOUNT)
YEAR ENDED 30 APRIL 2021

		2021		2020
	Note	Unrestricted funds £	Total funds £	Total funds £
Income and endowments				
Donations and legacies	5	709,552	709,552	522,909
Charitable activities	6	–	–	634
Investment income	7	48	48	378
Total income		<u>709,600</u>	<u>709,600</u>	<u>523,921</u>
Expenditure				
Expenditure on charitable activities	8,9	501,055	501,055	455,428
Total expenditure		<u>501,055</u>	<u>501,055</u>	<u>455,428</u>
Net income and net movement in funds		<u>208,545</u>	<u>208,545</u>	<u>68,493</u>
Reconciliation of funds				
Total funds brought forward		<u>287,816</u>	<u>287,816</u>	<u>219,323</u>
Total funds carried forward		<u>496,361</u>	<u>496,361</u>	<u>287,816</u>

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

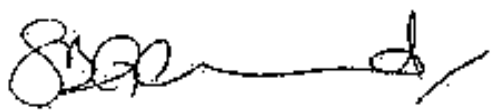
The notes on pages 18 to 28 form part of these financial statements.

STATEMENT OF FINANCIAL POSITION
YEAR ENDED 30 APRIL 2021

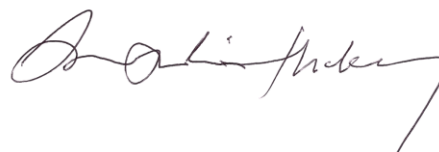
	Note	2021 £	£	2020 £
Fixed assets				
Tangible fixed assets	15		20,666	–
Current assets				
Debtors	16	115,116		111,848
Cash at bank and in hand		<u>407,639</u>		<u>189,885</u>
		522,755		301,733
Creditors: amounts falling due within one year	17	<u>(47,060)</u>		<u>(13,917)</u>
Net current assets			<u>475,695</u>	<u>287,816</u>
Total assets less current liabilities			<u>496,361</u>	<u>287,816</u>
Net assets			<u><u>496,361</u></u>	<u><u>287,816</u></u>
Funds of the charity				
Unrestricted funds			<u>496,361</u>	<u>287,816</u>
Total charity funds	19		<u><u>496,361</u></u>	<u><u>287,816</u></u>

These Audited Financial Statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

These Audited Financial Statements were approved by the board of trustees and authorised for issue on 3 December 2021, and are signed on behalf of the board by:



Sue Garrard
Trustee



Loughlin Hickey
Trustee

Company Registration Number: 09006403

The notes on pages 18 to 28 form part of these financial statements

STATEMENT OF CASHFLOWS
YEAR ENDED 30 APRIL 2021

	2021	2020
	£	£
Cash flows from operating activities		
Net income	208,545	68,493
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	10,333	2,118
Other interest receivable and similar income	(48)	(378)
Accrued income	(9,100)	(104,808)
<i>Changes in:</i>		
Trade and other debtors	5,732	(6,848)
Trade and other creditors	33,243	(1,348)
Cash generated from operations	248,705	(42,771)
Interest received	48	378
Net cash from/(used in) operating activities	248,753	(42,393)
Cash flows from investing activities		
Purchase of tangible assets	(30,999)	-
Net increase/(decrease) in cash and cash equivalents	217,754	(42,393)
Cash and cash equivalents at beginning of year	189,885	232,278
Cash and cash equivalents at end of year	407,639	189,885

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 APRIL 2021

1. General information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is 12A Charterhouse Square, London, EC1M 6AX.

2. Statement of compliance

The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) issued in October 2019 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS102) and the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice as it applies from 1 January 2019.

3. Accounting policies

Basis of preparation

The Audited Financial Statements have been prepared on the historical cost basis.

The Audited Financial Statements are prepared in sterling, which is the functional currency of the entity.

Going concern

The trustees have considered the impact of COVID-19 on the charity's activities and have concluded there is no long-term impact on the organisation. As a result, it is considered that the going concern status remains intact.

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

Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. There have not been any judgements (apart from those involving estimations) that management has made in the process of applying the entity's accounting policies. There are no other judgements nor other sources of estimation uncertainty that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities.

3. Accounting policies (continued)

Fund accounting

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

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

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

Incoming resources

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

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- legacy income is recognised when receipt is probable and entitlement is established.

Resources expended

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

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

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

Tangible assets

Fixed assets (excluding investments) are stated at cost less accumulated depreciation. The costs of minor additions or those costing below £1,000 are not capitalised.

