

Association of Higher Education Professionals

England & Wales · Charity number 1179422

Details

Other names	ASSOCIATION OF UNIVERSITY ADMINISTRATORS
Status	Registered
Legal form	CIO
Registered	2018-08-01
Register	View on the Charity Commission register

Contact

Address	Aua B1 George Begg Building University of Manchester Sackville Street Manchester M1 3BB
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Activities

Objects: THE OBJECT OF THE ASSOCIATION IS TO ADVANCE AND ASSIST IN THE ADVANCEMENT OF EDUCATION BY FOSTERING SOUND METHODS OF LEADERSHIP, MANAGEMENT AND ADMINISTRATION IN FURTHER AND HIGHER EDUCATION BY EDUCATION, TRAINING, AND OTHER MEANS.

Activities: The Object of the Association is to advance and assist in the advancement of education by fostering sound methods of leadership, management and administration in further and higher education by education, training, and other means.

Classification

- **How:** Makes Grants To Individuals, Provides Services, Provides Advocacy/advice/information
- **What:** Education/training
- **Who:** Other Defined Groups, The General Public/mankind

Geography

- Scotland
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-07-31	£760,857	£956,599	£-37,765	0
2024-07-31	£732,927	£952,314	£157,977	0
2023-07-31	£706,709	£835,448	£377,364	0
2022-07-31	£719,768	£691,938	£506,103	10
2021-07-31	£763,137	£609,342	£478,273	0

Trustees

Name	Role	Appointed
Rachel Catherine Hill-Kelly	Chair	2023-08-01
Dr Thea Gibbs		2019-08-01
Emily Elizabeth Maddock Khan		2023-08-01
James Peter Irving		2023-08-01
Jonathan Dempsey		2022-08-01
Josh Gulrajani		2023-08-01
Lucy Jane Hayward		2023-08-01
Michael Mercer		2022-08-01
Nikki Pierce		2023-08-01
Ruth Coomber		2020-08-01
Valerie Williams Foy		2023-08-01

Accounts

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 JULY 2025

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

CONTENTS

	Page
Reference and administrative details of the Charity, its Trustees and advisers	1
Trustees' report	2 - 9
Independent auditor's report on the financial statements	10 - 13
Consolidated statement of financial activities	14
Consolidated balance sheet	15
Charity balance sheet	16
Consolidated statement of cash flows	17
Notes to the financial statements	18 - 38

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 JULY 2025

Trustees

Thea Gibbs, Chair
Mike Mercer, Vice Chair
Lucy Hayward, Treasurer
Jonathan Dempsey
Emily Khan
Valerie Foy
Nikki Pierce
Josh Gulrajani
Rachel Hill-Kelly, Honorary Secretary
James Irving

Charity registered number

1179422

Principal office

AHEP Office
B1 George Begg Building
Sackville Street
Manchester
M1 3BB

Principal operating office

AHEP Office
B1 George Begg Building
Sackville Street Building
Manchester

Independent auditor

Crowe U.K. LLP
3rd floor
St George's House
56 Peter St
Manchester
M2 3NQ

Senior management team

Colin Ferguson (Executive Director)

Anna Green (Head of Finance)

Ella Popper (Head of Professional Development)

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

TRUSTEES' REPORT FOR THE YEAR ENDED 31 JULY 2025

Dear Members,

The higher education sector has faced one of its most testing years in recent memory. Universities have been operating in a constrained financial environment, and this has had a direct impact on AHEP. As a membership body that exists to serve and reflect the sector, AHEP has inevitably felt these pressures.

The Board has monitored the position closely throughout the year. Financial information was reviewed regularly, discussed transparently, and acted upon as soon as a sustained trend became apparent. In early 2025, as the realities of the sector's financial climate began to take effect, the Association took immediate and robust action. This included a detailed financial review, consultation with auditors, and the development of a cost-saving plan to protect core operations while ensuring that AHEP remains a going concern with a clear path to recovery.

It is important to recognise that at the time of the Board's November 2024 meeting, there were no indications that income would slow. Institutional partnerships were on track, consultancy was exceeding expectations, and conference bookings were ahead of forecast. Although the sector environment was tightening, all available data pointed to continued stability. Over the Christmas period, however, institutional spending contracted sharply, and income that had previously been forecast simply did not materialise. As soon as the implications became clear, the Chair, Treasurer and Executive Director initiated a controlled response. Because staffing represents the only significant variable cost, this inevitably involved careful vacancy management and a formal redundancy process, which typically takes several months to complete.

The Board and Executive acted swiftly and responsibly to safeguard the charity's long-term sustainability. Every step taken has been informed by evidence, professional advice and the duty to act in the best interests of members and beneficiaries. Our focus now is on rebuilding and restoring reserves, ensuring that AHEP remains resilient and able to deliver its charitable objectives for many years to come.

Despite the challenging environment, AHEP's activity and influence have continued to grow. The professional development programme has maintained strong participation levels, and the Annual Conference provided a platform for practical discussion on leadership and sustainability in higher education. Our consulting arm has become a trusted source of support for institutions navigating the current context, while the redesign of the institutional partnership model will ensure that it offers direct solutions to institutional challenges and delivers stronger return on investment.

Looking ahead, our priorities are clear: expanding the consulting offer; embedding a new account-management approach to strengthen relationships with partners; launching our "Just One Member" recruitment drive to encourage every member to bring one colleague into the community; and working collaboratively with other sector associations to maximise collective impact and cost-effectiveness. These actions will help secure AHEP's financial position and reinforce the Association's role as the professional home for higher education practitioners across the UK and Ireland.

On behalf of the Board, I want to thank our members, partners and staff team for their commitment, professionalism and resilience throughout this period. Your dedication has been vital in steering the Association through uncertainty, and it will continue to shape the renewal and growth that lie ahead.

Name: Thea Gibbs
Chair



Date: 18/12/2025

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

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

The Trustees present their annual report together with the audited financial statements of the group and the charity for the 1 August 2024 to 31 July 2025.

Objectives and activities

a. Policies and objectives

The Trustees have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the guidance on public benefit published by the Charities Commission.

The governing document of the Association states that “the Object of the Association is to advance and assist in the advancement of education by fostering sound methods of leadership, management and administration in further and higher education by education, training and other means.”

In furtherance of this Object, AHEP's mission is to empower and connect higher education professionals, supporting their growth and facilitating professional development throughout their careers. We promote excellence in higher education management, advance professional standards, and provide access to networks, knowledge and collaborative learning across the sector.

AHEP's 2023–28 strategy continues to provide the framework for delivery. Its direction has not changed, but the focus within it has necessarily adapted in response to sector challenges and changing financial realities. During 2024–25, emphasis shifted towards consolidating core operations, strengthening financial resilience, and demonstrating clear return on investment for members and institutional partners.

The strategy remains built on three pillars:

1. Identity, Purpose and Engagement – reinforcing AHEP's voice and visibility in the sector, enhancing engagement with members, and rebuilding confidence in the profession's collective identity.
2. Fit-for-the-Future Products – sustaining and refining our membership, professional development and consulting offers, ensuring they are financially sustainable, responsive to member needs, and evidence-based.
3. Strategic Sector Partnerships – extending collaboration with other professional associations to increase collective impact and cost-effectiveness, while re-designing the institutional partnership model to align with institutional priorities.

b. Main activities undertaken to further the Charity's purposes for the public benefit

The Association continues to deliver a programme of activity designed to advance leadership, management and administration in higher education. During 2024–25, this included:

- A comprehensive professional development programme addressing the most pressing themes in higher education management. Highlights included an AI in Higher Education series exploring the practical and ethical implications of artificial intelligence for professional services, and the Annual Lecture, delivered by the Secretary General of the Magna Carta Observatory, which examined leadership, governance and integrity in complex institutional environments. Across all activity, there was an increasing emphasis on resilience and adaptability as essential capabilities for higher education professionals.
- Launch of a new, structured Master's Pathway in Higher Education Management and Leadership (PgCert–PgDip–MSc, total 180 credits), delivered in partnership with Nottingham Business School at Nottingham Trent University. The pathway replaced the long-standing PgCert in Higher Education Administration, Management and Leadership, which had successfully supported more than 120 professionals in recent years. The new structure ensures continued academic rigour and relevance to the evolving needs of members and the sector.
- Expansion of AHEP Consulting, offering tailored, not-for-profit consultancy to institutions across the UK

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

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

Objectives and activities (continued)

and Ireland, focused on improving professional service practice and performance.

- Strengthened sector partnerships through joint events and collaborative projects with ARC, QSN, AHUA, BUFDG, UHR and ARMA, promoting alignment and joint advocacy for professional services.
- Launch of the “Just One Member” recruitment campaign to mobilise existing members to grow the community, supported by a refreshed, data-driven marketing and engagement strategy.

All activities are reviewed regularly by the Board to ensure they continue to further the Association’s charitable purpose and deliver demonstrable public benefit.

The financial results for the year are set out on pages **14 to 37** of this report.

Achievements and performance

a. Investment policy and performance

AHEP’s policy is to invest its reserves prudently on behalf of its members whilst ensuring there are sufficient funds to cover operational expenditure. The Association invests its cash surpluses in Barclays Treasury Deposit Accounts for periods, which maximise interest from the investment whilst ensuring funds are available to meet cash flow purposes. The AHEP is working towards splitting cash investment across a variety of banks and interest bearing accounts in order to improve returns whilst minimising risk.

Financial review

a. Going concern

The trustees have carefully considered the appropriateness of the going concern assumption. Despite the financial pressures experienced during the year, they believe it remains appropriate to prepare the financial statements on this basis.

The Association entered the year with healthy reserves and no financial warning signs. As the sector’s financial climate deteriorated rapidly, the Board acted promptly, implementing a cost-saving plan and refocusing resources on essential delivery. The trustees have reviewed and stress-tested financial forecasts and the risk register, sought advice from the Association’s auditors, and are satisfied that AHEP has sufficient resources to continue operating for the foreseeable future.

The trustees therefore confirm that AHEP remains a going concern, with a clear plan to restore reserves and strengthen financial sustainability through renewed income growth in consulting, membership, and institutional partnerships.

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

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

b. Financial risk management objectives and policies

The trustees keep the Association's activities under continual review, with particular attention to any major risks that may arise. These include risks related to income volatility, conference and event performance, and delivery capacity.

A formal risk register is maintained and reviewed regularly by the Board. The Association's internal controls are designed to identify and mitigate risk through careful financial monitoring, prudent budgeting, and external audit. Insurance cover is maintained where appropriate.

To ensure effective oversight between Board meetings, a monthly financial review meeting is held between the Executive Director, Chair and Treasurer to monitor financial performance and liquidity. The risk register is actively managed and updated in response to emerging issues, ensuring that mitigation measures remain current and proportionate. Financial controls have been further strengthened, with sign-off thresholds tightened as a precautionary measure, not in response to any concern, but to reflect the current external context and reinforce good governance.

c. Investments and financial reserves

The Board recognises that 2024–25 was a year of financial adjustment for the Association. In recent years, the Board had made deliberate strategic investments to deliver the 2023–28 strategy including developing AHEP's new brand and identity, membership offer and account management, strengthening staffing capacity, and expanding AHEP Consulting and the institutional partnership model.

At the point of making these commitments, there was no indication of the downturn that followed; income and reserves were healthy, and the Board took the view that reinvestment in the organisation's long-term capacity was both timely and responsible. These investments have strengthened AHEP's infrastructure and sector positioning, though they necessarily reduced the level of available reserves.

The subsequent deterioration in the higher-education funding environment, which accelerated rapidly from late 2024, placed additional pressure on income. The Board responded by introducing tighter financial controls, reducing expenditure, and refocusing resources on core activity and income recovery.

While the Association ended the year with a lower level of reserves than in previous periods, it remains financially viable and continues to meet all its obligations in full. The trustees have approved a recovery plan focused on restoring reserves through growth in consulting, membership, and institutional partnerships, supported by close financial monitoring and prudent management of expenditure.

AHEP's investment policy continues to prioritise capital preservation and liquidity. Surplus cash is held in low-risk, interest-bearing accounts to ensure that funds are available to meet operating needs while earning modest returns.

d. Reserves policy

In accordance with the revised reserves policy agreed by the Board in June 2015, the Association seeks to return surpluses to reserves of between 1 and 5 per cent of turnover each year. Any additional surplus above this level may be designated for specific strategic use. Designated funds are part of unrestricted reserves that trustees have earmarked for particular projects or developments, without creating a legal restriction; designations may be reviewed or cancelled by the Board if priorities change.

At 31 July 2025, total reserves stood at negative £37,765. While the level of reserves is lower than in previous years following planned strategic investments and the impact of the wider sector downturn, the Association continues to maintain healthy cash balances and strong liquidity.

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

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

The Board is therefore satisfied that, although reserves are being rebuilt, the Association remains able to meet all its obligations and to manage its operations effectively. The focus for 2025–26 is on restoring reserves progressively through renewed income growth, cost discipline, and close cash-flow management.

e. Principal funding

AHEP's income is derived primarily from individual membership subscriptions, supplemented by income from consultancy, institutional partnerships, professional development events, and other member services. Subscription income accounted for approximately £165k, representing 22% of total income in 2024–25 (compared with £184k or 25% in 2023–24).

Consulting and partnership income continued to perform well despite the wider sector contraction, demonstrating the resilience of AHEP's professional services offer. Other income sources include events such as the Annual Conference, sponsorship, and modest revenue from advertising and publications.

The Board continues to monitor income diversification closely, with an ongoing focus on consulting growth, membership recruitment, and the redesign of the institutional partnership model to ensure that it offers demonstrable value and sustained engagement for institutions.

f. Financial summary

The Board remains fully committed to the financial sustainability of the Association and is confident that the measures in place will ensure its continued viability. The Board's priority is to rebuild reserves steadily while protecting member services and maintaining the quality of professional development, consultancy, and events.

Throughout 2024–25, financial management has been strengthened through monthly review meetings between the Executive Director, Chair and Treasurer, improved forecasting, and tighter control of expenditure. Staff costs and operational expenditure are monitored closely to ensure alignment with income trends and strategic priorities.

While the Association reported a planned deficit for the year, this reflects the timing of strategic investments and the wider financial climate rather than any structural weakness. Cash flow remains healthy, and liquidity has been carefully managed in line with auditors' advice.

The trustees are satisfied that the Association remains in a sound financial position and that the actions taken during the year provide a solid foundation for recovery and renewed growth in 2025–26.

Structure, governance and management

a. Constitution

The Association of Higher Education Professionals (AHEP) is a Charitable Incorporated Organisation (CIO), registered with the Charity Commission under number 1179422.

The principal object of the charity is to advance and assist in the advancement of education by fostering sound methods of leadership, management and administration in further and higher education through education, training and other means.

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

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

Structure, governance and management (continued)

b. Methods of appointment or election of Trustees

The management of the charity is the responsibility of the Board of Trustees, who are elected and co-opted under the terms of the Constitution.

A Nominations Panel, comprising at least two trustees, two co-opted members of the Association and a senior member of staff, considers and recommends the appointment of new trustees to the Board. Any person wishing to be nominated for a trustee vacancy must follow the procedures set out by the Association.

In assessing nominations, the Panel reviews candidates' relevant skills, knowledge and experience to ensure a balanced mix across the Board. Recommendations are submitted for formal approval by the full Board of Trustees.

c. Policies adopted for the induction and training of Trustees

All trustees receive a structured induction to ensure that they understand the Association's constitution, objectives, and governance responsibilities. This includes briefing materials, meetings with the Executive Director and Chair, and access to relevant Charity Commission guidance.

Trustees are encouraged to attend external charity-governance training where appropriate, and to draw on their professional experience within the higher-education sector. The Board periodically reviews its collective skills profile to ensure it continues to provide effective oversight and stewardship.

d. Governance practice

The Board meets regularly to oversee the Association's strategic direction, financial performance and risk management. Monthly financial review meetings between the Executive Director, Chair and Treasurer provide additional assurance and support to the wider Board.

During 2024–25, governance arrangements were strengthened through clearer delegation of authority, tightened financial sign-off thresholds and a renewed focus on proportionate risk management. These enhancements were precautionary measures reflecting the sector context rather than a response to any governance concern.

The trustees continue to ensure that the Association operates with integrity, transparency and accountability, in full compliance with its charitable objectives and the requirements of the Charity Commission.

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

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

Plans for future periods

The Board remains committed to the delivery of the 2023–28 strategy, which continues to guide all operational and strategic decisions. While the strategic direction remains unchanged, the focus and pace of implementation have been adjusted in response to the current financial environment and the need to rebuild reserves.

The priority for 2025–26 is to strengthen AHEP's financial resilience while maintaining the quality and relevance of services to members. This includes consolidating core activities, rebuilding membership growth momentum, and positioning AHEP Consulting and the institutional partnership model as key drivers of sustainable income and sector impact. AHEP's response to its own financial challenges is built on a deep understanding of the challenges of the wider sector and is therefore focused on providing solutions to members and institutions that are cost-conscious and affordable in the current context, whilst supporting and investing in our members' professional development for future sector demands.

The Board's recovery plan centres on four priorities:

- Financial recovery and reserve rebuilding through controlled expenditure, careful cash management, and progressive growth in consulting, partnership and membership income.
- Member growth and engagement, led by the "Just One Member" campaign and the refreshed membership strategy to deepen engagement, attract new professionals, and increase retention.
- Consulting and institutional partnerships, expanding AHEP Consulting to support institutions through the current climate and redesigning the institutional partnership offer to demonstrate tangible return on investment.
- Collaboration and efficiency, working with other professional associations to increase collective influence, share resources, and improve cost-effectiveness across the sector.

These priorities are supported by disciplined governance, monthly financial reviews, and proportionate risk management to ensure progress is closely monitored and corrective action taken swiftly where required.

Auditors

The trustees wish to record their thanks to Crowe UK LLP, the Association's auditors, for their professional advice and support during the year. The Board has worked with Crowe for several years and continues to receive robust, high-quality advice and service. In line with good governance practice and Charity Commission guidance, the trustees periodically review audit arrangements to ensure they continue to provide best value and appropriate challenge. The Board is therefore considering whether to conduct a market review of audit services during 2025–26, as part of its regular governance cycle.

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

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

Statement of Trustees' responsibilities

The Trustees are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England & Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Group and the Charity and of their incoming resources and application of resources, including their income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Group and the Charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the Trust deed. They are also responsible for safeguarding the assets of the Group and the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditor

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditor is unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditor is aware of that information.

Approved by order of the members of the board of Trustees on
18 December 2025 and signed on their behalf by:

Thea Gibbs 

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

Opinion

We have audited the financial statements of Association of Higher Education Professionals (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 July 2025 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Charity balance sheet, the Consolidated statement of cash flows 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 Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

The financial statements have been prepared in accordance with Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has been withdrawn.

This has been done in order for the accounts to provide a true and fair view in accordance with the Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2015.

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charity's affairs as at 31 July 2025 and of the Group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or the parent 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.

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (CONTINUED)

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditor's report thereon. The Trustees are responsible for the other information contained within the Annual 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. 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 themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or
- the parent Charity has not kept sufficient accounting records; or
- the parent Charity financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees are responsible for the preparation of the financial statements which give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Group's and the parent 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 Group or the parent charity or to cease operations, or have no realistic alternative but to do so.

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (CONTINUED)

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 152 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

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

We obtained an understanding of the legal and regulatory frameworks within which the charity operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context was the Charities Act 2011 legislation.

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our sector experience, through discussions with the Trustees, and from inspections of the Charities' board minutes and legal and regulatory correspondence.

We assessed the susceptibility of the financial statements to material misstatement, including how fraud might occur, by meeting with management from relevant parts of the business to understand where management considered there was a susceptibility to fraud. We also considered the potential for management to manage earnings and influence the perceptions of the financial statements.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be the override of controls by management and the completeness and accuracy of income recognition excluding membership and subscription income.

Audit procedures performed by the engagement team included:

- Evaluation of the design of controls established to address the risks related to material irregularities in the financial statements; Testing manual journal entries, in particular journal entries relating to management estimates and entries determined to be large or relating to non-routine transactions.
- Evaluation of income recognition policies and any judgements made around income recognition; reviewing the income system for significant deficiencies or susceptibility to fraud;
- Agreement of the financial statement disclosures to underlying supporting documentation;
- Making enquiries of management;
- Review of minutes of board meetings throughout the period;

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (CONTINUED)

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations. These inherent limitations are particularly significant in the case of misstatement resulting from fraud as this may involve sophisticated schemes designed to avoid detection, including deliberate failure to record transactions, collusion or the provision of intentional misrepresentations.

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

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and its trustees, as a body, for our audit work, for this report, or for the opinions we have formed.

Crowe U.K. LLP

Crowe U.K. LLP

Statutory Auditor

3rd floor

St George's House

56 Peter St

Manchester

M2 3NQ

Date: 23 December 2025

Crowe U.K. LLP are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 JULY 2025**

	Note	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Income from:				
Charitable activities	4	594,143	594,143	601,430
Other trading activities	5	162,977	162,977	125,892
Investments	6	3,737	3,737	5,605
Total income		<u>760,857</u>	<u>760,857</u>	<u>732,927</u>
Expenditure on:				
Raising funds		121,195	121,195	6,817
Charitable activities	7	835,404	835,404	945,497
Total expenditure		<u>956,599</u>	<u>956,599</u>	<u>952,314</u>
Net movement in funds		<u>(195,742)</u>	<u>(195,742)</u>	<u>(219,387)</u>
Reconciliation of funds:				
Total funds brought forward		157,977	157,977	377,364
Net movement in funds		(195,742)	(195,742)	(219,387)
Total funds carried forward		<u>(37,765)</u>	<u>(37,765)</u>	<u>157,977</u>

The Consolidated Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 18 to 38 form part of these financial statements.

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

**CONSOLIDATED BALANCE SHEET
AS AT 31 JULY 2025**

	Note	2025 £	2024 £
Fixed assets			
Intangible assets	13	15,157	36,852
Tangible assets	14	211	749
		<u>15,368</u>	<u>37,601</u>
Current assets			
Debtors	16	235,461	176,250
Cash at bank and in hand		111,881	319,973
		<u>347,342</u>	<u>496,223</u>
Current liabilities			
Creditors: amounts falling due within one year	17	(400,475)	(375,847)
Net current liabilities / assets		<u>(53,133)</u>	<u>120,376</u>
Total net assets		<u><u>(37,765)</u></u>	<u><u>157,977</u></u>
Charity funds			
Restricted funds	18	-	-
Unrestricted funds	18	(37,765)	157,977
Total funds		<u><u>(37,765)</u></u>	<u><u>157,977</u></u>

The financial statements were approved and authorised for issue by the Trustees on 18 December 2025 and signed on their behalf by:

Thea Gibbs

Thea Gibbs
Trustee

The notes on pages 18 to 38 form part of these financial statements.

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

**CHARITY BALANCE SHEET
AS AT 31 JULY 2025**

	Note	2025 £	2024 £
Fixed assets			
Intangible assets	13	-	4,295
Tangible assets	14	120	144
Investments	15	100	100
		<u>220</u>	<u>4,539</u>
Current assets			
Debtors	16	83,643	89,955
Cash at bank and in hand		108,191	317,022
		<u>191,834</u>	<u>406,977</u>
Current liabilities			
Creditors: amounts falling due within one year	17	(173,424)	(212,767)
		<u>18,410</u>	<u>194,210</u>
Net current assets			
		<u>18,630</u>	<u>198,749</u>
Total assets less current liabilities			
		<u>18,630</u>	<u>198,749</u>
Net assets excluding pension asset			
		<u>18,630</u>	<u>198,749</u>
Total net assets		<u>18,630</u>	<u>198,749</u>
Charity funds			
Restricted funds	18	-	-
Unrestricted funds	18	18,630	198,749
		<u>18,630</u>	<u>198,749</u>
Total funds		<u>18,630</u>	<u>198,749</u>

The financial statements were approved and authorised for issue by the Trustees on 18 December 2025 and signed on their behalf by:

Thea Gibbs

**Thea Gibbs
Trustee**

The notes on pages 18 to 38 form part of these financial statements.

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

**CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 JULY 2025**

	Note	2025 £	2024 £
Cash flows from operating activities			
Net cash used in operating activities	20	(211,829)	(184,705)
Cash flows from investing activities			
Net cash provided by investing activities		-	-
Cash flows from financing activities			
Dividends, interests and rents from investments		3,737	5,605
Purchase of intangible assets		-	(27,238)
Loss on disposal of tangible fixed assets		-	454
Net cash provided by/(used in) financing activities		3,737	(21,179)
Change in cash and cash equivalents in the year		(208,092)	(205,884)
Cash and cash equivalents at the beginning of the year		319,973	525,857
Cash and cash equivalents at the end of the year	21	111,881	319,973

The notes on pages 18 to 38 form part of these financial statements

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

1. General information

Association of Higher Education Professionals is a registered charitable incorporated organisation in England and Wales with a registered office at B1 George Begg Building, Sackville Street, Manchester, M1 3BB.

The trustees consider the charity to be a public benefit entity for the purposes of FRS 102.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective October 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair' view. This departure has involved following the Charities SORP (FRS 102) published in October 2019 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

Association of Higher Education Professionals meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The Consolidated statement of financial activities (SOFA) and Consolidated balance sheet consolidate the financial statements of the Charity and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

2.2 Going concern

As part of its going concern assessment, the Board of Trustees has considered Group budgets and cash flow forecasts to 31 December 2026. The initial forecasts indicate potential challenges in maintaining cash flow at a sustainable level beyond the next financial year, influenced by the financial instability currently affecting the higher education sector. In response, management is actively exploring a range of cost-saving measures and operational efficiencies to strengthen the Charity's financial position. While the successful implementation of these initiatives is expected to mitigate the risk, there remains a degree of uncertainty until these actions are fully executed and their impact assessed.

Considering the uncertainties as described above, the Trustees have a reasonable expectation that the Group has and will have adequate resources to continue in operational existence for the forecast period. For these reasons, they continue to adopt the going concern basis of accounting in preparing this financial information.

2.3 Income

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2025

2. Accounting policies (continued)

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.5 Research and development

Development costs are capitalised within intangible assets where they can be identified with a specific product or project anticipated to produce future benefits, and are amortised on the straight line basis over the anticipated life of the benefits arising from the completed product or project.

Deferred research and development costs are reviewed annually, and where future benefits are deemed to have ceased or to be in doubt, the balance of any related research and development is written off to the Consolidated statement of financial activities.

2.6 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2025

2. Accounting policies (continued)

2.7 Intangible assets and amortisation

Intangible assets costing £2,500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Amortisation is provided on intangible assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life.

Amortisation is provided on the following basis:

Software	- 33 % Straight line
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2.8 Tangible fixed assets and depreciation

Tangible fixed assets costing £NIL or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Office equipment	- 3 years
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2.9 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Consolidated statement of financial activities.

Investments in subsidiaries are valued at cost less provision for impairment.

2.10 Debtors

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

2.11 Cash at bank and in hand

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2025

2. Accounting policies (continued)

2.12 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Consolidated statement of financial activities as a finance cost.

2.13 Deferred taxation

Full provision is made for deferred tax assets and liabilities arising from all timing differences between the recognition of gains and losses in the financial statements and recognition in the tax computation.

A net deferred tax asset is recognised only if it can be regarded as more likely than not that there will be suitable taxable surpluses from which the future reversal of the underlying timing differences can be deducted.

Deferred tax assets and liabilities are calculated at the tax rates expected to be effective at the time the timing differences are expected to reverse.

2.14 Financial instruments

The Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.15 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

Investment income, gains and losses are allocated to the appropriate fund.

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

3. Critical accounting estimates and areas of judgment

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. There are no material estimates and judgements to consider.

4. Income from charitable activities

	Unrestricted funds 2025 £	Total funds 2025 £
Membership	164,811	164,811
Conference, exhibitions and events	49,428	49,428
Postgraduate certificate programme	83,273	83,273
Services to other charities	75,605	75,605
Other	1,100	1,100
Professional development programme	219,926	219,926
	594,143	594,143
	<i>Unrestricted funds 2024 £</i>	<i>Total funds 2024 £</i>
Membership	183,727	183,727
Conference, exhibitions and events	46,722	46,722
Postgraduate certificate programme	191,373	191,373
Services to other charities	66,345	66,345
Other	2,390	2,390
Professional development programme	110,873	110,873
	601,430	601,430

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2025**

5. Income from other trading activities

Income from non charitable trading activities

	Unrestricted funds 2025 £	Total funds 2025 £
Sales	162,977	162,977
	<u> </u>	<u> </u>

	<i>Unrestricted funds 2024 £</i>	<i>Total funds 2024 £</i>
Sales	125,892	125,892
	<u> </u>	<u> </u>

6. Investment income

	Unrestricted funds 2025 £	Total funds 2025 £
Investment income	3,737	3,737
	<u> </u>	<u> </u>

	<i>Unrestricted funds 2024 £</i>	<i>Total funds 2024 £</i>
Investment income	5,605	5,605
	<u> </u>	<u> </u>

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2025**

7. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2025 £	Total 2025 £
Membership	337,181	337,181
Conference, exhibitions and events	149,405	149,405
Postgraduate certificate programme	86,693	86,693
Services to other charities	67,323	67,323
Professional development programme	193,733	193,733
Other	1,069	1,069
	835,404	835,404

	<i>Unrestricted funds 2024 £</i>	<i>Total 2024 £</i>
Membership	315,871	315,871
Conference, exhibitions and events	165,687	165,687
Postgraduate certificate programme	257,778	257,778
Services to other charities	76,560	76,560
Professional development programme	126,866	126,866
Other	2,735	2,735
	945,497	945,497

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2025**

8. Analysis of expenditure by activities

	Activities undertaken directly 2025 £	Support costs 2025 £	Total funds 2025 £
Membership	191,998	145,183	337,181
Conference, exhibitions and events	105,864	43,541	149,405
Postgraduate certificate programme	13,338	73,355	86,693
Services to other charities	722	66,601	67,323
Professional development programme	-	193,733	193,733
Other	-	1,069	1,069
	<u>311,922</u>	<u>523,482</u>	<u>835,404</u>

	Activities undertaken directly 2024 £	Support costs 2024 £	Total funds 2024 £
Membership	105,642	210,229	315,871
Conference, exhibitions and events	112,226	53,461	165,687
Postgraduate certificate programme	38,801	218,977	257,778
Services to other charities	645	75,915	76,560
Professional development programme	-	126,866	126,866
Other	-	2,735	2,735
	<u>257,314</u>	<u>688,183</u>	<u>945,497</u>

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2025**

9. Auditor's remuneration

	2025	<i>2024</i>
	£	£
Fees payable to the Charity's auditor for the audit of the Charity's annual accounts	7,420	<i>7,000</i>
Fees payable to the Charity's auditor in respect of: Accountancy services	3,000	<i>2,900</i>
	<u>3,000</u>	<u><i>2,900</i></u>

10. Staff costs

	Group 2025	<i>Group 2024</i>	Charity 2025	<i>Charity 2024</i>
	£	£	£	£
Wages and salaries	446,174	<i>480,612</i>	207,995	<i>272,458</i>
	<u>446,174</u>	<u><i>480,612</i></u>	<u>207,995</u>	<u><i>272,458</i></u>

No employee received remuneration amounting to more than £60,000 in either year.

All staff members within the National Office have employment contracts with the University of Manchester. Staff costs of £207,995 (2024: £272,458) were recharged to Association of Higher Education Professionals.

The key management personnel are defined on page 1 of the financial statements. Total remuneration of key management personnel for the year ended 31 July 2025 was £210,414 (2024: £148,383).

11. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2024 - £NIL).

During the year ended 31 July 2025, no Trustee expenses have been incurred (2024 - £NIL).

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2025

12. Taxation

Corporation tax

Taxation on net expenditure

The tax assessed for the year is lower than (2024 - *lower than*) the standard rate of corporation tax in the UK of 25% (2024 - 25%). The differences are explained below:

	2025 £	2024 £
Net expenditure before tax	(195,742)	(219,387)
Net (expenditure)/income multiplied by the standard rate of corporation tax in the UK of 25% (2024 - 25%).	(48,936)	(54,847)
Effects of:		
Unrelieved tax losses carried forward	48,936	54,847
Total tax charge for the year	-	-

There are no factors considered likely to affect future tax charges.

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2025

13. Intangible assets

Group

Software
£

Cost

At 1 August 2024

228,835

At 31 July 2025

228,835

Amortisation

At 1 August 2024

191,983

Charge for the year

21,695

At 31 July 2025

213,678

Net book value

At 31 July 2025

15,157

At 31 July 2024

36,852

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2025

13. Intangible assets (continued)

Charity

Software
£

Cost

At 1 August 2024

41,831

At 31 July 2025

41,831

Amortisation

At 1 August 2024

37,536

Charge for the year

4,295

At 31 July 2025

41,831

Net book value

At 31 July 2025

-

At 31 July 2024

4,295

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2025

14. Tangible fixed assets

Group

	Office equipment £
Cost or valuation	
At 1 August 2024	8,820
At 31 July 2025	8,820
Depreciation	
At 1 August 2024	8,095
Charge for the year	514
At 31 July 2025	8,609
Net book value	
At 31 July 2025	211
At 31 July 2024	725

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2025

14. Tangible fixed assets (continued)

Charity

	Office equipment £
Cost or valuation	
At 1 August 2024	6,148
At 31 July 2025	<u>6,148</u>
Depreciation	
At 1 August 2024	6,028
At 31 July 2025	<u>6,028</u>
Net book value	
At 31 July 2025	<u><u>120</u></u>
At 31 July 2024	<u><u>120</u></u>

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2025**

15. Fixed asset investments

	Investments in subsidiary companies £
Charity	
Cost or valuation	
At 1 August 2024	100
At 31 July 2025	<u>100</u>
Net book value	
At 31 July 2025	<u>100</u>
At 31 July 2024	<u>100</u>

Principal subsidiaries

The following was a subsidiary undertaking of the Charity:

Name	Company number	Registered office	Principal activity
AHEP Enterprises Limited	08814323	AHEP , The University of Manchester, Sackville Street Building, Sackville Street, Manchester, M60 1 QD	Activities of professional membership organisations
Class of shares	Holding	Included in consolidation	
Ordinary	100%	Yes	

The financial results of the subsidiary for the year were:

Name	Income £	Expenditure £	Profit/(Loss) for the year £	Net assets £
AHEP Enterprises Limited	752,157	883,274	(131,117)	(602,190)

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2025**

16. Debtors

	Group 2025 £	<i>Group 2024 £</i>	Charity 2025 £	<i>Charity 2024 £</i>
Trade debtors	210,204	156,339	82,262	88,584
Other debtors	5,576	3,789	-	49
Prepayments and accrued income	19,681	16,122	1,381	1,322
	235,461	176,250	83,643	89,955

17. Creditors: Amounts falling due within one year

	Group 2025 £	<i>Group 2024 £</i>	Charity 2025 £	<i>Charity 2024 £</i>
Trade creditors	223,244	91,453	61,313	14,723
Other taxation and social security	-	15,972	-	-
Other creditors	15,406	83	14,326	-
Accruals and deferred income	161,825	268,339	97,785	198,044
	400,475	375,847	173,424	212,767

	Group 2025 £	<i>Group 2024 £</i>	Charity 2025 £	<i>Charity 2024 £</i>
Deferred income at 1 August 2024	234,362	172,949	165,264	172,949
Resources deferred during the year	142,004	234,362	78,921	165,264
Amounts released from previous periods	(234,362)	(172,949)	(165,264)	(172,949)
	142,004	234,362	78,921	165,264

Deferred income consists of courses paid for in advance by delegates and membership subscriptions which continue into the next financial year.

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2025

18. Statement of funds

Statement of funds - current year

	Balance at 1 August 2024 £	Income £	Expenditure £	Balance at 31 July 2025 £
Unrestricted funds				
General Funds - all funds	157,977	760,857	(956,599)	(37,765)

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2025

18. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 August 2023 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Balance at 31 July 2024 £</i>
Unrestricted funds				
General Funds - all funds	377,364	732,927	(952,314)	157,977

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2025

19. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2025 £	Total funds 2025 £
Tangible fixed assets	211	211
Intangible fixed assets	15,157	15,157
Current assets	347,342	347,342
Creditors due within one year	(400,475)	(400,475)
Total	(37,765)	(37,765)

Analysis of net assets between funds - prior year

	Unrestricted funds 2024 £	Total funds 2024 £
Tangible fixed assets	749	749
Intangible fixed assets	36,852	36,852
Current assets	496,223	496,223
Creditors due within one year	(375,847)	(375,847)
Total	157,977	157,977

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2025**

20. Reconciliation of net movement in funds to net cash flow from operating activities

	Group 2025 £	<i>Group 2024 £</i>
Net expenditure for the year (as per Statement of Financial Activities)	(195,742)	<i>(219,387)</i>
Adjustments for:		
Depreciation charges	538	<i>819</i>
Amortisation charges	21,695	<i>18,270</i>
Dividends, interests and rents from investments	(3,737)	<i>(5,605)</i>
Increase in debtors	(59,211)	<i>(15,760)</i>
Increase in creditors	24,628	<i>36,958</i>
Net cash used in operating activities	(211,829)	<i>(184,705)</i>

21. Analysis of cash and cash equivalents

	Group 2025 £	<i>Group 2024 £</i>
Cash in hand	111,881	<i>319,973</i>
Total cash and cash equivalents	111,881	<i>319,973</i>

22. Analysis of changes in net debt

	At 1 August 2024 £	Cash flows £	At 31 July 2025 £
Cash at bank and in hand	319,973	(208,092)	111,881
	319,973	(208,092)	111,881

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

23. Operating lease commitments

At 31 July 2025 the Group and the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2025 £	<i>Group 2024 £</i>	Charity 2025 £	<i>Charity 2024 £</i>
Not later than 1 year	21,400	<i>21,400</i>	21,400	<i>21,400</i>
Later than 1 year and not later than 5 years	21,400	<i>42,800</i>	21,400	<i>42,800</i>
	42,800	<i>64,200</i>	42,800	<i>64,200</i>

24. Related party transactions

The charity has taken advantage of the exemption available under section 33 of FRS 102 to not disclose transactions with wholly owned subsidiaries.

There are no other related party transactions.

Accounts

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 JULY 2024

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

CONTENTS

	Page
Reference and administrative details of the charity, its Trustees and advisers	1 - 2
Trustees' report	3 - 9
Independent auditor's report on the financial statements	10 - 13
Consolidated statement of financial activities	14
Consolidated balance sheet	15
Charity balance sheet	16
Consolidated statement of cash flows	17
Notes to the financial statements	18 - 38

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 JULY 2024

Trustees

Thea Gibbs, Chair
Mike Mercer, Vice Chair
Lucy Hayward (appointed 1 August 2023)
Oliver Cooper (resigned 31 July 2024)
Sol Miah
Jonathan Dempsey
Loretta Gibson
Emily Khan (appointed 1 August 2023)
Valerie Foy (appointed 1 August 2023)
Nikki Pierce (appointed 1 August 2023)
Hayley Burns (appointed 1 August 2023)
Hannah Rundle (appointed 1 August 2023)
Josh Gulrajani (appointed 1 August 2023)
Rachel Kelly (appointed 1 August 2023)
James Irving (appointed 1 August 2023)

Charity registered number

1179422

Principal office

AHEP Office
B1 George Begg Building
Sackville Street
Manchester
M1 3BB

Principal operating office

AHEP Office
B1 George Begg Building
Sackville Street Building
Manchester

Independent auditor

Crowe U.K. LLP
3rd floor
St Georges House
56 Peter St
Manchester
M2 3NQ

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS
(CONTINUED)
FOR THE YEAR ENDED 31 JULY 2024**

Senior management team

Colin Ferguson (Executive Director)

Anna Green (Head of Finance)

Ella Popper (Head of Professional Development)

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

TRUSTEES' REPORT FOR THE YEAR ENDED 31 JULY 2024

Dear Members,

For over six decades, the AHEP has proudly served as the premier membership association for Higher Education Professionals, fostering professional development and facilitating connections among sector professionals to exchange knowledge, experiences, and best practices. Our journey since inception reflects resilience and adaptability, and recognising the swift evolution of the sector in recent years, the Board of Trustees and the Executive Director embarked on a comprehensive strategy development process. This strategic initiative ensures the Association's capacity to address the dynamic needs of today and tomorrow's higher education landscape.

Throughout the strategy development in 2023-24, our commitment to excellence remained unwavering. We continued to provide top-notch professional development opportunities to our valued membership, fostering increased avenues for networking and collaborative learning within the sector. A highlight in our calendar of activities was the Annual Conference and Exhibition held in Warwick in Mar 2024, representing a pinnacle moment in our ongoing dedication to advancing the higher education profession. Over 350 delegates were in attendance from across the UK and the world, with fantastic feedback received from our delegates and exhibitors.

It was at July's Annual Conference and Exhibition that we proudly revealed the 2023-28 strategy, built on three pillars. Firstly, Identity, Purpose, and Engagement involve cultivating a modern brand, articulating the Association's purpose, and actively engaging with the sector. Secondly, Fit for the Future Products focuses on transparent membership offers, flexible professional development, and a not-for-profit consulting service. Lastly, Strategic Sector Partnerships entails tailored collaborations with sector bodies and with individual institutions, as well as advocating for Higher Education Professionals.

The strategic changes are driven by our commitment to cultivate a thriving professional services community, especially in the UK and Ireland. We aim to reflect the diversity of society, fostering inclusivity and expanding our outreach. Elevating the profile of professional services as a premier career choice is a central goal, attracting a broader audience and positioning the sector as both appealing and rewarding. Promoting collaboration and alignment across the sector is integral to our strategy, fostering unity in pursuing common objectives. As recognised pioneers in professional development, our association aims to be a beacon of best practices, leading the sector in advancing expertise. Through these efforts, we seek to grow our membership while significantly contributing to the sector's recognition and advancement. To deliver this, the trustees agreed to use the Association's healthy reserves to invest in a new identity, website and staffing.

The Executive Director has ensured that the office team is fully resourced for the successful implementation and delivery of the strategy in 2023-24. The team has dedicated significant effort to ensuring a seamless transition to a new brand, enhancing the overall member experience. To reinforce this effort, the position of Membership and Marketing Manager was established, prioritising the needs of our members.

The strategy consultation process provided valuable opportunities to strengthen the Association's relationships with strategic partners, notably the Association of Heads of University Administration (AHUA), Academic Registrars Council (ARC), Quality Strategy Network (QSN), British Universities Finance Directors Group (BUFDG), Universities Human Resources (UHR), and The Association of Research Managers and Administrators (ARMA). As a testament to collaborative efforts, a joint event involving ARC, QSN, and AUA explored the sector's impact and opportunities associated with AI.

A cornerstone of our professional development offerings has been the highly sought-after Postgraduate Certificate (PgCert) in Higher Education Management, Administration, and Leadership, delivered in partnership with Nottingham Trent University. Currently, efforts are underway to make the PgCert more accessible to all HE professionals and explore options for programme progression to support those interested in furthering their studies.