3. Accounting policies (continued)

Depreciation

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

Straight line basis over 3 years - Website
Straight line basis over 4 years - Computer Equipment

Impairment of fixed assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

For the purposes of impairment testing, when it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that largely independent of the cash inflows from other assets or groups of assets.

Financial instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.

Debt instruments are subsequently measured at amortised cost.

Defined contribution plans

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

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

4. Limited by guarantee

Blueprint Trust is a company limited by guarantee and accordingly does not have a share capital.

Every member of the company undertakes to contribute such amount as may be required not exceeding £1 to the assets of the charitable company in the event of its being wound up while he or she is a member, or within one year after he or she ceases to be a member.

5. Donations and legacies

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2020 £
Donations				
Christopher Saul	–	–	5,000	5,000
Syder Foundation	25,000	25,000	–	–
Naguib Kheraj	–	–	5,000	5,000
Richard Oldfield	–	–	5,000	5,000
The Rumi Foundation	10,000	10,000	–	–
The Golden Bottle Trust	–	–	150,000	150,000
Severn Trent Water	10,000	10,000	–	–
Natwest Group	84,000	84,000	–	–
Pinsent Mason	30,000	30,000	–	–
Anglo American Services UK	75,000	75,000	–	–
The Hintze Family Charitable Foundation	–	–	10,000	10,000
Turner & Townsend	50,000	50,000	–	–
Recoverable from HMRC in Gift Aid	–	–	26,750	26,750
Other Donations	11,461	11,461	110,151	110,151
Grants				
Porticus	314,091	314,091	91,008	91,008
Oak Foundation	100,000	100,000	100,000	100,000
Randeree Charitable Trust	–	–	10,000	10,000
The Holbeck Charitable Trust	–	–	10,000	10,000
	<u>709,552</u>	<u>709,552</u>	<u>522,909</u>	<u>522,909</u>

6. Charitable activities

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2020 £
Income from workshops or events	–	–	634	634
	<u>–</u>	<u>–</u>	<u>634</u>	<u>634</u>

Attendees of some workshops and events have in the past been invited to make voluntary donations to help cover some of the third-party costs associated with the meetings. There were no such meetings in the year (donations of £634 were made in 2020).

BLUEPRINT TRUST
Notes to the Financial Statements Year ended 30 April 2021

7. Investment income

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2020 £
Bank interest receivable	<u>48</u>	<u>48</u>	<u>378</u>	<u>378</u>

8. Expenditure on charitable activities by fund type

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2020 £
Core activity	483,421	483,421	440,118	440,118
Support costs	<u>17,634</u>	<u>17,634</u>	<u>15,310</u>	<u>15,310</u>
	<u>501,055</u>	<u>501,055</u>	<u>455,428</u>	<u>455,428</u>

There is no separate analysis of significant activities, as there are no discernible delineations in the activities, and they are therefore most meaningfully construed as one activity.

9. Expenditure on charitable activities by activity type

	Activities undertaken directly £	Support costs £	Total funds 2021 £	Total fund 2020 £
Core activity	483,421	9,738	493,159	447,447
Governance costs	<u>–</u>	<u>7,896</u>	<u>7,896</u>	<u>7,981</u>
	<u>483,421</u>	<u>17,634</u>	<u>501,055</u>	<u>455,428</u>

10. Analysis of support costs

	Audit Fees	Professional Accountancy		Payroll	I.T	Total 2021	Total 2020
	£	Fees	fee	£	£	£	£
	£	£	£	£	£	£	£
Governance costs	3,852	192	3,852	–	–	7,896	7,981
Support costs - Other costs	–	–	–	550	9,188	9,738	7,329
	<u>3,852</u>	<u>192</u>	<u>3,852</u>	<u>550</u>	<u>9,188</u>	<u>17,634</u>	<u>15,310</u>

11. Net income

Net income is stated after charging/(crediting):

	2021	2020
	£	£
Depreciation of tangible fixed assets	8,000	2,118
Operating lease rentals	40,598	36,802
	<u> </u>	<u> </u>

12. Auditors remuneration

	2021	2020
	£	£
Fees payable for the audit of the audited financial statements	3,703	3,703
Fees payable for non-audit services	4,044	4,278
	<u> </u>	<u> </u>

13. Staff costs

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

	2021	2020
	£	£
Wages and salaries	299,679	301,913
Social security costs	35,291	34,610
Employer contributions to pension plans	34,325	36,728
	<u> </u>	<u> </u>
	369,295	373,251
	<u> </u>	<u> </u>