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

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

Special thanks go to our Honorary President, Keith Zimmerman, for leveraging his 25 years of sector experience to support and advocate for the Association. Lastly, gratitude is extended to the Association's dedicated staff team for their hard work over the past year and to the Board of Trustees for their diligence and ambition in guiding the Association toward a future-focused direction.

Name: Thea Gibbs
 Chair



Date: 29 May 2025

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

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

The Trustees present their annual report together with the audited financial statements of the group and the charity for the 1 August 2023 to 31 July 2024.

Objectives and activities

a. Policies and objectives

The Trustees have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the guidance on public benefit published by the Charities Commission.

It is stated in the governing document of the Association that "the Object of the Association is to advance and assist in the advancement of education by fostering sound methods of leadership, management and administration in further and higher education by education, training, and other means".

In furtherance of the above Object, the Association's mission is to promote excellence in higher education management, advance a code of professional standards, provide information networks, develop international links and enhance the profile of the profession nationally and internationally. We achieve this through the systematic delivery of information, a comprehensive continuing professional development programme, and the provision of networking opportunities across the sector. Our subscription fees, which vary according to salary levels, are set to ensure that they are affordable to all our members.

b. Main activities undertaken to further the charity's purposes for the public benefit

Details of the main activities carried out during the year are described in the Chair's letter to members on the previous pages.

Like many business and charities, the AHEP has been significantly affected by the Covid -19 pandemic. It immediately impacted our activity, most notably our learning and development programme and the Association's Annual Conference, which was moved online for 2021.

What this experience has shown us is how adaptable and responsive we can be, the AHEP PgCert in HE admin, management and leadership is now being delivered online and we have developed and are offering a fully-fledged online CPD offer. Development projects such as a mentoring scheme and new online CPD Framework tool have continued and were launched in early 2021 providing us with tangible enhancements to the membership offer. As a result of these and other efforts around communications, retention remains strong and we are now embarking on a revised membership recruitment plan to reach new audiences.

The Board developed a new strategy and this development and launch was not delayed by the pandemic. The Future HE Professionals research project informed the creation of a confident strategy which makes three promises to our members;

We promise to:

1. Empower your career
2. Improve your professional practice
3. Support your professional development

These promises now shape the messages we communicate and the activity we have prioritised throughout the year and will inform work for the coming period. Although these uncertain times continue, the strategic vision sets out a clear path for the AHEP designed to increase membership and enable many more PS staff to benefit from the AHEP offer and enhance their careers in higher education.

The financial results for the year are set out on pages **14 to 38** of this report.

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

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

Achievements and performance

a. Investment policy and performance

AHEP's policy is to invest its reserves prudently on behalf of its members whilst ensuring there are sufficient funds to pay operational expenditure. The Association invests its cash surpluses in Barclays Treasury Deposit Accounts for periods, which maximise interest from the investment whilst ensuring funds are available to meet cash flow purposes. The AHEP is working towards splitting cash investment across a variety of banks and interest bearing accounts in order to improve returns whilst minimising risk.

Financial review

a. Going concern

As part of its going concern assessment, the Board of Trustees has considered Group budgets and cash flow forecasts to 28 February 2026. The initial forecasts indicate potential challenges in maintaining cash flow at a sustainable level beyond the next financial year, influenced by the financial instability currently affecting the higher education sector. In response, management is actively exploring a range of cost-saving measures and operational efficiencies to strengthen the Charity's financial position. While the successful implementation of these initiatives is expected to mitigate the risk, there remains a degree of uncertainty until these actions are fully executed and their impact assessed.

Considering the uncertainties as described above, the Trustees have a reasonable expectation that the Group has and will have adequate resources to continue in operational existence for the forecast period. For these reasons, they continue to adopt the going concern basis of accounting in preparing this financial information.

b. Financial risk management objectives and policies

The Trustees continue to keep the Association's activities under review, particularly with regard to any major risks that may arise, for example in respect of the annual conference, and to monitor the effectiveness of the internal controls, and other viable means, including insurance cover where appropriate, by which identified risks can be mitigated.

c. Investments and financial reserves

The Trustees are aware, and have taken action to ensure, that the Association is able to fulfil its financial commitments to its stakeholders. These include its commitment to provide membership services and long term support for the participants on the Postgraduate Certificate in Higher Education Administration, Management and Leadership.

d. Reserves policy

The Charity Commission states that a charity needs to have sufficient reserves to allow it to cover known liabilities, which for the AHEP would mean being able to cover money owed to creditors, six months' notice on Sackville Street property and possibly covering statutory redundancy entitlement to employees.

In accordance with the revised reserves policy agreed in June 2015, the Association returns surpluses to reserves of between 1-5% of turnover. Any excess surplus, over and above this, is held in reserves as 'Designated Funds', which, per the Charity Commission are 'part of unrestricted funds which Trustees have earmarked for a particular project or use, without restricting or committing the funds legally. The designation may be cancelled by the Trustees if they later decide that the charity should not proceed or continue with the use or project for which the funds were designated'.

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

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

Consequently, the Board can report that the reserves for y/e 31st July 2024 now stand at £158k.

e. Principal funding

Unlike many associations in higher education, AHEP's funding is generally from individual and not institutional subscriptions. This accounts for £184k or 25% (£197k or 28% in 2022/23) of all incoming resources in the reported period. Other income is derived from surpluses from the professional development programme, the Postgraduate certificate, and the provision of services to other organisations in the sector. A small percentage of revenue is derived from advertising activities.

f. Financial summary

The Board is committed the financial sustainability of the Association and is confident that there are satisfactory control measures in place to ensure ongoing viability and going concern. The Board continues to work with the AHEP staff team to ensure that this objective is met.

The Board has adopted a policy of replenishment of reserves and targeted investment in recruitment and retention activities to support growth in overall membership. The AHEP survives and thrives only by the strength of its membership and the Board recognises the importance of securing and enhancing the membership experience and as such has designated a portion of the retained surplus towards the achievement of this.

Staff costs accounted for £480,612 or 66% (£481k or 61% in 2022/23) of total income. Other significant costs relate to the changes to the Website and CRM system and investments in membership benefits.

Structure, governance and management

a. Constitution

The principal object of the charity and the group is to advance and assist in the advancement of education by fostering sound methods of leadership, management and administration in further and higher education by education, training and other means.

b. Methods of appointment or election of Trustees

The management of the charity and the group is the responsibility of the Trustees who are elected and co-opted under the terms of the Trust deed.

c. Policies adopted for the induction and training of Trustees

In accordance with the Constitution a Nominations panel (comprising at least two Trustees, two co-opted members of the Association and a senior member of staff from the AHEP Office) considers and recommends the appointment of new Trustees to the Board. Any person wishing to be nominated for a Trustee vacancy, as notified by the Board of Trustees, must follow the nominations procedures as specified by the Association. In considering potential Trustees, the Nominations Panel assesses individuals' relevant skills, knowledge and experience, taking into account the skills mix of existing members. The Nominations Panel recommends appointment of its preferred candidates, subject to formal approval by the full Board of Trustees.

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

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

Plans for future periods

a. Future developments

The Board steadfastly upholds its commitment to establishing a sustainable financial model for the AHEP's operations. The impending launch of the 2023-28 strategy signifies a strategic focus on enhancing the Association's contribution to the Higher Education (HE) sector and advancing the professionalisation of staff across a comprehensive spectrum of professional services. Notably, the Association is diversifying its portfolio further by introducing institutional partnerships, a strategic initiative designed to concurrently benefit individual members and fortify the Association's influence, relevance, and support for the development of HE professionals. This strategic move aims to foster stronger connections within the sector, providing valuable support and opportunities for professional growth.

Auditors

As part of the Charity's governance procedures the Auditors remain as Crowe UK LLP, until further notice at which point AHEP will complete a competitive tender process.

Conclusion

Amidst significant changes within the higher education sector, the AHEP's role in supporting individual HE professionals remains as crucial as ever. The Association continues to be inspired by the unwavering dedication and selflessness demonstrated by numerous individuals who generously contribute to the sector through various activities. These encompass coordinating network events, participating in the professional development programme, leading conference sessions, and serving as mentors in the AHEP's postgraduate certificate programme.

The Board of Trustees extends its gratitude once again, to the AHEP Office staff and the numerous supporters who tirelessly contribute their time. Their efforts play a pivotal role in amplifying the impact and significance of the Association's mission and values throughout the sector.

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

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

Statement of Trustees' responsibilities

The Trustees are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England & Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Group and the charity and of their incoming resources and application of resources, including their income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and the charity's transactions and disclose with reasonable accuracy at any time the financial position of the Group and the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the Trust deed. They are also responsible for safeguarding the assets of the Group and the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditor

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditor is unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditor is aware of that information.

Approved by order of the members of the board of Trustees on 29 May 2025 and signed on their behalf by:

Thea Gibbs



Lucy Hayward



ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

Opinion

We have audited the of Association of Higher Education Professionals (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 July 2024 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Charity balance sheet, the Consolidated statement of cash flows 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 Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charity's affairs as at 31 July 2024 and of the Group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or the parent 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.

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (CONTINUED)

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditor's report thereon. The Trustees are responsible for the other information contained within the Annual 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. 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 themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or
- the parent charity has not kept sufficient accounting records; or
- the parent charity are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees are responsible for the preparation of the which give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Group's and the parent 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 Group or the parent charity or to cease operations, or have no realistic alternative but to do so.

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (CONTINUED)

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 152 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

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

We obtained an understanding of the legal and regulatory frameworks within which the charity operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Charities Act 2011 legislation.

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our sector experience, through discussions with the Trustees, and from inspections of the Charities' board minutes and legal and regulatory correspondence.

We assessed the susceptibility of the financial statements to material misstatement, including how fraud might occur, by meeting with management from relevant parts of the business to understand where management considered there was a susceptibility to fraud. We also considered the potential for management to manage earnings and influence the perceptions of the financial statements.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be the override of controls by management and the timing of recognition of income.

Audit procedures performed by the engagement team included:

- Evaluation of the design of controls established to address the risks related to material irregularities in the financial statements; Testing manual journal entries, in particular journal entries relating to management estimates and entries determined to be large or relating to non-routine transactions.
- Evaluation of income recognition policies and any judgements made around income recognition; reviewing the income system for significant deficiencies or susceptibility to fraud;
- Agreement of the financial statement disclosures to underlying supporting documentation;
- Making enquiries of management;
- Review of minutes of board meetings throughout the period;

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (CONTINUED)

material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations. These inherent limitations are particularly significant in the case of misstatement resulting from fraud as this may involve sophisticated schemes designed to avoid detection, including deliberate failure to record transactions, collusion or the provision of intentional misrepresentations.

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

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and its trustees, as a body, for our audit work, for this report, or for the opinions we have formed.

Crowe U.K. LLP.

Crowe U.K. LLP

Statutory Auditor

3rd floor

St Georges House

56 Peter St

Manchester

M2 3NQ

29 May 2025

Crowe U.K. LLP are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 JULY 2024**

	Note	Unrestricted funds 2024 £	Total funds 2024 £	<i>Total funds £</i>
Income from:				
Charitable activities	4	601,430	601,430	552,029
Other trading activities	5	125,892	125,892	152,552
Investments	6	5,605	5,605	2,128
Total income		<u>732,927</u>	<u>732,927</u>	<u>706,709</u>
Expenditure on:				
Raising funds		6,817	6,817	253
Charitable activities	7	945,497	945,497	835,195
Total expenditure		<u>952,314</u>	<u>952,314</u>	<u>835,448</u>
Net movement in funds		<u>(219,387)</u>	<u>(219,387)</u>	<u>(128,739)</u>
Reconciliation of funds:				
Total funds brought forward		377,364	377,364	506,103
Net movement in funds		(219,387)	(219,387)	(128,739)
Total funds carried forward		<u>157,977</u>	<u>157,977</u>	<u>377,364</u>

The Consolidated Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 18 to 38 form part of these financial statements.

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

CONSOLIDATED BALANCE SHEET
AS AT 31 JULY 2024

	Note	2023 £	2023 £
Fixed assets			
Intangible assets	13	36,852	27,884
Tangible assets	14	749	2,022
		<u>37,601</u>	<u>29,906</u>
Current assets			
Debtors	16	176,250	160,490
Cash at bank and in hand		319,973	525,857
		<u>496,223</u>	<u>686,347</u>
Creditors: amounts falling due within one year	17	(375,847)	(338,889)
Net current assets		<u>120,376</u>	<u>347,458</u>
Total assets less current liabilities		<u>157,977</u>	<u>377,364</u>
Net assets excluding pension asset		<u>157,977</u>	<u>377,364</u>
Total net assets		<u><u>157,977</u></u>	<u><u>377,364</u></u>
Charity funds			
Restricted funds	18	-	-
Unrestricted funds	18	157,977	377,364
Total funds		<u><u>157,977</u></u>	<u><u>377,364</u></u>

The financial statements were approved and authorised for issue by the Trustees on 29 May 2025 and signed on their behalf by:

Thea Gibbs

Thea Gibbs

Lucy Hayward

LJ Hayward

The notes on pages 18 to 38 form part of these financial statements.

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

**CHARITY BALANCE SHEET
AS AT 31 JULY 2024**

	Note	2024 £	2023 £
Fixed assets			
Intangible assets	13	4,295	6,729
Tangible assets	14	144	386
Investments	15	100	100
		<u>4,539</u>	<u>7,215</u>
Current assets			
Debtors	16	89,955	100,767
Cash at bank and in hand		317,022	499,121
		<u>406,977</u>	<u>599,888</u>
Creditors: amounts falling due within one year	17	(212,767)	(195,387)
Net current assets		<u>194,210</u>	<u>404,501</u>
Total assets less current liabilities		<u>198,749</u>	<u>411,716</u>
Net assets excluding pension asset		<u>198,749</u>	<u>411,716</u>
Total net assets		<u><u>198,749</u></u>	<u><u>411,716</u></u>
Charity funds			
Restricted funds	18	-	-
Unrestricted funds	18	198,749	411,716
Total funds		<u><u>198,749</u></u>	<u><u>411,716</u></u>

The financial statements were approved and authorised for issue by the Trustees on 29 May 2025 and signed on their behalf by:

Thea Gibbs

Thea Gibbs

Lucy Hayward

LJ Hayward

The notes on pages 18 to 38 form part of these financial statements.

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

**CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 JULY 2024**

	Note	2024 £	2023 £
Cash flows from operating activities			
Net cash used in operating activities	20	(184,705)	(205,626)
Cash flows from investing activities			
Dividends, interests and rents from investments		5,605	2,128
Purchase of intangible assets		(27,238)	(1,694)
Purchase of tangible fixed assets		-	(25,000)
Loss on disposal of tangible fixed assets		454	-
Net cash used in investing activities		(21,179)	(24,566)
Cash flows from financing activities			
Net cash provided by financing activities		-	-
Change in cash and cash equivalents in the year		(205,884)	(230,192)
Cash and cash equivalents at the beginning of the year		525,857	756,049
Cash and cash equivalents at the end of the year	21	319,973	525,857

The notes on pages 18 to 38 form part of these financial statements

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2024

1. General information

Association of Higher Education Professionals is a registered charitable incorporated organisation in England and Wales with a registered office at B1 George Begg Building, Sackville Street, Manchester, M1 3BB.

The trustees consider the charity to be a public benefit entity for the purposes of FRS 102.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective October 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

Association of Higher Education Professionals meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The Consolidated statement of financial activities (SOFA) and Consolidated balance sheet consolidate the financial statements of the charity and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

2.2 Going concern

As part of its going concern assessment, the Board of Trustees has considered Group budgets and cash flow forecasts to 28 February 2026. The initial forecasts indicate potential challenges in maintaining cash flow at a sustainable level beyond the next financial year, influenced by the financial instability currently affecting the higher education sector. In response, management is actively exploring a range of cost-saving measures and operational efficiencies to strengthen the Charity's financial position. While the successful implementation of these initiatives is expected to mitigate the risk, there remains a degree of uncertainty until these actions are fully executed and their impact assessed.

Considering the uncertainties as described above, the Trustees have a reasonable expectation that the Group has and will have adequate resources to continue in operational existence for the forecast period. For these reasons, they continue to adopt the going concern basis of accounting in preparing this financial information.

2.3 Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2024

2. Accounting policies (continued)

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.5 Research and development

Development costs are capitalised within intangible assets where they can be identified with a specific product or project anticipated to produce future benefits, and are amortised on the straight line basis over the anticipated life of the benefits arising from the completed product or project.

Deferred research and development costs are reviewed annually, and where future benefits are deemed to have ceased or to be in doubt, the balance of any related research and development is written off to the Consolidated statement of financial activities.

2.6 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2024

2. Accounting policies (continued)

2.7 Intangible assets and amortisation

Intangible assets costing £2,500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Amortisation is provided on intangible assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life.

Amortisation is provided on the following basis:

Software	- 33 % Straight line
----------	----------------------

2.8 Tangible fixed assets and depreciation

Tangible fixed assets costing £NIL or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, .

Depreciation is provided on the following basis:

Office equipment	- 3 years straight line
------------------	-------------------------

2.9 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as Gains/(Losses) on investments' in the Consolidated statement of financial activities.

Investments in subsidiaries are valued at cost less provision for impairment.

2.10 Debtors

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

2.11 Cash at bank and in hand

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2024

2. Accounting policies (continued)

2.12 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Consolidated statement of financial activities as a finance cost.

2.13 Deferred taxation

Full provision is made for deferred tax assets and liabilities arising from all timing differences between the recognition of gains and losses in the financial statements and recognition in the tax computation.

A net deferred tax asset is recognised only if it can be regarded as more likely than not that there will be suitable taxable surpluses from which the future reversal of the underlying timing differences can be deducted.

Deferred tax assets and liabilities are calculated at the tax rates expected to be effective at the time the timing differences are expected to reverse.

2.14 Financial instruments

The Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.15 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2024

3. Critical accounting estimates and areas of judgment

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. There are no material estimates and judgements to consider.

4. Income from charitable activities

	Unrestricted funds 2024 £	Total funds 2024 £
Membership	183,727	183,727
Conference, exhibitions and events	46,722	46,722
Postgraduate certificate programme	191,373	191,373
Services to other charities	66,345	66,345
Professional development programme	110,873	110,873
Other	2,390	2,390
	601,430	601,430

	<i>Unrestricted funds 2023 £</i>	<i>Total funds 2023 £</i>
Membership	197,174	197,174
Conference, exhibitions and events	90,368	90,368
Postgraduate certificate programme	162,562	162,562
Services to other charities	66,475	66,475
Professional development programme	35,450	35,450
	552,029	552,029

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2024**

5. Income from other trading activities

Income from non charitable trading activities

	Unrestricted funds 2024 £	Total funds 2024 £
Sales	125,892	125,892
	<u> </u>	<u> </u>

	<i>Unrestricted funds 2023 £</i>	<i>Total funds 2023 £</i>
Sales	152,552	152,552
	<u> </u>	<u> </u>

6. Investment income

	Unrestricted funds 2024 £	Total funds 2024 £
Investment income	5,605	5,605
	<u> </u>	<u> </u>

	<i>Unrestricted funds 2023 £</i>	<i>Total funds 2023 £</i>
Investment income	2,128	2,128
	<u> </u>	<u> </u>

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2024**

7. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2024 £	Total 2024 £
Membership	315,871	315,871
Conference, exhibitions and events	165,687	165,687
Postgraduate certificate programme	257,778	257,778
Services to other charities	76,560	76,560
Professional development programme	126,866	126,866
Other	2,735	2,735
	945,497	945,497

	<i>Unrestricted funds 2023 £</i>	<i>Total 2023 £</i>
Membership	217,835	217,835
Conference, exhibitions and events	338,923	338,923
Postgraduate certificate programme	182,954	182,954
Services to other charities	63,041	63,041
Professional development programme	32,442	32,442
	835,195	835,195

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2024**

8. Analysis of expenditure by activities

	Activities undertaken directly 2024 £	Support costs 2024 £	Total funds 2024 £
Membership	105,642	210,229	315,871
Conference, exhibitions and events	112,226	53,461	165,687
Postgraduate certificate programme	38,801	218,977	257,778
Services to other charities	645	75,915	76,560
Professional development programme	-	126,866	126,866
Other	-	2,735	2,735
	<u>257,314</u>	<u>688,183</u>	<u>945,497</u>

	<i>Activities undertaken directly £</i>	<i>Support costs £</i>	<i>Total funds £</i>
Membership	37,394	180,441	217,835
Conference, exhibitions and events	126,301	212,622	338,923
Postgraduate certificate programme	34,188	148,766	182,954
Services to other charities	2,207	60,834	63,041
Professional development programme	-	32,442	32,442
	<u>200,090</u>	<u>635,105</u>	<u>835,195</u>

9. Auditor's remuneration

	2023 £	2023 £
Fees payable to the charity's auditor for the audit of the charity's annual accounts	7,000	6,680
Fees payable to the charity's auditor in respect of:		
Accountancy services	2,900	2,750

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2024

10. Staff costs

	Group 2023 £	<i>Group 2023 £</i>	Charity 2024 £	<i>Charity 2023 £</i>
Wages and salaries	480,612	433,061	272,458	253,850
	480,612	433,061	272,458	253,850

The average number of persons employed by the charity during the year was as follows:

No employee received remuneration amounting to more than £60,000 in either year.

All staff members within the National Office have employment contracts with the University of Manchester. Staff costs of £272,458 (2023: £253,850) were recharged to Association of Higher Education Professionals.

The key management personnel are defined on page 1 of the financial statements. Total remuneration of key management personnel for the year ended 31 July 2024 was £148,383 (2023: £192,220).

11. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2023 - £NIL).

During the year ended 31 July 2024, no Trustee expenses have been incurred (2023 - £NIL).

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2024

12. Taxation

Corporation tax

Taxation on net expenditure

The tax assessed for the year is higher than (2023 - *higher than*) the standard rate of corporation tax in the UK of 25% (2023 - 19%). The differences are explained below:

	2023 £	2023 £
Net expenditure before tax	(219,387)	(128,739)
Net (expenditure)/income multiplied by the standard rate of corporation tax in the UK of 19% (2023 - 19%).	(54,847)	(24,460)
Effects of:		
Unrelieved tax losses carried forward	54,847	24,460
Total tax charge for the year	-	-

There are no factors considered likely to affect future tax charges.

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2024

13. Intangible assets

Group

Software
£

Cost

At 1 August 2023

201,597

Additions

27,238

At 31 July 2024

228,835

Amortisation

At 1 August 2023

173,713

Charge for the year

18,270

At 31 July 2024

191,983

Net book value

At 31 July 2024

36,852

At 31 July 2023

27,884

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2024

13. Intangible assets (continued)

Charity

Software
£

Cost

At 1 August 2023

41,831

At 31 July 2024

41,831

Amortisation

At 1 August 2023

35,102

Charge for the year

2,434

At 31 July 2024

37,536

Net book value

At 31 July 2024

4,295

At 31 July 2023

6,729

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2024**

14. Tangible fixed assets

Group

	Office equipment £
Cost or valuation	
At 1 August 2023	9,274
Disposals	(454)
At 31 July 2024	<u>8,820</u>
Depreciation	
At 1 August 2023	7,252
Charge for the year	819
At 31 July 2024	<u>8,071</u>
Net book value	
At 31 July 2024	<u><u>749</u></u>
At 31 July 2023	<u><u>2,022</u></u>

Charity

	Office equipment £
Cost or valuation	
At 1 August 2023	6,148
At 31 July 2024	<u>6,148</u>
Depreciation	
At 1 August 2023	5,762
Charge for the year	242
At 31 July 2024	<u>6,004</u>

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2024

14. Tangible fixed assets (continued)

Charity (continued)

	Office equipment £
Net book value	
At 31 July 2024	144
<i>At 31 July 2023</i>	<i>386</i>

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2024**

15. Fixed asset investments

	Investments in subsidiary companies £
charity	
Cost or valuation	
At 1 August 2023	100
At 31 July 2024	<u>100</u>
Net book value	
At 31 July 2024	100
At 31 July 2023	<u>100</u>

Principal subsidiaries

The following was a subsidiary undertaking of the charity:

Name	Company number	Registered office	Principal activity
AHEP Enterprises Limited	08814323	AHEP , The University of Manchester, Sackville Street Building, Sackville Street, Manchester, M60 1 QD	Activities of professional membership organisations

Class of shares	Holding	Included in consolidation
Ordinary	100%	Yes

The financial results of the subsidiary for the year were:

Name	Income £	Expenditure £	Profit/(Loss) for the year £	Net assets £
AHEP Enterprises Limited	635,905	787,537	(151,632)	(471,073)

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2024**

16. Debtors

	Group 2024 £	<i>Group 2023 £</i>	Charity 2024 £	<i>Charity 2023 £</i>
Trade debtors	156,339	113,099	88,584	99,366
Other debtors	3,789	10,963	49	-
Prepayments and accrued income	16,122	36,428	1,322	1,401
	176,250	160,490	89,955	100,767

17. Creditors: Amounts falling due within one year

	Group 2024 £	<i>Group 2023 £</i>	Charity 2024 £	<i>Charity 2023 £</i>
Trade creditors	91,453	140,166	14,723	5,755
Other taxation and social security	15,972	-	-	-
Other creditors	83	4,067	-	1,436
Accruals and deferred income	268,339	194,656	198,044	188,196
	375,847	338,889	212,767	195,387

	Group 2024 £	<i>Group 2023 £</i>	Charity 2024 £	<i>Charity 2023 £</i>
Deferred income at 1 August 2023	172,949	9,707	172,349	195,117
Resources deferred during the year	234,362	172,949	165,264	172,349
Amounts released from previous periods	(172,949)	(9,707)	(172,349)	(195,117)
	234,362	172,949	165,264	172,349

Deferred income consists of courses paid for in advance by delegates and membership subscriptions which continue into the next financial year.

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2024

18. Statement of funds

Statement of funds - current year

	Balance at 1 August 2023 £	Income £	Expenditure £	Balance at 31 July 2024 £
Unrestricted funds				
General Funds - all funds	377,364	732,927	(952,314)	157,977

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2024**

18. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 August 2022 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Balance at 31 July 2023 £</i>
Unrestricted funds				
Designated funds				
Strategic Review of Governance	2,400	-	(2,400)	-
Staff Marketing Post	17,859	-	(17,859)	-
CPD Tool/ Mentoring scheme	17,424	-	(17,424)	-
	<u>37,683</u>	<u>-</u>	<u>(37,683)</u>	<u>-</u>
General funds				
General Funds - all funds	468,420	706,709	(797,765)	377,364
	<u>468,420</u>	<u>706,709</u>	<u>(797,765)</u>	<u>377,364</u>
Total Unrestricted funds	<u>506,103</u>	<u>706,709</u>	<u>(835,448)</u>	<u>377,364</u>

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2024

19. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Unrestricted funds 2024 £	Total funds 2024 £
Tangible fixed assets	749	749
Intangible fixed assets	36,852	36,852
Current assets	496,223	496,223
Creditors due within one year	(375,847)	(375,847)
Total	157,977	157,977

Analysis of net assets between funds - prior period

	Unrestricted funds £	Total funds £
Tangible fixed assets	2,022	2,022
Intangible fixed assets	27,884	27,884
Current assets	686,347	686,347
Creditors due within one year	(338,889)	(338,889)
Total	377,364	377,364

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2024**

20. Reconciliation of net movement in funds to net cash flow from operating activities

	Group 2023 £	<i>Group 2023 £</i>
Net expenditure for the period (as per Statement of Financial Activities)	(219,387)	<i>(128,739)</i>
Adjustments for:		
Depreciation charges	819	<i>773</i>
Amortisation charges	18,270	<i>13,778</i>
Dividends, interests and rents from investments	(5,605)	<i>(2,128)</i>
Decrease/(increase) in debtors	(15,760)	<i>59,033</i>
Increase/(decrease) in creditors	36,958	<i>(148,343)</i>
Net cash used in operating activities	(184,705)	<i>(205,626)</i>

21. Analysis of cash and cash equivalents

	Group 2023 £	<i>Group 2023 £</i>
Cash in hand	319,973	<i>525,857</i>
Total cash and cash equivalents	319,973	<i>525,857</i>

22. Analysis of changes in net debt

	At 1 August 2023 £	Cash flows £	At 31 July £
Cash at bank and in hand	525,857	(205,884)	319,973
	525,857	(205,884)	319,973

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2024

23. Operating lease commitments

At 31 July 2024 the Group and the charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2024 £	<i>Group 2023 £</i>	Charity 2024 £	<i>Charity 2023 £</i>
Not later than 1 year	21,400	<i>21,400</i>	21,400	<i>21,400</i>
Later than 1 year and not later than 5 years	42,800	<i>64,200</i>	42,800	<i>64,200</i>
	64,200	<i>85,600</i>	64,200	<i>85,600</i>

24. Related party transactions

The charity has taken advantage of the exemption available under section 33 of FRS 102 to not disclose transactions with wholly owned subsidiaries.

There are no other related party transactions.

Accounts

**ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (FORMERLY
KNOWN AS ASSOCIATION OF UNIVERSITY ADMINISTRATORS)**

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 JULY 2023

**ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (FORMERLY KNOWN AS ASSOCIATION OF
UNIVERSITY ADMINISTRATORS)**

CONTENTS

	Page
Reference and administrative details of the charity, its Trustees and advisers	1
Trustees' report	2 - 8
Independent auditor's report on the financial statements	9 - 13
Consolidated statement of financial activities	14
Consolidated balance sheet	15
Charity balance sheet	16
Consolidated statement of cash flows	17
Notes to the financial statements	18 - 38

**ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (FORMERLY KNOWN AS ASSOCIATION OF
UNIVERSITY ADMINISTRATORS)**

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 JULY 2023**

Trustees

Thea Gibbs, Chair
Mike Mercer, Vice Chair
Steve Smith
Sara Corcoran
John Baker
Lucy Hayward (appointed 1 August 2023)
Mark Hollingsworth
Victoria Goddard
Gerry Webber
Ruth Coomber
Heidi Flannagan
Oliver Cooper
Sol Miah
Jonathan Dempsey
Loretta Gibson

Charity registered number

1179422

Principal office

AHEP Office
B1 George Begg Building
Sackville Street
Manchester
M1 3BB

Principal operating office

AHEP Office
B1 George Begg Building
Sackville Street Building
Manchester

Senior management team

Colin Ferguson (Executive Director)

Anna Green (Head of Finance)

Ella Popper (Head of Professional Development)

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (FORMERLY KNOWN AS ASSOCIATION OF UNIVERSITY ADMINISTRATORS)

TRUSTEES' REPORT FOR THE YEAR ENDED 31 JULY 2023

Dear Members,

For over six decades, the AUA has proudly served as the premier membership association for Higher Education Professionals, fostering professional development and facilitating connections among sector professionals to exchange knowledge, experiences, and best practices. Our journey since inception reflects resilience and adaptability, and recognising the swift evolution of the sector in recent years, the Board of Trustees and the Executive Director embarked on a comprehensive strategy development process. This strategic initiative ensures the Association's capacity to address the dynamic needs of today and tomorrow's higher education landscape.

Throughout the strategy development in 2022-23, our commitment to excellence remained unwavering. We continued to provide top-notch professional development opportunities to our valued membership, fostering increased avenues for networking and collaborative learning within the sector. A highlight in our calendar of activities was the Annual Conference and Exhibition held in Warwick in July 2023, representing a pinnacle moment in our ongoing dedication to advancing the higher education profession. We had 408 delegates (350 in 2022) attending our flagship event from over 100 institutions across the UK and the globe.

It was at July's Annual Conference and Exhibition that we proudly revealed the 2023-28 strategy, built on three pillars. Firstly, Identity, Purpose, and Engagement involving cultivating a modern brand, articulating the Association's purpose, and actively engaging with the sector. Secondly, Fit for the Future Products focuses on transparent membership offers, flexible professional development, and a not-for-profit consulting service. Lastly, Strategic Sector Partnerships entails tailored collaborations with sector bodies and with individual institutions, as well as advocating for Higher Education Professionals.

The strategic changes are driven by our commitment to cultivate a thriving professional services community, especially in the UK and Ireland. We aim to reflect the diversity of society, fostering inclusivity and expanding our outreach. Elevating the profile of professional services as a premier career choice is a central goal, attracting a broader audience and positioning the sector as both appealing and rewarding. Promoting collaboration and alignment across the sector is integral to our strategy, fostering unity in pursuing common objectives. As recognised pioneers in professional development, our association aims to be a beacon of best practices, leading the sector in advancing expertise. Through these efforts, we seek to grow our membership while significantly contributing to the sector's recognition and advancement. To deliver this, the trustees agreed to use the Association's healthy reserves to invest in a new identity, website and staffing to deliver on the strategy.

The Executive Director has ensured that the office team is fully resourced for the successful implementation and delivery of the strategy in 2023-24. The team has dedicated significant effort to ensuring a seamless transition to a new brand, enhancing the overall member experience. To reinforce this effort, the position of Membership and Marketing Manager was established, prioritising the needs of our members.

The strategy consultation process provided valuable opportunities to strengthen the Association's relationships with strategic partners, notably the Association of Heads of University Administration (AHUA), Academic Registrars Council (ARC), Quality Strategy Network (QSN), British Universities Finance Directors Group (BUFDG), Universities Human Resources (UHR), and The Association of Research Managers and Administrators (ARMA). As a testament to collaborative efforts, a joint event involving ARC, QSN, and AUA explored the sector's impact and opportunities associated with AI.

A cornerstone of our professional development offerings has been the highly sought-after Postgraduate Certificate (PgCert) in Higher Education Management, Administration, and Leadership, delivered in partnership with Nottingham Trent University. There were 126 students studying for the PgCert in 2022-23, mirroring the popularity of the course in 2021-22. Currently, efforts are underway to make the PgCert more accessible to all HE professionals and explore options for programme progression to support those interested in furthering their studies.

**ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (FORMERLY KNOWN AS ASSOCIATION OF
UNIVERSITY ADMINISTRATORS)**

**TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2023**

Special thanks go to our Honorary President, Keith Zimmerman, for leveraging his 25 years of sector experience to support and advocate for the Association. Lastly, gratitude is extended to the Association's dedicated staff team for their hard work over the past year and to the Board of Trustees for their diligence and ambition in guiding the Association toward a future-focused direction.

Name: Thea Gibbs
Chair



Date: 8/5/2024

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (FORMERLY KNOWN AS ASSOCIATION OF UNIVERSITY ADMINISTRATORS)

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 JULY 2023

The Trustees present their annual report together with the audited financial statements of the group and the charity for the 1 August 2022 to 31 July 2023.

Objectives and activities

a. Policies and objectives

The Trustees have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the guidance on public benefit published by the Charities Commission.

It is stated in the governing document of the Association that "the Object of the Association is to advance and assist in the advancement of education by fostering sound methods of leadership, management and administration in further and higher education by education, training, and other means".

In furtherance of the above Object, the Association's mission is to promote excellence in higher education management, advance a code of professional standards, provide information networks, develop international links and enhance the profile of the profession nationally and internationally. We achieve this through the systematic delivery of information, a comprehensive continuing professional development programme, and the provision of networking opportunities across the sector. Our subscription fees, which vary according to salary levels, are set to ensure that they are affordable to all our members.

b. Main activities undertaken to further the charity's purposes for the public benefit

Details of the main activities carried out during the year are described in the Chair's letter to members on the previous pages.

We continue to observe how adaptable and responsive we can be, the AHEP PgCert in HE admin, management and leadership is successfully being delivered online and we're constantly expanding and improving our online CPD offer. The new strategy implementation has included an overhaul of the membership offer with the intention of increasing recruitment and retention of members and we are hopeful that we will see an upturn in membership over the next twelve to eighteen months.

We continue to promote and engage in the three promises that we have made to our members;

We promise to:

1. Empower your career
2. Improve your professional practice
3. Support your professional development

These promises now shape the messages we communicate and the activity we have prioritised throughout the year and will inform work for the coming period. Although these uncertain times continue, the strategic vision sets out a clear path for the AHEP designed to increase membership and enable many more PS staff to benefit from the AHEP offer and enhance their careers in higher education.

The financial results for the year are set out on pages 14 to 38 of this report.

Achievements and performance

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (FORMERLY KNOWN AS ASSOCIATION OF UNIVERSITY ADMINISTRATORS)

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 JULY 2023

Achievements and performance (continued)

a. Investment policy and performance

AHEP's policy is to invest its reserves prudently on behalf of its members whilst ensuring there are sufficient funds to pay operational expenditure. The Association invests its cash surpluses in Barclays Treasury Deposit Accounts for periods, which maximise interest from the investment whilst ensuring funds are available to meet cash flow purposes. The AHEP is working towards splitting cash investment across a variety of banks and interest bearing accounts in order to improve returns whilst minimising risk.

Financial review

a. Going concern

The trustees have considered the appropriateness of the going concern assumption, believe it is appropriate to prepare the financial statements on this basis due to the Trust's level of reserves, and agreed funding.

b. Financial risk management objectives and policies

The Trustees continue to keep the Association's activities under review, particularly with regard to any major risks that may arise, for example in respect of the annual conference, and to monitor the effectiveness of the internal controls, and other viable means, including insurance cover where appropriate, by which identified risks can be mitigated.

c. Investments and financial reserves

The Trustees are aware, and have taken action to ensure, that the Association is able to fulfil its financial commitments to its stakeholders. These include its commitment to provide membership services and long term support for the participants on the Postgraduate Certificate in Higher Education Administration, Management and Leadership.

d. Reserves policy

The Charity Commission states that a charity needs to have sufficient reserves to allow it to cover known liabilities, which for the AHEP would mean being able to cover money owed to creditors, six months' notice on Sackville Street property and possibly covering statutory redundancy entitlement to employees.

In accordance with the revised reserves policy agreed in June 2015, the Association returns surpluses to reserves of between 1-5% of turnover. Any excess surplus, over and above this, is held in reserves as 'Designated Funds', which, per the Charity Commission are 'part of unrestricted funds which Trustees have earmarked for a particular project or use, without restricting or committing the funds legally. The designation may be cancelled by the Trustees if they later decide that the charity should not proceed or continue with the use or project for which the funds were designated'.

Consequently, the Board can report that the reserves for y/e 31st July 2023 now stand at £377k.

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (FORMERLY KNOWN AS ASSOCIATION OF UNIVERSITY ADMINISTRATORS)

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 JULY 2023

e. Principal funding

Unlike many associations in higher education, AHEP's funding is generally from individual and not institutional subscriptions. This accounts for £197k or 28% (£216k or 30% in 2021/22) of all incoming resources in the reported period. Other income is derived from surpluses from the professional development programme, the Postgraduate certificate, and the provision of services to other organisations in the sector. A small percentage of revenue is derived from advertising activities.

f. Financial summary

The Board is committed to the financial sustainability of the Association and is confident that there are satisfactory control measures in place to ensure ongoing viability and going concern. The Board continues to work with the AHEP staff team to ensure that this objective is met.

The Board has adopted a policy of replenishment of reserves and targeted investment in recruitment and retention activities to support growth in overall membership. The AHEP survives and thrives only by the strength of its membership and the Board recognises the importance of securing and enhancing the membership experience and as such has designated a portion of the retained surplus towards the achievement of this.

Staff costs accounted for £433,060 or 61% (£335k or 46% in 2021/22) of total income. Other significant costs relate to the postgraduate certificate and professional development events and the cost of publications.

Structure, governance and management

a. Constitution

The principal object of the charity and the group is to advance and assist in the advancement of education by fostering sound methods of leadership, management and administration in further and higher education by education, training and other means.

b. Methods of appointment or election of Trustees

The management of the charity and the group is the responsibility of the Trustees who are elected and co-opted under the terms of the Trust deed.

c. Policies adopted for the induction and training of Trustees

In accordance with the Constitution a Nominations panel (comprising Trustees and a senior member of staff from the AHEP Office) considers and recommends the appointment of new Trustees to the Board. Any person wishing to be nominated for a Trustee vacancy, as notified by the Board of Trustees, must follow the nominations procedures as specified by the Association. In considering potential Trustees, the Nominations Panel assesses individuals' relevant skills, knowledge and experience, taking into account the skills mix of existing members. The Nominations Panel recommends appointment of its preferred candidates, subject to formal approval by the full Board of Trustees.

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (FORMERLY KNOWN AS ASSOCIATION OF UNIVERSITY ADMINISTRATORS)

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 JULY 2023

Plans for future periods

a. Future developments

The Board steadfastly upholds its commitment to establishing a sustainable financial model for the AHEP's operations. The impending launch of the 2023-28 strategy signifies a strategic focus on enhancing the Association's contribution to the Higher Education (HE) sector and advancing the professionalisation of staff across a comprehensive spectrum of professional services. Notably, the Association is diversifying its portfolio further by introducing institutional partnerships, a strategic initiative designed to concurrently benefit individual members and fortify the Association's influence, relevance, and support for the development of HE professionals. This strategic move aims to foster stronger connections within the sector, providing valuable support and opportunities for professional growth.

Auditors

As part of the Charity's governance procedures, the audit contract was tendered during 2014/15 and Crowe Clark Whitehill were appointed for 3 years up to and including the 2017/18 financial year, with the option to extend for a further 3 years. The contract with Crowe was extended to the 2022/23 financial year with a competitive tender process due to take place in the future.

Conclusion

Amidst significant changes within the higher education sector, the AHEP's role in supporting individual HE professionals remains as crucial as ever. The Association continues to be inspired by the unwavering dedication and selflessness demonstrated by numerous individuals who generously contribute to the sector through various activities. These encompass coordinating network events, participating in the professional development programme, leading conference sessions, and serving as mentors in the AHEP's postgraduate certificate programme.

The Board of Trustees extends its gratitude once again, to the AHEP Office staff and the numerous supporters who tirelessly contribute their time. Their efforts play a pivotal role in amplifying the impact and significance of the Association's mission and values throughout the sector.

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (FORMERLY KNOWN AS ASSOCIATION OF UNIVERSITY ADMINISTRATORS)

**TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2023**

Statement of Trustees' responsibilities

The Trustees are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England & Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Group and the charity and of their incoming resources and application of resources, including their income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and the charity's transactions and disclose with reasonable accuracy at any time the financial position of the Group and the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the Trust deed. They are also responsible for safeguarding the assets of the Group and the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditor

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditor is unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditor is aware of that information.

Approved by order of the members of the board of Trustees on
8/5/24 and signed on their behalf by:

Thea Gibbs



Lucy Hayward



ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (FORMERLY KNOWN AS ASSOCIATION OF UNIVERSITY ADMINISTRATORS)

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (FORMERLY KNOWN AS ASSOCIATION OF UNIVERSITY ADMINISTRATORS)

Opinion

We have audited the financial statements of Association of Higher Education Professionals (Formerly known as Association of University Administrators (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 July 2023 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Charity balance sheet, the Consolidated statement of cash flows 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 Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

The financial statements have been prepared in accordance with Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has been withdrawn.