The average head count of employees during the year was 5 (2020: 6). The average number of full-time equivalent employees during the year is analysed as follows:

	2021	2020
	No.	No.
Number of project support staff	3	4
Number of management staff	2	2
	<u> </u>	<u> </u>
	5	6
	<u> </u>	<u> </u>

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

	2021	2020
	No.	No.
£60,000 to £69,999	1	1
£80,000 to £89,999	1	–
£90,000 to £99,999	1	1
	<u> </u>	<u> </u>
	3	2
	<u> </u>	<u> </u>

Key Management Personnel

Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the charity. The total paid to key management personnel for services provided to the charity was £200,272 (2020: £195,097).

14. Trustee remuneration and expenses

No trustees received any remuneration and no trustees received expenses during the year (2020: Nil).

No trustees or other person related to the charity had any personal interest in any contract or transaction entered into by the charity during the year or the previous year.

15. Tangible fixed assets

	Website £	Computer Equipment £	Total £
Cost			
At 1 May 2020	27,054	8,472	35,526
Additions	30,999	–	30,999
At 30 April 2021	<u>58,053</u>	<u>8,472</u>	<u>66,525</u>
Depreciation			
At 1 May 2020	27,054	8,472	35,526
Charge for the year	10,333	–	10,333
At 30 April 2021	<u>37,387</u>	<u>8,472</u>	<u>45,859</u>
Carrying amount			
At 30 April 2021	<u>20,666</u>	<u>–</u>	<u>20,666</u>
At 30 April 2020	<u>–</u>	<u>–</u>	<u>–</u>

16. Debtors

	2021 £	2020 £
Prepayments and accrued income	<u>115,116</u>	<u>111,848</u>

17. Creditors: amounts falling due within one year

	2021 £	2020 £
Trade creditors	33,263	201
Accruals and deferred income	92	192
Social security and other taxes	9,538	9,285
Other creditors - pension liability	<u>4,167</u>	<u>4,239</u>
	<u>47,060</u>	<u>13,917</u>

There is no other pension liability other than those disclosed above.

18. Pensions and other post-retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £34,325 (2020: £36,728).

19. Analysis of charitable funds

Unrestricted funds

	At 1 May 2020 £	Income £	Expenditure £	At 30 April 2021 £
General funds	<u>287,816</u>	<u>709,600</u>	<u>(501,055)</u>	<u>496,361</u>

	At 1 May 2019 £	Income £	Expenditure £	At 30 April 2020 £
General funds	<u>219,323</u>	<u>523,921</u>	<u>(455,428)</u>	<u>287,816</u>

20. Analysis of net assets between funds

	Unrestricted Funds £	Total Funds 2021 £
Tangible fixed assets	20,666	20,666
Current assets	522,755	522,755
Creditors less than 1 year	<u>(47,060)</u>	<u>(47,060)</u>
Net assets	<u>496,361</u>	<u>496,361</u>

	Unrestricted Funds £	Total Funds 2020 £
Tangible fixed assets	–	–
Current assets	301,733	301,733
Creditors less than 1 year	<u>(13,917)</u>	<u>(13,917)</u>
Net assets	<u>287,816</u>	<u>287,816</u>

21. Analysis of changes in net debt

	At 1 May 2020 £	Cash flows £	At 30 Apr 2021 £
Cash at bank and in hand	<u>189,885</u>	<u>217,754</u>	<u>407,639</u>

22. Post balance sheet events

The trustees have considered the likelihood of any negative subsequent events arising from the impact of Covid 19 and have concluded that the incidence of such events is likely to be minimal.

The departure of the CEO is planned for 2022. There are adequate procedures in place to ensure the transition to a newly appointed CEO, will not negatively impact the charity's ability to continue its operations.

23. Related parties

During the year Sue Garrard (trustee) donated £10,000 (2019: £8,000) to the charity.

23. Going Concern

The Trustees have been carrying out a continuous assessment of the impact of COVID-19 on the operations of the charity, and considered the risks and threats posed.

The Trustees are satisfied that to date, the threat of operations has been minimal, and has whilst working arrangements have had to be adapted, this has not significantly reduced the effectiveness of the organisation.

The Trustees are monitoring events in the country as a whole, and have a protocol in place, to provide a quick response to any changes in the operating environment, but currently do not anticipate any circumstances that significantly curtail the ability of the charity to function.

The trustees have also considered the non COVID-19 related circumstances and projections of the charity, and are satisfied, that the going concern basis, is appropriate for these financial statements.