This has been done in order for the accounts to provide a true and fair view in accordance with the Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2015.

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charity's affairs as at 31 July 2023 and of the Group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council'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.

**ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (FORMERLY KNOWN AS ASSOCIATION OF
UNIVERSITY ADMINISTRATORS)**

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ASSOCIATION OF HIGHER EDUCATION
PROFESSIONALS (FORMERLY KNOWN AS ASSOCIATION OF UNIVERSITY ADMINISTRATORS) (CONTINUED)**

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or the parent 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 Annual report other than the financial statements and our Auditor's report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the 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 themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or
- the parent charity has not kept sufficient accounting records; or
- the parent charity financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (FORMERLY KNOWN AS ASSOCIATION OF UNIVERSITY ADMINISTRATORS)

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (FORMERLY KNOWN AS ASSOCIATION OF UNIVERSITY ADMINISTRATORS) (CONTINUED)

Responsibilities of trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees are responsible for the preparation of the financial statements which give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Group's and the parent 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 Group or the parent charity or to cease operations, or have no realistic alternative but to do so.

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (FORMERLY KNOWN AS ASSOCIATION OF UNIVERSITY ADMINISTRATORS)

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (FORMERLY KNOWN AS ASSOCIATION OF UNIVERSITY ADMINISTRATORS) (CONTINUED)

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 152 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

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

We obtained an understanding of the legal and regulatory frameworks within which the charity operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Charities Act 2011 legislation.

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our sector experience, through discussions with the Trustees, and from inspections of the Charities' board minutes and legal and regulatory correspondence.

We assessed the susceptibility of the financial statements to material misstatement, including how fraud might occur, by meeting with management from relevant parts of the business to understand where management considered there was a susceptibility to fraud. We also considered the potential for management to manage earnings and influence the perceptions of the financial statements.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be the override of controls by management and the timing of recognition of income.

Audit procedures performed by the engagement team included:

- Evaluation of the design of controls established to address the risks related to material irregularities in the financial statements; Testing manual journal entries, in particular journal entries relating to management estimates and entries determined to be large or relating to non-routine transactions.
- Evaluation of income recognition policies and any judgements made around income recognition; reviewing the income system for significant deficiencies or susceptibility to fraud;
- Challenging assumptions and judgements made by management in their significant accounting estimates;
- Agreement of the financial statement disclosures to underlying supporting documentation;
- Making enquiries of management;
- Review of minutes of board meetings throughout the period;

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (FORMERLY KNOWN AS ASSOCIATION OF UNIVERSITY ADMINISTRATORS)

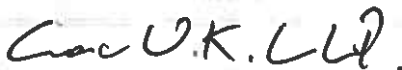
INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (FORMERLY KNOWN AS ASSOCIATION OF UNIVERSITY ADMINISTRATORS) (CONTINUED)

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations. These inherent limitations are particularly significant in the case of misstatement resulting from fraud as this may involve sophisticated schemes designed to avoid detection, including deliberate failure to record transactions, collusion or the provision of intentional misrepresentations.

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

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and its trustees, as a body, for our audit work, for this report, or for the opinions we have formed.



Crowe U.K. LLP

Statutory Auditor

3rd floor

The Lexicon

Mount Street

Manchester

M2 5NT

Date: 8 May 2024

Crowe U.K. LLP are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (FORMERLY KNOWN AS ASSOCIATION OF UNIVERSITY ADMINISTRATORS)

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 JULY 2023**

	Note	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Income from:				
Charitable activities	4	694,000	694,000	719,680
Other trading activities	5	10,581	10,581	-
Investments	6	2,128	2,128	88
Total income		706,709	706,709	719,768
Expenditure on:				
Raising funds		253	253	-
Charitable activities	7	835,195	835,195	691,938
Total expenditure		835,448	835,448	691,938
Net movement in funds		(128,739)	(128,739)	27,830
Reconciliation of funds:				
Total funds brought forward		506,103	506,103	478,273
Net movement in funds		(128,739)	(128,739)	27,830
Total funds carried forward		377,364	377,364	506,103

The Consolidated Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 18 to 38 form part of these financial statements.

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (FORMERLY KNOWN AS ASSOCIATION OF UNIVERSITY ADMINISTRATORS)

**CONSOLIDATED BALANCE SHEET
AS AT 31 JULY 2023**

	Note	2023 £	2022 £
Fixed assets			
Intangible assets	13	27,884	16,662
Tangible assets	14	2,022	1,101
		<u>29,906</u>	<u>17,763</u>
Current assets			
Debtors	16	160,490	219,523
Cash at bank and in hand		525,857	756,049
		<u>686,347</u>	<u>975,572</u>
Creditors: amounts falling due within one year	17	(338,889)	(487,232)
Net current assets		<u>347,458</u>	<u>488,340</u>
Total assets less current liabilities		<u>377,364</u>	<u>506,103</u>
Net assets excluding pension asset		<u>377,364</u>	<u>506,103</u>
Total net assets		<u>377,364</u>	<u>506,103</u>
Charity funds			
Restricted funds	18	-	-
Unrestricted funds	18	377,364	506,103
Total funds		<u>377,364</u>	<u>506,103</u>

The financial statements were approved and authorised for issue by the Trustees on 8/5/24 and signed on their behalf by:

Thea Gibbs



Lucy Hayward



The notes on pages 18 to 38 form part of these financial statements.

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (FORMERLY KNOWN AS ASSOCIATION OF UNIVERSITY ADMINISTRATORS)

**CHARITY BALANCE SHEET
AS AT 31 JULY 2023**

	Note	2023 £	2022 £
Fixed assets			
Intangible assets	13	6,729	14,596
Tangible assets	14	386	676
Investments	15	100	100
		<u>7,215</u>	<u>15,372</u>
Current assets			
Debtors	16	100,767	105,821
Cash at bank and in hand		499,121	747,615
		<u>599,888</u>	<u>853,436</u>
Creditors: amounts falling due within one year	17	(195,387)	(317,870)
Net current assets		<u>404,501</u>	<u>535,566</u>
Total assets less current liabilities		<u>411,716</u>	<u>550,938</u>
Net assets excluding pension asset		<u>411,716</u>	<u>550,938</u>
Total net assets		<u>411,716</u>	<u>550,938</u>
Charity funds			
Restricted funds	18	-	-
Unrestricted funds	18	411,716	550,938
Total funds		<u>411,716</u>	<u>550,938</u>

The financial statements were approved and authorised for issue by the Trustees on 8/5/24 and signed on their behalf by:

Thea Gibbs



Lucy Hayward



The notes on pages 18 to 38 form part of these financial statements.

**ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (FORMERLY KNOWN AS ASSOCIATION OF
UNIVERSITY ADMINISTRATORS)**

**CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 JULY 2023**

	Note	2023 £	2022 £
Cash flows from operating activities			
Net cash used in operating activities	20	(205,626)	177,775
Cash flows from investing activities			
Dividends, interests and rents from investments		2,128	88
Purchase of intangible assets		(1,694)	(545)
Purchase of tangible fixed assets		(25,000)	(743)
Net cash used in investing activities		(24,566)	(1,200)
Cash flows from financing activities			
Net cash provided by financing activities		-	-
Change in cash and cash equivalents in the year		(230,192)	176,575
Cash and cash equivalents at the beginning of the year		756,049	579,474
Cash and cash equivalents at the end of the year	21	525,857	756,049

The notes on pages 18 to 38 form part of these financial statements

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (FORMERLY KNOWN AS ASSOCIATION OF UNIVERSITY ADMINISTRATORS)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2023**

1. General information

Association of Higher Education Professionals is a registered charitable incorporated organisation in England and Wales with a registered office at AHEP Office, University of Manchester, Sackville Street, Manchester M60 1QD.

The trustees consider the charity to be a public benefit entity for the purposes of FRS 102.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective October 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair' view. This departure has involved following the Charities SORP (FRS 102) published on 16 July 2014 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

Association of Higher Education Professionals (Formerly known as Association of University Administrators) meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The Consolidated statement of financial activities (SOFA) and Consolidated balance sheet consolidate the financial statements of the charity and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

2.2 Going concern

The AHEP have permanently adapted to the post pandemic world. Delivery of a vast proportion of content is now permanently online and the charity has adapted postgraduate certificate course delivery to cater for hybrid study. The AHEP therefore consider themselves to be a going concern. The AHEP are about to deliver a new strategy to address the plateauing membership numbers and enhancing the membership office to generate income and increase membership figures.

Having regard to the above, the directors believe it appropriate to adopt the going concern basis of accounting in preparing the financial statements.

2.3 Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2023**

2. Accounting policies (continued)

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.5 Research and development

Development costs are capitalised within intangible assets where they can be identified with a specific product or project anticipated to produce future benefits, and are amortised on the straight line basis over the anticipated life of the benefits arising from the completed product or project.

Deferred research and development costs are reviewed annually, and where future benefits are deemed to have ceased or to be in doubt, the balance of any related research and development is written off to the Consolidated statement of financial activities.

2.6 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.7 Taxation

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2023**

2. Accounting policies (continued)

2.8 Intangible assets and amortisation

Intangible assets costing £2,500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Amortisation is provided on intangible assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life.

Amortisation is provided on the following basis:

Software	- 33 % Straight line
----------	----------------------

2.9 Tangible fixed assets and depreciation

Tangible fixed assets costing £NIL or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, .

Depreciation is provided on the following basis:

Office equipment	- 3 years straight line
------------------	-------------------------

2.10 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Consolidated statement of financial activities.

Investments in subsidiaries are valued at cost less provision for impairment.

2.11 Debtors

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

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (FORMERLY KNOWN AS ASSOCIATION OF UNIVERSITY ADMINISTRATORS)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2023**

2. Accounting policies (continued)

2.12 Cash at bank and in hand

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

2.13 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Consolidated statement of financial activities as a finance cost.

2.14 Deferred taxation

Full provision is made for deferred tax assets and liabilities arising from all timing differences between the recognition of gains and losses in the financial statements and recognition in the tax computation.

A net deferred tax asset is recognised only if it can be regarded as more likely than not that there will be suitable taxable surpluses from which the future reversal of the underlying timing differences can be deducted.

Deferred tax assets and liabilities are calculated at the tax rates expected to be effective at the time the timing differences are expected to reverse.

2.15 Financial instruments

The Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.16 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (FORMERLY KNOWN AS ASSOCIATION OF UNIVERSITY ADMINISTRATORS)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2023**

3. Critical accounting estimates and areas of judgment

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. There are no material estimates and judgements to consider.

4. Income from charitable activities

	Unrestricted funds 2023 £	Total funds 2023 £
Membership	197,174	197,174
Conference, exhibitions and events	232,339	232,339
Postgraduate certificate programme	162,562	162,562
Services to other charities	66,475	66,475
Professional development programme	35,450	35,450
	<u>694,000</u>	<u>694,000</u>

	<i>Unrestricted funds 2022 £</i>	<i>Total funds 2022 £</i>
Membership	216,859	216,859
Conference, exhibitions and events	201,069	201,069
Postgraduate certificate programme	161,819	161,819
Services to other charities	64,695	64,695
Other	9,077	9,077
Professional development programme	66,161	66,161
	<u>719,680</u>	<u>719,680</u>

5. Income from other trading activities

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (FORMERLY KNOWN AS ASSOCIATION OF UNIVERSITY ADMINISTRATORS)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2023**

5. Income from other trading activities (continued)

Income from non charitable trading activities

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Sales	10,581	10,581	-
	<u>10,581</u>	<u>10,581</u>	<u>-</u>

6. Investment income

	Unrestricted funds 2023 £	Total funds 2023 £
Investment income	2,128	2,128
	<u>2,128</u>	<u>2,128</u>

	Unrestricted funds 2022 £	Total funds 2022 £
Investment income	88	88
	<u>88</u>	<u>88</u>

**ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (FORMERLY KNOWN AS ASSOCIATION OF
UNIVERSITY ADMINISTRATORS)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2023**

7. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2023 £	Total 2023 £
Membership	217,835	217,835
Conference, exhibitions and events	338,923	338,923
Postgraduate certificate programme	182,954	182,954
Services to other charities	63,041	63,041
Professional development programme	32,442	32,442
	<u>835,195</u>	<u>835,195</u>
	<i>Unrestricted funds 2022 £</i>	<i>Total 2022 £</i>
Membership	197,079	197,079
Conference, exhibitions and events	260,189	260,189
Postgraduate certificate programme	144,882	144,882
Services to other charities	41,651	41,651
Professional development programme	43,328	43,328
Other	4,809	4,809
	<u>691,938</u>	<u>691,938</u>

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (FORMERLY KNOWN AS ASSOCIATION OF UNIVERSITY ADMINISTRATORS)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2023**

8. Analysis of expenditure by activities

	Activities undertaken directly 2023 £	Support costs 2023 £	Total funds 2023 £
Membership	37,394	180,441	217,835
Conference, exhibitions and events	126,301	212,622	338,923
Postgraduate certificate programme	34,188	148,766	182,954
Services to other charities	2,207	60,834	63,041
Professional development programme	-	32,442	32,442
	<u>200,090</u>	<u>635,105</u>	<u>835,195</u>

	Activities undertaken directly 2022 £	Support costs 2022 £	Total funds 2022 £
Membership	58,325	138,754	197,079
Conference, exhibitions and events	131,550	128,639	260,189
Postgraduate certificate programme	41,354	103,528	144,882
Services to other charities	261	41,390	41,651
Professional development programme	-	43,328	43,328
Other	-	4,809	4,809
	<u>231,490</u>	<u>460,448</u>	<u>691,938</u>

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (FORMERLY KNOWN AS ASSOCIATION OF UNIVERSITY ADMINISTRATORS)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2023**

9. Auditor's remuneration

	2023 £	2022 £
Fees payable to the charity's auditor for the audit of the charity's annual accounts	6,680	4,730
Fees payable to the charity's auditor in respect of:		
Accountancy services	<u>2,750</u>	<u>2,450</u>

10. Staff costs

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Wages and salaries	433,061	335,350	253,850	203,434
	<u>433,061</u>	<u>335,350</u>	<u>253,850</u>	<u>203,434</u>

The average number of persons employed by the charity during the year was as follows:

No employee received remuneration amounting to more than £60,000 in either year.

All staff members within the National Office have employment contracts with the University of Manchester. Staff costs of £253,850 (2022: £203,434) were recharged to Association of Higher Education Professionals.

The key management personnel are defined on page 1 of the financial statements. Total remuneration of key management personnel for the year ended 31 July 2023 was £192,220 (2022: £101,759).

11. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2022 - £NIL).

During the year ended 31 July 2023, no Trustee expenses have been incurred (2022 - £NIL).

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (FORMERLY KNOWN AS ASSOCIATION OF UNIVERSITY ADMINISTRATORS)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2023**

12. Taxation

Corporation tax

Taxation on net (expenditure)/income

The tax assessed for the year is higher than (2022 - *lower than*) the standard rate of corporation tax in the UK of 19% (2022 - 19%). The differences are explained below:

	2023	2022
	£	£
Net (expenditure)/income before tax	(128,739)	27,830
Net (expenditure)/income multiplied by the standard rate of corporation tax in the UK of 19% (2022 - 19%).	(24,460)	5,288
Effects of:		
Unrelieved tax losses carried forward	24,460	(5,288)
Total tax charge for the year	-	-

There are no factors considered likely to affect future tax charges.

**ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (FORMERLY KNOWN AS ASSOCIATION OF
UNIVERSITY ADMINISTRATORS)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2023**

13. Intangible assets

Group

	Software £
Cost	
At 1 August 2022	176,597
Additions	25,000
At 31 July 2023	<u>201,597</u>
Amortisation	
At 1 August 2022	159,935
Charge for the year	13,778
At 31 July 2023	<u>173,713</u>
Net book value	
At 31 July 2023	<u><u>27,884</u></u>
At 31 July 2022	<u><u>16,662</u></u>

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (FORMERLY KNOWN AS ASSOCIATION OF UNIVERSITY ADMINISTRATORS)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2023**

13. Intangible assets (continued)

Charity

	Software £
Cost	
At 1 August 2022	41,831
At 31 July 2023	<u>41,831</u>
Amortisation	
At 1 August 2022	27,235
Charge for the year	7,867
At 31 July 2023	<u>35,102</u>
Net book value	
At 31 July 2023	<u><u>6,729</u></u>
At 31 July 2022	<u><u>14,596</u></u>

**ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (FORMERLY KNOWN AS ASSOCIATION OF
UNIVERSITY ADMINISTRATORS)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2023**

14. Tangible fixed assets

Group

	Office equipment £
Cost or valuation	
At 1 August 2022	7,580
Additions	1,694
At 31 July 2023	<u>9,274</u>
Depreciation	
At 1 August 2022	6,479
Charge for the year	773
At 31 July 2023	<u>7,252</u>
Net book value	
At 31 July 2023	<u><u>2,022</u></u>
At 31 July 2022	<u><u>1,101</u></u>

Charity

	Office equipment £
Cost or valuation	
At 1 August 2022	6,148
At 31 July 2023	<u>6,148</u>
Depreciation	
At 1 August 2022	5,472
Charge for the year	290
At 31 July 2023	<u>5,762</u>

**ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (FORMERLY KNOWN AS ASSOCIATION OF
UNIVERSITY ADMINISTRATORS)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2023**

14. Tangible fixed assets (continued)

Charity (continued)

	Office equipment £
Net book value	
At 31 July 2023	386
At 31 July 2022	676

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (FORMERLY KNOWN AS ASSOCIATION OF UNIVERSITY ADMINISTRATORS)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2023**

15. Fixed asset investments

	Investments in subsidiary companies £
charity	
Cost or valuation	
At 1 August 2022	100
At 31 July 2023	<u>100</u>
Net book value	
At 31 July 2023	100
At 31 July 2022	<u>100</u>

Principal subsidiaries

The following was a subsidiary undertaking of the charity:

Name	Company number	Registered office	Principal activity
AHEP Enterprises Limited	08814323	AUA , The University of Manchester, Sackville Street Building, Sackville Street, Manchester, M60 1 QD	Activities of professional membership organisations
Class of shares	Holding	Included in consolidation	
Ordinary	100%	Yes	

The financial results of the subsidiary for the year were:

Name	Income £	Expenditure £	Profit/(Loss) for the year £	Net assets £
AHEP Enterprises Limited	566,284	(569,130)	(2,846)	(238,968)

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (FORMERLY KNOWN AS ASSOCIATION OF UNIVERSITY ADMINISTRATORS)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2023**

16. Debtors

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Trade debtors	113,099	206,391	99,366	104,593
Other debtors	10,963	11,694	-	-
Prepayments and accrued income	36,428	1,438	1,401	1,228
	160,490	219,523	100,767	105,821

17. Creditors: Amounts falling due within one year

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Bank overdrafts	-	22,174	-	22,174
Trade creditors	140,166	187,534	5,755	76,994
Other creditors	4,067	9,114	1,436	2,090
Accruals and deferred income	194,656	268,410	188,196	216,612
	338,889	487,232	195,387	317,870

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Deferred income at 1 August 2022	9,707	-	195,117	182,222
Resources deferred during the year	172,949	203,237	172,349	195,117
Amounts released from previous periods	(9,707)	(193,530)	(195,117)	(182,222)
	172,949	9,707	172,349	195,117

Deferred income consists of courses paid for in advance by delegates and membership subscriptions which continue into the next financial year.

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (FORMERLY KNOWN AS ASSOCIATION OF UNIVERSITY ADMINISTRATORS)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2023**

18. Statement of funds

Statement of funds - current year

	Balance at 1 August 2022 £	Income £	Expenditure £	Balance at 31 July 2023 £
Unrestricted funds				
Designated funds				
Strategic Review of Governance	2,400	-	(2,400)	-
Staff Marketing Post	17,859	-	(17,859)	-
CPD Tool/ Mentoring scheme	17,424	-	(17,424)	-
	<u>37,683</u>	<u>-</u>	<u>(37,683)</u>	<u>-</u>
General funds				
General Funds - all funds	<u>468,420</u>	<u>706,709</u>	<u>(797,765)</u>	<u>377,364</u>
Total Unrestricted funds	<u><u>506,103</u></u>	<u><u>706,709</u></u>	<u><u>(835,448)</u></u>	<u><u>377,364</u></u>

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (FORMERLY KNOWN AS ASSOCIATION OF UNIVERSITY ADMINISTRATORS)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2023**

18. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 August 2021 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Balance at 31 July 2022 £</i>
Unrestricted funds				
Designated funds				
Strategic Review of Governance	2,400	-	-	2,400
Staff Marketing Post	17,859	-	-	17,859
CPD Tool/ Mentoring scheme	17,424	-	-	17,424
	<u>37,683</u>	<u>-</u>	<u>-</u>	<u>37,683</u>
General funds				
General Funds	<u>440,590</u>	<u>719,768</u>	<u>(691,938)</u>	<u>468,420</u>
Total Unrestricted funds	<u><u>478,273</u></u>	<u><u>719,768</u></u>	<u><u>(691,938)</u></u>	<u><u>506,103</u></u>

**ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (FORMERLY KNOWN AS ASSOCIATION OF
UNIVERSITY ADMINISTRATORS)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2023**

19. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2023 £	Total funds 2023 £
Tangible fixed assets	2,022	2,022
Intangible fixed assets	27,884	27,884
Current assets	686,347	686,347
Creditors due within one year	(338,889)	(338,889)
Total	377,364	377,364

Analysis of net assets between funds - prior year

	Unrestricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	1,101	1,101
Intangible fixed assets	16,662	16,662
Current assets	975,572	975,572
Creditors due within one year	(487,232)	(487,232)
Total	506,103	506,103

ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (FORMERLY KNOWN AS ASSOCIATION OF UNIVERSITY ADMINISTRATORS)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2023**

20. Reconciliation of net movement in funds to net cash flow from operating activities

	Group 2023 £	Group 2022 £
Net income/expenditure for the year (as per Statement of Financial Activities)	(128,739)	27,830
Adjustments for:		
Depreciation charges	773	-
Amortisation charges	13,778	10,988
Dividends, interests and rents from investments	(2,128)	(88)
Decrease/(increase) in debtors	59,033	(70,637)
Increase/(decrease) in creditors	(148,343)	209,682
Net cash provided by/(used in) operating activities	(205,626)	177,775

21. Analysis of cash and cash equivalents

	Group 2023 £	Group 2022 £
Cash in hand	525,857	756,049
Total cash and cash equivalents	525,857	756,049

22. Analysis of changes in net debt

	At 1 August 2022 £	Cash flows £	At 31 July 2023 £
Cash at bank and in hand	756,049	(230,192)	525,857
Bank overdrafts repayable on demand	(22,174)	22,174	-
	733,875	(208,018)	525,857

**ASSOCIATION OF HIGHER EDUCATION PROFESSIONALS (FORMERLY KNOWN AS ASSOCIATION OF
UNIVERSITY ADMINISTRATORS)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2023**

23. Related party transactions

The charity has taken advantage of the exemption available under section 33 of FRS 102 to not disclose transactions with wholly owned subsidiaries.

Accounts

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 JULY 2022

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

CONTENTS

	Page
Reference and administrative details of the charity, its Trustees and advisers	1
Trustees' report	2 - 8
Independent auditor's report on the financial statements	9 - 12
Consolidated statement of financial activities	13
Consolidated balance sheet	14
Charity balance sheet	15
Consolidated statement of cash flows	16
Notes to the financial statements	17 - 36

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 JULY 2022

Trustees

Victoria Goddard, Chair
Mike Mercer, Vice Chair (appointed 1 August 2022)
Steve Smith
Sara Corcoran
John Baker
Mark Crittenden (resigned 31 July 2022)
Vikki Goddard
Mark Hollingsworth
Helena Torres (resigned 31 July 2022)
Thea Gibbs
Gerry Webber
Ruth Coomber
Heidi Flannagan
Oliver Cooper
Sol Miah
Jonathan Dempsey (appointed 1 August 2022)
Loretta Gibson (appointed 1 August 2022)

Charity registered number

1179422

Principal office

AUA Office
B1 George Begg Building
Sackville Street
Manchester
M1 3BB

Principal operating office

AUA Office
B1 George Begg Building
Sackville Street Building
Manchester

Senior management team

Colin Ferguson (Executive Director)

Anna Green (Head of Finance)

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

TRUSTEES' REPORT FOR THE YEAR ENDED 31 JULY 2022

Dear Members,

The AUA is your professional organisation, existing to contribute to the advancement of education in further and higher education by offering professional development and connecting professionals within the sector to share knowledge, experience, and best practice.

Committed to its core purpose, the Association is indebted to the network of members, volunteers, professional experts and AUA Office staff who enable the Association to advance the organisation as the professional association for all who work in management and administration in UK HE.

As a professional membership association, the AUA is steadfastly focused on the professional development of its members, and the sector, by promoting the exchange of good practice, offering a framework within which learning and development can be supported, and supporting aligned professional associations. These activities are undertaken through and supported by, inter alia: publications; qualifications and accreditation; networking, training and development opportunities; and the promotion of a professional behaviours framework and values. The Association has also established and successfully operating consultancy business, which supports its charitable objectives.

With a proud 60-year heritage, the AUA has come a long way since its establishment. We have experienced some challenging times and experienced significant change. Third level education has moved on considerably in recent years, and the AUA is evolving to meet the needs of the sector of today and tomorrow. We will be redefining our purpose, identity and offer to the sector to ensure that we can better support our members and the sector as a whole.

The AUA has embedded a blended model of delivery, following a fully online mode of delivery during the pandemic. Over 2029 delegates attended both our online webinars and face to face events from August 2021 to July 2022. These efforts have been in the interest of our members as well as underpinning and supporting our financial position and highlighting potential for future income opportunities.

The Postgraduate Certificate in Higher Education Management, Administration and Leadership is a flagship programme for the AUA's broader professional development activity. In collaboration with the Programme's validators, Nottingham Trent University, the programme continues to be a key part of the Association's growing professional development portfolio. There were 127 students studying for the PgCert in 2021-22, representing a growth of 16% on last year's intake.

The AUA continues to build purposeful relationships with its strategic partners, in particular, the Association of Head of University Administration (AHUA), and we maintain a number of shared services partnerships with sector organisations, including the Academic Registrars Council (ARC), and the Quality Strategy Network (QSN). As the Association moves forward with its strategic planning, the partnerships with aligned organisations will be developed and strengthened.

The AUA office team had a period of under-resourcing due to the Covid-19 pandemic and the overactive labour market. The team has done a remarkable job to maintain a commitment and focus on delivering the AUA offering during this time. Following the appointment of an Executive Director in December 2021, who is leading the strategic engagement with the sector and AUA members and leadership of the AUA office, the team are reaching full complement. This means that there will be focus on improving and developing the member experience.

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

**TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2022**

I would like to thank Dame Shirley Pearce who completed her tenure as Honorary President this year. Dame Shirley has been a staunch advocate and strong support of the AUA and the sector. The AUA is proud to welcome Keith Zimmeran, who has had a successful career in senior roles for Higher Education establishments spanning the last 25 years and he brings this wealth of experience to help steer the AUA. I would also like to extend my thanks to the AUA Team for their dedication and hard work over the last year and the Board of Trustees for their steadfast oversight of the AUA's finances and activities during this difficult period.

Name: Vikki Goddard
Chair

Date: 16 December 2022

**TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2022**

The Trustees present their annual report together with the audited financial statements of the group and the charity for the 1 August 2021 to 31 July 2022.

Objectives and activities

a. Policies and objectives

The Trustees have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the guidance on public benefit published by the Charities Commission.

It is stated in the governing document of the Association that "the Object of the Association is to advance and assist in the advancement of education by fostering sound methods of leadership, management and administration in further and higher education by education, training, and other means".

In furtherance of the above Object, the Association's mission is to promote excellence in higher education management, advance a code of professional standards, provide information networks, develop international links and enhance the profile of the profession nationally and internationally. We achieve this through the systematic delivery of information, a comprehensive continuing professional development programme, and the provision of networking opportunities across the sector. Our subscription fees, which vary according to salary levels, are set to ensure that they are affordable to all our members.

b. Main activities undertaken to further the charity's purposes for the public benefit

Details of the main activities carried out during the year are described in the Chair's letter to members on the previous pages.

Like many business and charities, the AUA has been significantly affected by the Covid -19 pandemic. It immediately impacted our activity, most notably our learning and development programme and the Association's Annual Conference, which was moved online for 2021.

What this experience has shown us is how adaptable and responsive we can be, the AUA PgCert in HE admin, management and leadership is now being delivered online and we have developed and are offering a fully-fledged online CPD offer. Development projects such as a mentoring scheme and new online CPD Framework tool have continued and were launched in early 2021 providing us with tangible enhancements to the membership offer. As a result of these and other efforts around communications, retention remains strong and we are now embarking on a revised membership recruitment plan to reach new audiences.

The Board developed a new strategy and this development and launch was not delayed by the pandemic. The Future HE Professionals research project informed the creation of a confident strategy which makes three promises to our members;

We promise to:

1. Empower your career
2. Improve your professional practice
3. Support your professional development

These promises now shape the messages we communicate and the activity we have prioritised throughout the year and will inform work for the coming period. Although these uncertain times continue, the strategic vision sets out a clear path for the AUA designed to increase membership and enable many more PS staff to benefit from the AUA offer and enhance their careers in higher education.

The financial results for the year are set out on pages 13 to 16 of this report.

**TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2022**

Achievements and performance

a. Investment policy and performance

AUA's policy is to invest its reserves prudently on behalf of its members whilst ensuring there are sufficient funds to pay operational expenditure. The Association invests its cash surpluses in Barclays Treasury Deposit Accounts for periods, which maximise interest from the investment whilst ensuring funds are available to meet cash flow purposes. The AUA is working towards splitting cash investment across a variety of banks and interest bearing accounts in order to improve returns whilst minimising risk.

The Board proposes to review this policy during 2022/23.

Financial review

a. Going concern

The trustees have considered the appropriateness of the going concern assumption, believe it is appropriate to prepare the financial statements on this basis due to the Trust's level of reserves, and agreed funding.

b. Financial risk management objectives and policies

The Trustees continue to keep the Association's activities under review, particularly with regard to any major risks that may arise, for example in respect of the annual conference, and to monitor the effectiveness of the internal controls, and other viable means, including insurance cover where appropriate, by which identified risks can be mitigated.

c. Investments and financial reserves

The Trustees are aware, and have taken action to ensure, that the Association is able to fulfil its financial commitments to its stakeholders. These include its commitment to provide membership services and long term support for the participants on the Postgraduate Certificate in Higher Education Administration, Management and Leadership.

d. Reserves policy

The Charity Commission states that a charity needs to have sufficient reserves to allow it to cover known liabilities, which for the AUA would mean being able to cover money owed to creditors, six months' notice on Sackville Street property and possibly covering statutory redundancy entitlement to employees.

In accordance with the revised reserves policy agreed in June 2015, the Association returns surpluses to reserves of between 1-5% of turnover. Any excess surplus, over and above this, is held in reserves as 'Designated Funds', which, per the Charity Commission are 'part of unrestricted funds which Trustees have earmarked for a particular project or use, without restricting or committing the funds legally. The designation may be cancelled by the Trustees if they later decide that the charity should not proceed or continue with the use or project for which the funds were designated'.

Consequently, the Board can report that the reserves for y/e 31st July 2022 now stand at £506k, of which the Trustees agree to designate £15k towards strategic projects. Free reserves were £485k after deducting fixed assets.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2022

e. Principal funding

Unlike many associations in higher education, AUA's funding is generally from individual and not institutional subscriptions. This accounts for £216k or 30% (£222k or 29% in 2020/21) of all incoming resources in the reported period. Other income is derived from surpluses from the professional development programme, the Postgraduate certificate, and the provision of services to other organisations in the sector. A small percentage of revenue is derived from advertising activities.

f. Financial summary

The Board is committed the financial sustainability of the Association and is confident that there are satisfactory control measures in place to ensure ongoing viability and going concern. The Board continues to work with the AUA staff team to ensure that this objective is met.

The Board has adopted a policy of replenishment of reserves and targeted investment in recruitment and retention activities to support growth in overall membership. The AUA survives and thrives only by the strength of its membership and the Board recognises the importance of securing and enhancing the membership experience and as such has designated a portion of the retained surplus towards the achievement of this.

Staff costs accounted for £335k or 46% (£324k or 42% in 2020/21) of total income. Other significant costs relate to the postgraduate certificate and professional development events and the cost of publications.

Structure, governance and management

a. Constitution

The principal object of the charity and the group is to advance and assist in the advancement of education by fostering sound methods of leadership, management and administration in further and higher education by education, training and other means.

b. Methods of appointment or election of Trustees

The management of the charity and the group is the responsibility of the Trustees who are elected and co-opted under the terms of the Trust deed.

c. Policies adopted for the induction and training of Trustees

In accordance with the Constitution a Nominations panel (comprising at least two Trustees, two co-opted members of the Association and a senior member of staff from the AUA Office) considers and recommends the appointment of new Trustees to the Board. Any person wishing to be nominated for a Trustee vacancy, as notified by the Board of Trustees, must follow the nominations procedures as specified by the Association. In considering potential Trustees, the Nominations Panel assesses individuals' relevant skills, knowledge and experience, taking into account the skills mix of existing members. The Nominations Panel recommends appointment of its preferred candidates, subject to formal approval by the full Board of Trustees.

**TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2022**

Plans for future periods

a. Future developments

The Board remains committed to the provision of a sustainable financial model for the business of the AUA, maintaining the implementation of its strategy of 'Growth through Relevance and Engagement'. The Association continues to make an important contribution to the HE sector and to the professionalisation of staff across the broadest range of professional services.

The Board of Trustees and staff in the AUA office are working tirelessly to consolidate and innovate, to deliver tangible benefits to our members and to the wider HE sector. We are excited to be able to invest in important initiatives that will see us making real step changes in our relationship with members and in our ability to provide intelligent information to inform our decision-making.

Auditors

As part of the Charity's governance procedures, the audit contract was tendered during 2014/15 and Crowe Clark Whitehill were appointed for 3 years up to and including the 2017/18 financial year, with the option to extend for a further 3 years. The contract with Crowe was extended to the 2022/23 financial year with a competitive tender process due to take place in the future.

Conclusion

The higher education sector is experiencing a time of great change and the value of the AUA in helping people to adapt, and the need to break down barriers between 'silos', has never been greater. As an Association, we continue to be impressed by, and are grateful for, the dedication and altruism of so many who are willing to 'give something back' to the sector through a range of activities. These include organising network activities, involvement in the professional development programme, running a conference session, or acting as a mentor on AUA's postgraduate certificate programme. Despite all the professional challenges members face during their working day, many continue to spend hours of their own time undertaking AUA work and attending regional and local meetings and activities.

The Board of Trustees would once again like to express their thanks to the staff in the AUA Office, as well as to all the volunteer network advocates, Postgraduate Certificate mentors and others who give their time tirelessly and who make the work, mission and values of the AUA known and valued throughout the sector.

**TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2022**

Statement of Trustees' responsibilities

The Trustees are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England & Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Group and the charity and of their incoming resources and application of resources, including their income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and the charity's transactions and disclose with reasonable accuracy at any time the financial position of the Group and the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the Trust deed. They are also responsible for safeguarding the assets of the Group and the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditor

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditor is unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditor is aware of that information.

Approved by order of the members of the board of Trustees on 16 December 2022 and signed on their behalf by:

Chris Ince



Vikki Goddard



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ASSOCIATION OF UNIVERSITY
ADMINISTRATORS

Opinion

We have audited the financial statements of Association of University Administrators (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 July 2022 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Charity balance sheet, the Consolidated statement of cash flows 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 Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

The financial statements have been prepared in accordance with Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has been withdrawn.

This has been done in order for the accounts to provide a true and fair view in accordance with the Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2015.

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charity's affairs as at 31 July 2022 and of the Group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or the parent 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.

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ASSOCIATION OF UNIVERSITY ADMINISTRATORS (CONTINUED)

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditor's report thereon. The Trustees are responsible for the other information contained within the Annual 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. 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 themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or
- the parent charity has not kept sufficient accounting records; or
- the parent charity financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees are responsible for the preparation of the financial statements which give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Group's and the parent 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 Group or the parent charity or to cease operations, or have no realistic alternative but to do so.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ASSOCIATION OF UNIVERSITY
ADMINISTRATORS (CONTINUED)

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 152 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

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

We obtained an understanding of the legal and regulatory frameworks within which the group and charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context was the Charities Act 2011 and employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the trustees and other management and inspection of regulatory and legal correspondence, if any. We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be the override of controls by management and completeness of income. Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, proof in total on membership data and fee rates, sample testing of postgraduate agreements to the consolidated financial statements and sample testing of other income from source documents to the consolidated financial statements.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and its trustees, as a body, for our audit work, for this report, or for the opinions we have formed.

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ASSOCIATION OF UNIVERSITY
ADMINISTRATORS (CONTINUED)**

Crowe U.K. LLP

Crowe U.K. LLP

Statutory Auditor

3rd floor

The Lexicon

Mount Street

Manchester

M2 5NT

Date: 16 December 2022

Crowe U.K. LLP are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 JULY 2022

	Note	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Income from:				
Charitable activities	4	719,680	719,680	762,934
Investments	5	88	88	203
Total income		719,768	719,768	763,137
Expenditure on:				
Charitable activities	6	691,938	691,938	609,342
Total expenditure		691,938	691,938	609,342
Net income before taxation		27,830	27,830	153,795
Taxation	11	-	-	(29,727)
Net movement in funds		27,830	27,830	124,068
Reconciliation of funds:				
Total funds brought forward		478,273	478,273	354,205
Net movement in funds		27,830	27,830	124,068
Total funds carried forward		506,103	506,103	478,273

The Consolidated Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 17 to 36 form part of these financial statements.

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

**CONSOLIDATED BALANCE SHEET
AS AT 31 JULY 2022**

	Note	2022 £	2021 £
Fixed assets			
Intangible assets	12	16,662	26,617
Tangible assets	13	1,101	846
		<u>17,763</u>	<u>27,463</u>
Current assets			
Debtors	15	219,523	148,886
Cash at bank and in hand		756,049	579,474
		<u>975,572</u>	<u>728,360</u>
Creditors: amounts falling due within one year	16	(487,232)	(277,550)
Net current assets		<u>488,340</u>	<u>450,810</u>
Total assets less current liabilities		<u>506,103</u>	<u>478,273</u>
Net assets excluding pension asset		<u>506,103</u>	<u>478,273</u>
Total net assets		<u><u>506,103</u></u>	<u><u>478,273</u></u>
Charity funds			
Restricted funds	17	-	-
Unrestricted funds	17	506,103	478,273
Total funds		<u><u>506,103</u></u>	<u><u>478,273</u></u>

The financial statements were approved and authorised for issue by the Trustees on 16 December 2022 and signed on their behalf by:



Chris Ince

Vikki Goddard

The notes on pages 17 to 36 form part of these financial statements.

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

**CHARITY BALANCE SHEET
AS AT 31 JULY 2022**

	Note	2022 £	2021 £
Fixed assets			
Intangible assets	12	14,596	22,365
Tangible assets	13	676	846
Investments	14	100	100
		<u>15,372</u>	<u>23,311</u>
Current assets			
Debtors	15	105,821	123,933
Cash at bank and in hand		747,615	569,736
		<u>853,436</u>	<u>693,669</u>
Creditors: amounts falling due within one year	16	(317,870)	(196,658)
Net current assets		<u>535,566</u>	<u>497,011</u>
Total assets less current liabilities		<u>550,938</u>	<u>520,322</u>
Net assets excluding pension asset		<u>550,938</u>	<u>520,322</u>
Total net assets		<u><u>550,938</u></u>	<u><u>520,322</u></u>
Charity funds			
Restricted funds	17	-	-
Unrestricted funds	17	550,938	520,322
Total funds		<u><u>550,938</u></u>	<u><u>520,322</u></u>

The financial statements were approved and authorised for issue by the Trustees on 16 December 2022 and signed on their behalf by:

Chris Ince

Vikki Goddard



The notes on pages 17 to 36 form part of these financial statements.

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

**CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 JULY 2022**

	Note	2022 £	2021 £
Cash flows from operating activities			
Net cash used in operating activities	19	177,775	17,600
Cash flows from investing activities			
Dividends, interests and rents from investments		88	203
Purchase of intangible assets		(545)	(26,142)
Purchase of tangible fixed assets		(743)	(846)
Net cash used in investing activities		(1,200)	(26,785)
Cash flows from financing activities			
Net cash provided by financing activities		-	-
Change in cash and cash equivalents in the year		176,575	(9,185)
Cash and cash equivalents at the beginning of the year		579,474	588,659
Cash and cash equivalents at the end of the year	20	756,049	579,474

The notes on pages 17 to 36 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2022

1. General information

Association of University Administrators is a registered charitable incorporated organisation in England and Wales with a registered office at AUA Office, University of Manchester, Sackville Street, Manchester M60 1QD.

The trustees consider the charity to be a public benefit entity for the purposes of FRS 102.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective October 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair' view. This departure has involved following the Charities SORP (FRS 102) published on 16 July 2014 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

Association of University Administrators meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The Consolidated statement of financial activities (SOFA) and Consolidated balance sheet consolidate the financial statements of the charity and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

2.2 Going concern

The AUA have permanently adapted to the post pandemic world. Delivery of a vast proportion of content is now permanently online and the charity has adapted postgraduate certificate course delivery to cater for hybrid study. The AUA therefore consider themselves to be a going concern. The AUA are about to deliver a new strategy to address the plateauing membership numbers and enhancing the membership office to generate income and increase membership figures.

Having regard to the above, the directors believe it appropriate to adopt the going concern basis of accounting in preparing the financial statements.

2.3 Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2022

2. Accounting policies (continued)

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.5 Research and development

Development costs are capitalised within intangible assets where they can be identified with a specific product or project anticipated to produce future benefits, and are amortised on the straight line basis over the anticipated life of the benefits arising from the completed product or project.

Deferred research and development costs are reviewed annually, and where future benefits are deemed to have ceased or to be in doubt, the balance of any related research and development is written off to the Consolidated statement of financial activities.

2.6 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.7 Taxation

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2022

2. Accounting policies (continued)

2.8 Intangible assets and amortisation

Intangible assets costing £2,500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Amortisation is provided on intangible assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life.

Amortisation is provided on the following basis:

Software	- 33 % Straight line
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2.9 Tangible fixed assets and depreciation

Tangible fixed assets costing £NIL or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, .

Depreciation is provided on the following basis:

Office equipment	- 3 years straight line
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2.10 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Consolidated statement of financial activities.

Investments in subsidiaries are valued at cost less provision for impairment.

2.11 Debtors

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

2.12 Cash at bank and in hand

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2022

2. Accounting policies (continued)

2.13 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Consolidated statement of financial activities as a finance cost.

2.14 Deferred taxation

Full provision is made for deferred tax assets and liabilities arising from all timing differences between the recognition of gains and losses in the financial statements and recognition in the tax computation.

A net deferred tax asset is recognised only if it can be regarded as more likely than not that there will be suitable taxable surpluses from which the future reversal of the underlying timing differences can be deducted.

Deferred tax assets and liabilities are calculated at the tax rates expected to be effective at the time the timing differences are expected to reverse.

2.15 Financial instruments

The Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.16 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2022

3. Critical accounting estimates and areas of judgment

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

4. Income from charitable activities

	Unrestricted funds 2022 £	Total funds 2022 £
Membership	216,859	216,859
Conference, exhibitions and events	201,069	201,069
Postgraduate certificate programme	161,819	161,819
Services to other charities	64,695	64,695
Other	9,077	9,077
Professional development programme	66,161	66,161
	719,680	719,680

	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Membership	222,782	222,782
Conference, exhibitions and events	162,318	162,318
Postgraduate certificate programme	125,984	125,984
Services to other charities	55,764	55,764
Other	5,223	5,223
Professional development programme	190,863	190,863
	762,934	762,934

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2022

5. Investment income

	Unrestricted funds 2022 £	Total funds 2022 £
Investment income	88	88
	<u> </u>	<u> </u>
	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Investment income	203	203
	<u> </u>	<u> </u>

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2022

6. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2022 £	Total 2022 £
Membership	197,079	197,079
Conference, exhibitions and events	260,189	260,189
Postgraduate certificate programme	144,882	144,882
Services to other charities	41,651	41,651
Professional development programme	43,328	43,328
Other	4,809	4,809
	<u>691,938</u>	<u>691,938</u>

	Unrestricted funds 2021 £	Total 2021 £
Membership	250,504	250,504
Conference, exhibitions and events	118,787	118,787
Postgraduate certificate programme	98,487	98,487
Services to other charities	30,680	30,680
Professional development programme	105,010	105,010
Other	5,874	5,874
	<u>609,342</u>	<u>609,342</u>

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2022**

7. Analysis of expenditure by activities

	Activities undertaken directly 2022 £	Support costs 2022 £	Total funds 2022 £
Membership	58,325	138,754	197,079
Conference, exhibitions and events	131,550	128,639	260,189
Postgraduate certificate programme	41,354	103,528	144,882
Services to other charities	261	41,390	41,651
Professional development programme	-	43,328	43,328
Other	-	4,809	4,809
	<u>231,490</u>	<u>460,448</u>	<u>691,938</u>

	Activities undertaken directly 2021 £	Support costs 2021 £	Total funds 2021 £
Membership	127,933	122,571	250,504
Conference, exhibitions and events	29,482	89,305	118,787
Postgraduate certificate programme	29,173	69,314	98,487
Services to other charities	-	30,680	30,680
Professional development programme	-	105,010	105,010
Other	-	5,874	5,874
	<u>186,588</u>	<u>422,754</u>	<u>609,342</u>

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2022

8. Auditor's remuneration

	2022 £	2021 £
Fees payable to the charity's auditor for the audit of the charity's annual accounts	4,730	4,120
Fees payable to the charity's auditor in respect of:		
Accountancy services	2,450	2,050
	<u>2,450</u>	<u>2,050</u>

9. Staff costs

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Wages and salaries	335,350	323,894	203,434	194,059
	<u>335,350</u>	<u>323,894</u>	<u>203,434</u>	<u>194,059</u>

The average number of persons employed by the charity during the year was as follows:

No employee received remuneration amounting to more than £60,000 in either year.

All staff members within the National Office have employment contracts with the University of Manchester. Staff costs of £203,434 (2021: £194,059) were recharged to Association of University Administrators.

The key management personnel are defined on page 1 of the financial statements. Total remuneration of key management personnel for the year ended 31 July 2022 was £101,759 (2021: £95,707).

10. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2021 - £NIL).

During the year ended 31 July 2022, no Trustee expenses have been incurred (2021 - £NIL).

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2022**

11. Taxation

	2022 £	2021 £
Corporation tax		
Total current tax	-	-
Deferred tax		
Origination and reversal of timing differences	-	29,727
Total deferred tax	-	29,727
Taxation on net income	-	29,727

The tax assessed for the year is lower than (2021 - *higher than*) the standard rate of corporation tax in the UK of 19% (2021 - 19%). The differences are explained below:

	2022 £	2021 £
Net income before tax	27,830	153,795
Net income multiplied by the standard rate of corporation tax in the UK of 19% (2021 - 19%).	5,288	29,221
Effects of:		
Charitable income	-	(7,192)
Unrelieved tax losses carried forward	(5,288)	7,698
Total tax charge for the year	-	29,727

There are no factors considered likely to affect future tax charges.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2022

12. Intangible assets

Group

Software
£

Cost

At 1 August 2021

175,854

Additions

743

At 31 July 2022

176,597

Amortisation

At 1 August 2021

149,237

Charge for the year

10,698

At 31 July 2022

159,935

Net book value

At 31 July 2022

16,662

At 31 July 2021

26,617

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2022

12. Intangible assets (continued)

Charity

Software
£

Cost

At 1 August 2021

41,088

Additions

743

At 31 July 2022

41,831

Amortisation

At 1 August 2021

18,723

Charge for the year

8,512

At 31 July 2022

27,235

Net book value

At 31 July 2022

14,596

At 31 July 2021

22,365

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2022

13. Tangible fixed assets

Group

Office
equipment
£

Cost or valuation

At 1 August 2021

7,035

Additions

545

At 31 July 2022

7,580

Depreciation

At 1 August 2021

6,189

Charge for the year

290

At 31 July 2022

6,479

Net book value

At 31 July 2022

1,101

At 31 July 2021

846

Charity

Office
equipment
£

Cost or valuation

At 1 August 2021

6,028

Additions

120

At 31 July 2022

6,148

Depreciation

At 1 August 2021

5,182

Charge for the year

290

At 31 July 2022

5,472

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2022

13. Tangible fixed assets (continued)

Charity (continued)

	Office equipment £
Net book value	
At 31 July 2022	676
<i>At 31 July 2021</i>	846

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2022

14. Fixed asset investments

	Investments in subsidiary companies £
charity	
Cost or valuation	
At 1 August 2021	100
At 31 July 2022	100
Net book value	
At 31 July 2022	100
At 31 July 2021	100

Principal subsidiaries

The following was a subsidiary undertaking of the charity:

Name	Company number	Registered office	Principal activity
AUA Enterprises Limited	08814323	AUA , The University of Manchester, Sackville Street Building, Sackville Street, Manchester, M60 1 QD	Activities of professional membership organisations
Class of shares	Holding	Included in consolidation	
Ordinary	100%	Yes	

The financial results of the subsidiary for the year were:

Name	Income £	Expenditure £	Profit/(Loss) for the year £	Net assets £
AUA Enterprises Limited	566,284	(569,130)	(2,846)	(238,968)

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2022**

15. Debtors

	Group 2022 £	<i>Group 2021 £</i>	Charity 2022 £	<i>Charity 2021 £</i>
Trade debtors	206,391	123,936	104,593	120,894
Other debtors	11,694	-	-	-
Prepayments and accrued income	1,438	24,950	1,228	3,039
	219,523	148,886	105,821	123,933

16. Creditors: Amounts falling due within one year

	Group 2022 £	<i>Group 2021 £</i>	Charity 2022 £	<i>Charity 2021 £</i>
Bank overdrafts	22,174	-	22,174	-
Trade creditors	187,534	44,091	76,994	6,836
Other taxation and social security	-	9,570	-	-
Other creditors	9,114	2,914	2,090	1,295
Accruals and deferred income	268,410	220,975	216,612	188,527
	487,232	277,550	317,870	196,658

	Group 2022 £	<i>Group 2021 £</i>	Charity 2022 £	<i>Charity 2021 £</i>
Deferred income at 1 August 2021	193,530	336,190	182,222	200,865
Resources deferred during the year	203,237	193,530	195,117	182,222
Amounts released from previous periods	(193,530)	(336,190)	(182,222)	(114,483)
	203,237	193,530	195,117	268,604

Deferred income consists of courses paid for in advance by delegates and membership subscriptions which continue into the next financial year.

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2022**

17. Statement of funds

Statement of funds - current year

	Balance at 1 August 2021 £	Income £	Expenditure £	Balance at 31 July 2022 £
Unrestricted funds				
Designated funds				
Strategic Review of Governance	2,400	-	-	2,400
Staff Marketing Post	17,859	-	-	17,859
CPD Tool/ Mentoring scheme	17,424	-	-	17,424
	<u>37,683</u>	<u>-</u>	<u>-</u>	<u>37,683</u>
General funds				
General Funds	440,590	719,768	(691,938)	468,420
Total Unrestricted funds	<u><u>478,273</u></u>	<u><u>719,768</u></u>	<u><u>(691,938)</u></u>	<u><u>506,103</u></u>

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2022

17. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 August 2020 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Taxation £</i>	<i>Balance at 31 July 2021 £</i>
Unrestricted funds					
Designated funds					
Strategic Review of Governance	2,400	-	-	-	2,400
Staff Marketing Post	17,859	-	-	-	17,859
CPD Tool/ Mentoring scheme	17,424	-	-	-	17,424
	<u>37,683</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>37,683</u>
General funds					
General Funds	<u>316,522</u>	<u>763,137</u>	<u>(609,342)</u>	<u>(29,727)</u>	<u>440,590</u>
Total Unrestricted funds	<u><u>354,205</u></u>	<u><u>763,137</u></u>	<u><u>(609,342)</u></u>	<u><u>(29,727)</u></u>	<u><u>478,273</u></u>

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2022**

18. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	1,101	1,101
Intangible fixed assets	16,662	16,662
Current assets	975,572	975,572
Creditors due within one year	(487,232)	(487,232)
Total	506,103	506,103

Analysis of net assets between funds - prior year

	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Tangible fixed assets	846	846
Intangible fixed assets	26,617	26,617
Current assets	728,360	728,360
Creditors due within one year	(277,550)	(277,550)
Total	478,273	478,273

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2022

19. Reconciliation of net movement in funds to net cash flow from operating activities

	Group 2022 £	<i>Group 2021 £</i>
Net income for the year (as per Statement of Financial Activities)	27,830	124,068
Adjustments for:		
Amortisation charges	10,988	14,113
Dividends, interests and rents from investments	(88)	(203)
Decrease/(increase) in debtors	(70,637)	145,777
Increase/(decrease) in creditors	209,682	(266,155)
Net cash provided by operating activities	177,775	17,600

20. Analysis of cash and cash equivalents

	Group 2022 £	<i>Group 2021 £</i>
Cash in hand	756,049	579,474
Total cash and cash equivalents	756,049	579,474

21. Analysis of changes in net debt

	At 1 August 2021 £	Cash flows £	At 31 July 2022 £
Cash at bank and in hand	579,474	176,575	756,049
Bank overdrafts repayable on demand	-	(22,174)	(22,174)
	579,474	154,401	733,875

22. Related party transactions

The charity has taken advantage of the exemption available under section 33 of FRS 102 to not disclose transactions with wholly owned subsidiaries.

Accounts

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 JULY 2021

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

CONTENTS

	Page
Reference and administrative details of the charity, its Trustees and advisers	1
Trustees' report	2 - 9
Independent auditor's report on the financial statements	10 - 12
Consolidated statement of financial activities	13
Consolidated balance sheet	14
Charity balance sheet	15
Consolidated statement of cash flows	16
Notes to the financial statements	17 - 38

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 JULY 2021

Trustees

Amanda Oliver, Chair
Chris Ince, Vice Chair
Steve Smith
Sara Corcoran
John Baker
Mark Crittenden
Vikki Goddard
Chris Task (Retired)
Mark Hollingsworth
Helena Torres
Thea Gibbs
Gerry Webber
Ruth Coomber
Heidi Flannagan (appointed 1 August 2021)
Oliver Cooper (appointed 1 August 2021)
Sol Miah (appointed 1 August 2021)

Charity registered number

1179422

Principal office

AUA Office
University of Manchester
Sackville Street Building
Manchester
M60 1QD

Principal operating office

AUA Office
University of Manchester
Sackville Street Building
Manchester
M60 1QD

Senior management team

Kathy Murray (Director of Operations)
Anna Green (Head of Finance)

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

**TRUSTEES' REPORT
FOR THE YEAR ENDED 31 JULY 2021**

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 JULY 2021

Dear Members,

The objective of the AUA is to advance, and assist in the advancement of education. It exists to further that end and is not an end in itself. The AUA seeks to achieve this end by making a difference in the lives of members by supporting their professional development, and in the HE sector by promoting the exchange of good practice, by offering a framework within which professional development can be supported and by offering services to other select professional associations in the sector. These activities are undertaken through and supported by, inter alia: publications; qualifications and accreditation; networking, training and development opportunities including national and regional conferences; and the promotion of a professional behaviours framework and values. The Association has also established and successfully operating consultancy business, which supports its charitable objectives. We are a broadly based Association with a wide range of activities, encompassing different staff roles in higher education and different levels.

The financial year 2020-21 was much improved on the prior year. Like many businesses and indeed Charities the AUA continued to be affected dramatically by the global pandemic Covid-19. The 2021 Annual Conference took place online, having been postponed from 2020. Similarly, all the Association's face to face one day events took place online but there were also a number of additional events that took place online that would not normally have been able to happen, many of these being free to members.

Financially, despite the impact of Covid, the Association has managed to generate an operating surplus of £154k, against an original budgeted deficit of £23k. This excellent performance is reflective of the significant hard work undertaken by the central AUA team to manage costs and also look at where additional income could be obtained. Most areas of income performed better than budget with strong performance from the AUA Consultancy service, a better Annual Conference performance than anticipated and an improvement in memberships subscriptions against budget. The Charity retains positive reserves and a healthy liquidity position and hence is confident in the ongoing position for 2021/22.

As with the end of the prior year, the AUA has shown an amazing ability to adapt to rapid and unprecedented impacts, adapting its one to one events to webinars, providing additional free webinars for members and transforming the PgCert in to an online programme. Over 3,500 delegates attended our online webinars from August 2020 to July 2021. These efforts have been in the interest of our members as well as underpinning and supporting our financial position and highlighting potential for future income opportunities.

The AUA Postgraduate Certificate in Higher Education Management, Administration and Leadership is a flagship programme for the AUA's broader professional development activity. In collaboration with the Programme's validators, Nottingham Trent University, the programme continues to be a key part of the Association's professional development portfolio. There were 109 students studying for the PgCert in 2020-21. This was fewer than anticipated but the Association remains committed to the programme throughout Covid and has future plans for its development.

The AUA continues to build synergistic relationships with its strategic partners. In particular, we maintain a number of shared services partnerships with sector organisations, including the Academic Registrars Council, and the Quality Strategy Network.

During this year the Board celebrated its Diamond Jubilee and spring boarded off of the recently completed major research project, 'Future HE Professionals (FHEP)' with key strategic priorities agreed by the Board which were focused on a renewed offering for its members based on the aims evolving from the FHEP survey:

- The skills and attributes to equip professional services for the changing future of HE
- Focus on how professional services roles are developing in the context of rapidly changing sector
- Support the continued success of UK higher education

The AUA is committed to its core purpose of connecting and developing all those working in professional services roles in HE. The Association is indebted to the network of members, volunteers, professional experts and AUA Office staff who enable the Association to advance the organisation as the professional association for

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 JULY 2021

all who work in management and administration in UK HE.

The AUA office team underwent numerous staff changes with three posts lost to voluntary severance and a change in office leadership during 2020/21– the Director of Operations left the AUA in May 2021. The team has done a remarkable job to maintain a commitment and focus on delivering the AUA offering during this time. The Board agreed the appointment of an Executive Director who will both provide the strategic engagement role with the sector and AUA members and lead the AUA office.

I would like to thank Shirley Piece who continued as Honorary President and has been a staunch advocate and strong support of the AUA and the sector. I would also like to extend my thanks to the AUA Team for their dedication and hard work over the last year and the Board of Trustees for their steadfast oversight of the AUA's finances and activities during this difficult period.



Name: Amanda Oliver
Chair

Date: 29 March 2022

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 JULY 2021

The Trustees present their annual report together with the audited financial statements of the group and the charity for the 1 August 2020 to 31 July 2021.

Objectives and activities

a. Policies and objectives

The Trustees have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the guidance on public benefit published by the Charities Commission.

It is stated in the governing document of the Association that "the Object of the Association is to advance and assist in the advancement of education by fostering sound methods of leadership, management and administration in further and higher education by education, training, and other means".

In furtherance of the above Object, the Association's mission is to promote excellence in higher education management, advance a code of professional standards, provide information networks, develop international links and enhance the profile of the profession nationally and internationally. We achieve this through the systematic delivery of information, a comprehensive continuing professional development programme, and the provision of networking opportunities across the sector. Our subscription fees, which vary according to salary levels, are set to ensure that they are affordable to all our members.

b. Main activities undertaken to further the charity's purposes for the public benefit

Details of the main activities carried out during the year are described in the Chair's letter to members on the previous pages.

Like many business and charities, the AUA has been significantly affected by the Covid -19 pandemic. It immediately impacted our activity, most notably our learning and development programme and the Association's Annual Conference, which was moved online for 2021.

What this experience has shown us is how adaptable and responsive we can be, the AUA PgCert in HE admin, management and leadership is now being delivered online and we have developed and are offering a fully-fledged online CPD offer. Development projects such as a mentoring scheme and new online CPD Framework tool have continued and were launched in early 2021 providing us with tangible enhancements to the membership offer. As a result of these and other efforts around communications, retention remains strong and we are now embarking on a revised membership recruitment plan to reach new audiences.

The Board developed a new strategy and this development and launch was not delayed by the pandemic. The Future HE Professionals research project informed the creation of a confident strategy which makes three promises to our members;

We promise to:

1. Empower your career
2. Improve your professional practice
3. Support your professional development

These promises now shape the messages we communicate and the activity we have prioritised throughout the year and will inform work for the coming period. Although these uncertain times continue, the strategic vision sets out a clear path for the AUA designed to increase membership and enable many more PS staff to benefit from the AUA offer and enhance their careers in higher education.

The financial results for the year are set out on pages 14 to 17 of this report.

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 JULY 2021

Objectives and activities (continued)

Achievements and performance

a. Investment policy and performance

AUA's policy is to invest its reserves prudently on behalf of its members whilst ensuring there are sufficient funds to pay operational expenditure. The Association invests its cash surpluses in Barclays Treasury Deposit Accounts for periods, which maximise interest from the investment whilst ensuring funds are available to meet cash flow purposes. The AUA is working towards splitting cash investment across a variety of banks and interest bearing accounts in order to improve returns whilst minimising risk.

The Board proposes to review this policy during 2021/22.

Financial review

a. Going concern

The trustees have considered the appropriateness of the going concern assumption, believe it is appropriate to prepare the financial statements on this basis due to the Trust's level of reserves, and agreed funding.

b. Financial risk management objectives and policies

The Trustees continue to keep the Association's activities under review, particularly with regard to any major risks that may arise, for example in respect of the annual conference, and to monitor the effectiveness of the internal controls, and other viable means, including insurance cover where appropriate, by which identified risks can be mitigated.

c. Investments and financial reserves

The Trustees are aware, and have taken action to ensure, that the Association is able to fulfil its financial commitments to its stakeholders. These include its commitment to provide membership services and long term support for the participants on the Postgraduate Certificate in Higher Education Administration, Management and Leadership.

d. Reserves policy

The Charity Commission states that a charity needs to have sufficient reserves to allow it to cover known liabilities, which for the AUA would mean being able to cover money owed to creditors, six months' notice on Sackville Street property and possibly covering statutory redundancy entitlement to employees which totals about £340k.

In accordance with the revised reserves policy agreed in June 2015, the Association returns surpluses to reserves of between 1-5% of turnover. Any excess surplus, over and above this, is held in reserves as 'Designated Funds', which, per the Charity Commission are 'part of unrestricted funds which Trustees have earmarked for a particular project or use, without restricting or committing the funds legally. The designation may be cancelled by the Trustees if they later decide that the charity should not proceed or continue with the use or project for which the funds were designated'.

Consequently, the Board can report that the reserves for y/e 31st July 2021 now stand at £538k of which the

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 JULY 2021

Trustees agree to designate £37k towards strategic projects. Free reserves were £473k after deducting fixed assets.

The Board proposes to review this policy during 2021/22.

e. Principal funding

Unlike many associations in higher education, AUA's funding is from individual not institutional subscriptions. This accounts for £223k or 29% (£254k or 42% in 2019/20) of all incoming resources in the reported period. Other income is derived from surpluses from the professional development programme, the Postgraduate certificate and the provision of services to other organisations in the sector. A small percentage of revenue is derived from advertising activities.

f. Financial summary

The Board is committed the financial sustainability of the Association and is confident that there are satisfactory control measures in place to ensure ongoing viability and going concern. The Board continues to work with the AUA staff team to ensure that this objective is met.

The Board has adopted a policy of replenishment of reserves and targeted investment in recruitment and retention activities to support growth in overall membership. The AUA survives and thrives only by the strength of its membership and the Board recognises the importance of securing and enhancing the membership experience and as such has designated a portion of the retained surplus towards the achievement of this.

Staff costs accounted for £320,143 or 42% (£445k or 73% in 2019/20) of total income. Other significant costs relate to the postgraduate certificate and professional development events and the cost of publications.

Structure, governance and management

a. Constitution

The principal object of the charity and the group is to advance and assist in the advancement of education by fostering sound methods of leadership, management and administration in further and higher education by education, training and other means.

b. Methods of appointment or election of Trustees

The management of the charity and the group is the responsibility of the Trustees who are elected and co-opted under the terms of the Trust deed.

c. Policies adopted for the induction and training of Trustees

In accordance with the Constitution a Nominations panel (comprising at least two Trustees, two co-opted members of the Association and a senior member of staff from the AUA Office) considers and recommends the appointment of new Trustees to the Board. Any person wishing to be nominated for a Trustee vacancy, as notified by the Board of Trustees, must follow the nominations procedures as specified by the Association. In considering potential Trustees, the Nominations Panel assesses individuals' relevant skills, knowledge and experience, taking into account the skills mix of existing members. The Nominations Panel recommends appointment of its preferred candidates, subject to formal approval by the full Board of Trustees.

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 JULY 2021

Plans for future periods

The Board remains committed to the provision of a sustainable financial model for the business of the AUA, maintaining the implementation of its strategy of 'Growth through Relevance and Engagement'. The Association continues to make an important contribution to the HE sector and to the professionalisation of staff across the broadest range of professional services.

The Board of Trustees and staff in the AUA office are working tirelessly to consolidate and innovate, to deliver tangible benefits to our members and to the wider HE sector. We are excited to be able to invest in important initiatives that will see us making real step changes in our relationship with members and in our ability to provide intelligent information to inform our decision-making.

Auditors

As part of the Charity's governance procedures, the audit contract was tendered during 2014/15 and Crowe UK LLP (formerly Crowe Clark Whitehill) were appointed for 3 years up to and including the 2017/18 financial year, with the option to extend for a further 3 years. The contract with Crowe UK LLP (formerly Crowe Clark Whitehill) was extended to the 2020/21 and will be reviewed in 2021/22.

Conclusion

The higher education sector is experiencing a time of great change and the value of the AUA in helping people to adapt, and the need to break down barriers between 'silos', has never been greater. As an Association, we continue to be impressed by, and are grateful for, the dedication and altruism of so many who are willing to 'give something back' to the sector through a range of activities. These include organising network activities, involvement in the professional development programme, running a conference session, or acting as a mentor on AUA's postgraduate certificate programme. Despite all the professional challenges members face during their working day, many continue to spend hours of their own time undertaking AUA work and attending regional and local meetings and activities.

The Board of Trustees would once again like to express their thanks to the staff in the AUA Office, as well as to all the volunteer network advocates, Postgraduate Certificate mentors and others who give their time tirelessly and who make the work, mission and values of the AUA known and valued throughout the sector.

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 JULY 2021

Statement of Trustees' responsibilities

The Trustees are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England & Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Group and the charity and of their incoming resources and application of resources, including their income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and the charity's transactions and disclose with reasonable accuracy at any time the financial position of the Group and the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the Trust deed. They are also responsible for safeguarding the assets of the Group and the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditor

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditor is unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditor is aware of that information.

Approved by order of the members of the board of Trustees on
29 March 2022 signed on their behalf by:



Ms A Oliver
Chair

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ASSOCIATION OF UNIVERSITY ADMINISTRATORS

Opinion

We have audited the financial statements of Association of University Administrators (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 July 2021 which comprise the Consolidated Statement of Financial Activities, the Consolidated balance sheet, the Charity balance sheet, the Consolidated statement of cash flows 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 Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

The financial statements have been prepared in accordance with Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has been withdrawn.

This has been done in order for the accounts to provide a true and fair view in accordance with the Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2015.

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charity's affairs as at 31 July 2021 and of the Group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or the parent 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.

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ASSOCIATION OF UNIVERSITY ADMINISTRATORS (CONTINUED)

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 obtained an understanding of the legal and regulatory frameworks within which the group and charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context was the Charities Act 2011 and employment legislation.

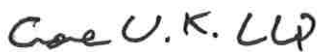
Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the trustees and other management and inspection of regulatory and legal correspondence, if any. We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be the override of controls by management and completeness of income. Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, proof in total on membership data and fee rates, sample testing of postgraduate agreements to the consolidated financial statements and sample testing of other income from source documents to the consolidated financial statements.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and its trustees, as a body, for our audit work, for this report, or for the opinions we have formed.


Crowe U.K. LLP

Statutory Auditor

3rd floor

The Lexicon

Mount Street

Manchester

M2 5NT

Date: 30/03/2022

Crowe U.K. LLP are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ASSOCIATION OF UNIVERSITY ADMINISTRATORS (CONTINUED)

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditor's report thereon. The Trustees are responsible for the other information contained within the Annual 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. 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 themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or
- the parent charity has not kept sufficient accounting records; or
- the parent charity financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees are responsible for the preparation of the financial statements which give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Group's and the parent 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 Group or the parent charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 152 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 JULY 2021**

	Note	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Income from:				
Charitable activities	3	762,934	762,934	604,322
Investments	4	203	203	1,496
Total income		763,137	763,137	605,818
Expenditure on:				
Raising funds		6,750	6,750	-
Charitable activities	5	602,592	602,592	861,991
Total expenditure		609,342	609,342	861,991
Net income/(expenditure) before taxation		153,795	153,795	(256,173)
Taxation	10	(29,727)	(29,727)	3,620
Net movement in funds		124,068	124,068	(252,553)
Reconciliation of funds:				
Total funds brought forward		354,205	354,205	606,758
Net movement in funds		124,068	124,068	(252,553)
Total funds carried forward		478,273	478,273	354,205

The Consolidated Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 17 to 38 form part of these financial statements.

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

CONSOLIDATED BALANCE SHEET
AS AT 31 JULY 2021

	Note	2021 £	2020 £
Fixed assets			
Intangible assets	11	26,617	14,588
Tangible assets	12	846	-
		<u>27,463</u>	<u>14,588</u>
Current assets			
Debtors	14	148,886	294,663
Cash at bank and in hand		579,474	588,659
		<u>728,360</u>	<u>883,322</u>
Creditors: amounts falling due within one year	15	(277,550)	(543,705)
Net current assets		<u>450,810</u>	<u>339,617</u>
Total assets less current liabilities		<u>478,273</u>	<u>354,205</u>
Net assets excluding pension asset		<u>478,273</u>	<u>354,205</u>
Total net assets		<u>478,273</u>	<u>354,205</u>
Charity funds			
Restricted funds	18	-	-
Unrestricted funds	18	478,273	354,205
Total funds		<u>478,273</u>	<u>354,205</u>

The financial statements were approved and authorised for issue by the Trustees on 29 March 2022 and signed on their behalf by:



Ms A Oliver
Chair

The notes on pages 17 to 38 form part of these financial statements.

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

CHARITY BALANCE SHEET AS AT 31 JULY 2021

	Note	2021 £	2020 £
Fixed assets			
Intangible assets	11	22,365	6,363
Tangible assets	12	846	-
Investments	13	100	100
		<u>23,311</u>	<u>6,463</u>
Current assets			
Debtors	14	123,932	122,152
Cash at bank and in hand		569,736	583,566
		<u>693,668</u>	<u>705,718</u>
Creditors: amounts falling due within one year	15	(196,658)	(282,343)
Net current assets		<u>497,010</u>	<u>423,375</u>
Total assets less current liabilities		<u>520,321</u>	<u>429,838</u>
Net assets excluding pension asset		<u>520,321</u>	<u>429,838</u>
Total net assets		<u><u>520,321</u></u>	<u><u>429,838</u></u>
Charity funds			
Restricted funds	18	-	-
Unrestricted funds	18	520,321	429,838
Total funds		<u><u>520,321</u></u>	<u><u>429,838</u></u>

The financial statements were approved and authorised for issue by the Trustees on 29 March 2022 and signed on their behalf by:



Ms A Oliver
Chair

The notes on pages 17 to 38 form part of these financial statements.

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

**CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 JULY 2021**

	Note	2021 £	2020 £
Cash flows from operating activities			
Net cash used in operating activities	20	17,600	(116,873)
Cash flows from investing activities			
Dividends, interests and rents from investments		203	1,496
Purchase of intangible assets		(26,142)	(7,008)
Purchase of tangible fixed assets		(846)	-
Net cash used in investing activities		(26,785)	(5,512)
Cash flows from financing activities			
Net cash provided by financing activities		-	-
Change in cash and cash equivalents in the year		(9,185)	(122,385)
Cash and cash equivalents at the beginning of the year		588,659	711,044
Cash and cash equivalents at the end of the year	21	579,474	588,659

The notes on pages 17 to 38 form part of these financial statements

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2021

1. General information

Association of University Administrators is a registered charitable incorporated organisation in England and Wales with a registered office at AUA Office, University of Manchester, Sackville Street, Manchester M60 1QD.

The trustees consider the charity to be a public benefit entity for the purposes of FRS 102.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective October 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair' view. This departure has involved following the Charities SORP (FRS 102) published on 16 July 2014 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

Association of University Administrators meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The Consolidated statement of financial activities (SOFA) and Consolidated balance sheet consolidate the financial statements of the charity and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

2.2 Going concern

In their assessment of going concern the directors have considered the current and developing impact on the business as a result of the COVID19 virus.

This had a significant impact on the company's operations in 2019/20. In 2020/21 the AUA delivered our flagship annual conference online and all face to face events were unable to take place and the team have been limited in their ability to implement face to face recruitment strategies for membership, at the present time, it is not clear how long the current circumstances are likely to last and what the long term impact will be. However the AUA were able to deliver a suite of online events that were well attended and the AUA Consulting went from strength to strength.

Having regard to the above, the directors believe it appropriate to adopt the going concern basis of accounting in preparing the financial statements.

2.3 Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2021

2. Accounting policies (continued)

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.5 Research and development

Development costs are capitalised within intangible assets where they can be identified with a specific product or project anticipated to produce future benefits, and are amortised on the straight line basis over the anticipated life of the benefits arising from the completed product or project.

Deferred research and development costs are reviewed annually, and where future benefits are deemed to have ceased or to be in doubt, the balance of any related research and development is written off to the Consolidated statement of financial activities.

2.6 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.7 Taxation

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2021

2. Accounting policies (continued)

2.8 Intangible assets and amortisation

Intangible assets costing £2,500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Amortisation is provided on intangible assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life.

The estimated useful lives are as follows:

Amortisation is provided on the following basis:

Software	- 33 % Straight line
----------	----------------------

2.9 Tangible fixed assets and depreciation

Tangible fixed assets costing £NIL or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, .

Depreciation is provided on the following basis:

Office equipment	- 3 years straight line
------------------	-------------------------

2.10 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Consolidated statement of financial activities.

Investments in subsidiaries are valued at cost less provision for impairment.

2.11 Debtors

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

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2021

2. Accounting policies (continued)

2.12 Cash at bank and in hand

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

2.13 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Consolidated statement of financial activities as a finance cost.

2.14 Deferred taxation

Full provision is made for deferred tax assets and liabilities arising from all timing differences between the recognition of gains and losses in the financial statements and recognition in the tax computation.

A net deferred tax asset is recognised only if it can be regarded as more likely than not that there will be suitable taxable surpluses from which the future reversal of the underlying timing differences can be deducted.

Deferred tax assets and liabilities are calculated at the tax rates expected to be effective at the time the timing differences are expected to reverse.

2.15 Financial instruments

The Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.16 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2021**

3. Income from charitable activities

	Unrestricted funds 2021 £	Total funds 2021 £
Membership	222,782	222,782
Conference, exhibitions and events	162,318	162,318
Postgraduate certificate programme	125,984	125,984
Services to other charities	55,764	55,764
Other	5,223	5,223
Professional development programme	190,863	190,863
	<u>762,934</u>	<u>762,934</u>
	<i>Unrestricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Membership	254,884	254,884
Conference, exhibitions and events	77,440	77,440
Postgraduate certificate programme	136,180	136,180
Services to other charities	60,500	60,500
Other	17,371	17,371
Professional development programme	57,947	57,947
	<u>604,322</u>	<u>604,322</u>

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2021

4. Investment income

	Unrestricted funds 2021 £	Total funds 2021 £
Investment income	203	203

	<i>Unrestricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Investment income	1,496	1,496

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2021**

5. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2021 £	Total funds 2021 £
Membership	250,504	250,504
Conference, exhibitions and events	115,037	115,037
Postgraduate certificate programme	98,487	98,487
Services to other charities	30,680	30,680
Professional development programme	105,010	105,010
Other	2,874	2,874
	<u>602,592</u>	<u>602,592</u>
	<u><u>602,592</u></u>	<u><u>602,592</u></u>
	<i>Unrestricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Membership	391,348	391,348
Conference, exhibitions and events	130,069	130,069
Postgraduate certificate programme	191,880	191,880
Services to other charities	66,236	66,236
Professional development programme	63,441	63,441
Other	19,017	19,017
	<u>861,991</u>	<u>861,991</u>
	<u><u>861,991</u></u>	<u><u>861,991</u></u>

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2021

6. Analysis of expenditure by activities

	Activities undertaken directly 2021 £	Support costs 2021 £	Total funds 2021 £
Membership	127,933	122,571	250,504
Conference, exhibitions and events	25,732	89,305	115,037
Postgraduate certificate programme	29,173	69,314	98,487
Services to other charities	-	30,680	30,680
Professional development programme	-	105,010	105,010
Other	-	2,874	2,874
	<u>182,838</u>	<u>419,754</u>	<u>602,592</u>

	Activities undertaken directly 2020 £	Support costs 2020 £	Total funds 2020 £
Membership	112,299	279,049	391,348
Conference, exhibitions and events	45,287	84,782	130,069
Postgraduate certificate programme	42,789	149,091	191,880
Services to other charities	-	66,236	66,236
Professional development programme	-	63,441	63,441
Other	-	19,017	19,017
	<u>200,375</u>	<u>661,616</u>	<u>861,991</u>

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2021

7. Auditor's remuneration

	2021 £	2020 £
Fees payable to the charity's auditor for the audit of the charity's annual accounts	4,120	6,800
Fees payable to the charity's auditor in respect of: Accountancy services	2,050	2,865
	<u> </u>	<u> </u>

8. Staff costs

	Group 2021 £	Group 2020 £	Charity 2021 £	Charity 2020 £
Wages and salaries	323,894	444,701	194,059	227,523
	<u>323,894</u>	<u>444,701</u>	<u>194,059</u>	<u>227,523</u>

The average number of persons employed by the charity during the year was as follows:

No employee received remuneration amounting to more than £60,000 in either year.

All staff members within the National Office have employment contracts with the University of Manchester. Staff costs of £194,059 (2020: £227,523) were recharged to Association of University Administrators.

The key management personnel are defined on page 1 of the financial statements. Total remuneration of key management personnel for the year ended 31 July 2020 was £95,707 (2019: £122,221).

9. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2020 - £NIL).

During the year ended 31 July 2021, no Trustee expenses have been incurred (2020 - £NIL).

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2021**

10. Taxation

	2021 £	2020 £
Corporation tax		
Total current tax	-	-
Deferred tax		
Origination and reversal of timing differences	29,727	(549)
Changes to tax rates	-	(3,071)
Total deferred tax	29,727	(3,620)
Taxation on net income/(expenditure)	29,727	(3,620)

The tax assessed for the year is higher than (2020 - *higher than*) the standard rate of corporation tax in the UK of 19% (2020 - 19%). The differences are explained below:

	2021 £	2020 £
Net income/(expenditure) before tax	153,795	(256,173)
Net income/(expenditure) multiplied by the standard rate of corporation tax in the UK of 19 (2020 - 19%).	29,221	(48,673)
Effects of:		
Charitable income	(7,192)	10,254
Unrelieved tax losses carried forward	7,698	37,870
Changes to tax rates	-	(3,071)
Total tax charge for the year	29,727	(3,620)

There are no factors considered likely to affect future tax charges.

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2021

11. Intangible assets

Group

	Software £
Cost	
At 1 August 2020	149,711
Additions	26,142
At 31 July 2021	<u>175,853</u>
Amortisation	
At 1 August 2020	135,123
Charge for the year	14,113
At 31 July 2021	<u>149,236</u>
Net book value	
At 31 July 2021	<u><u>26,617</u></u>
At 31 July 2020	<u><u>14,588</u></u>

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2021

11. Intangible assets (continued)

Charity

	Develop- ment £
Cost	
At 1 August 2020	19,008
Additions	22,080
At 31 July 2021	<u>41,088</u>
Amortisation	
At 1 August 2020	12,645
Charge for the year	6,078
At 31 July 2021	<u>18,723</u>
Net book value	
At 31 July 2021	<u><u>22,365</u></u>
At 31 July 2020	<u><u>6,363</u></u>

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2021**

12. Tangible fixed assets

Group

	Office equipment £
Cost or valuation	
At 1 August 2020	6,102
Additions	870
At 31 July 2021	<u>6,972</u>
Depreciation	
At 1 August 2020	6,102
Charge for the year	24
At 31 July 2021	<u>6,126</u>
Net book value	
At 31 July 2021	<u><u>846</u></u>
At 31 July 2020	<u><u>-</u></u>

Charity

	Office equipment £
Cost or valuation	
At 1 August 2020	5,158
Additions	870
At 31 July 2021	<u>6,028</u>
Depreciation	
At 1 August 2020	5,158
Charge for the year	24
At 31 July 2021	<u>5,182</u>

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2021

12. Tangible fixed assets (continued)

Charity (continued)

	Office equipment £
Net book value	
At 31 July 2021	846
At 31 July 2020	-

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2021**

13. Fixed asset investments

	Investments in subsidiary companies £
Charity	
Cost or valuation	
At 1 August 2020	100
At 31 July 2021	100
Net book value	
At 31 July 2021	100
At 31 July 2020	100

Principal subsidiaries

The following was a subsidiary undertaking of the charity:

Name	Company number	Registered office	Principal activity
AUA Enterprises Limited	08814323	AUA , The University of Manchester, Sackville Street Building, Sackville Street, Manchester, M60 1 QD	Activities of professional membership organisations
Class of shares	Holding	Included in consolidation	
Ordinary	100%	Yes	

The financial results of the subsidiary for the year were:

Name	Income £	Expenditure £	Profit/(Loss) for the year £	Net assets £
AUA Enterprises Limited	620,613	(504,670)	115,943	(176,327)

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2021**

14. Debtors

	Group 2021 £	<i>Group 2020 £</i>	Charity 2021 £	<i>Charity 2020 £</i>
Due within one year				
Trade debtors	123,936	123,785	120,894	119,797
Prepayments and accrued income	24,950	141,151	3,038	2,355
Deferred taxation	-	29,727	-	-
	148,886	294,663	123,932	122,152

15. Creditors: Amounts falling due within one year

	Group 2021 £	<i>Group 2020 £</i>	Charity 2021 £	<i>Charity 2020 £</i>
Trade creditors	44,091	83,286	6,836	24,756
Other taxation and social security	9,570	7,303	-	-
Other creditors	2,914	4,582	1,295	1,755
Accruals and deferred income	220,975	448,534	188,527	255,832
	277,550	543,705	196,658	282,343

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2021**

16. Financial instruments

	Group 2021 £	<i>Group 2020 £</i>	Charity 2021 £	<i>Charity 2020 £</i>
Financial assets				
Financial assets measured at amortised cost	709,998	<i>712,444</i>	697,091	<i>703,363</i>
	Group 2021 £	<i>Group 2020 £</i>	Charity 2021 £	<i>Charity 2020 £</i>
Financial liabilities				
Financial liabilities measured at amortised cost	74,450	<i>200,208</i>	39,099	<i>81,478</i>

Financial assets measured at amortised cost comprise cash at bank, trade debtors, amounts due from subsidiaries and other debtors.

Financial assets measured at amortised cost comprise trade creditors, amounts due to subsidiaries, other creditors and accruals.

17. Deferred taxation

Group

Charity

The deferred tax asset is made up as follows:

	Group 2021 £	<i>Group 2020 £</i>
Accelerated capital allowances	-	<i>29,727</i>
	-	<i>29,727</i>

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2021**

18. Statement of funds

Statement of funds - current year

	Balance at 1 August 2020 £	Income £	Expenditure £	Taxation £	Balance at 31 July 2021 £
Unrestricted funds					
Designated funds					
Strategic Review of Governance	2,400	-	-	-	2,400
Staff Marketing Post	17,859	-	-	-	17,859
CPD Tool/ Mentoring scheme	17,424	-	-	-	17,424
	<u>37,683</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>37,683</u>
General funds					
General Funds	316,522	763,137	(609,342)	(29,727)	440,590
Total Unrestricted funds	<u>354,205</u>	<u>763,137</u>	<u>(609,342)</u>	<u>(29,727)</u>	<u>478,273</u>

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2021**

18. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 August 2019 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Taxation £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 July 2020 £</i>
Unrestricted funds						
Designated funds						
Strategic Review of Governance	-	-	-	-	2,400	2,400
Staff Marketing Post	-	-	-	-	17,859	17,859
CPD Tool/ Mentoring scheme	-	-	-	-	17,424	17,424
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>37,683</u>	<u>37,683</u>
General funds						
General Funds	606,758	605,818	(861,991)	3,620	(37,683)	316,522
Total Unrestricted funds	<u>606,758</u>	<u>605,818</u>	<u>(861,991)</u>	<u>3,620</u>	<u>-</u>	<u>354,205</u>

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2021**

19. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	846	846
Intangible fixed assets	26,617	26,617
Current assets	728,360	728,360
Creditors due within one year	(277,550)	(277,550)
Total	<u>478,273</u>	<u>478,273</u>

Analysis of net assets between funds - prior year

	<i>Unrestricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Intangible fixed assets	14,588	14,588
Current assets	883,322	883,322
Creditors due within one year	(543,705)	(543,705)
Total	<u>354,205</u>	<u>354,205</u>

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2021**

20. Reconciliation of net movement in funds to net cash flow from operating activities

	Group 2021 £	<i>Group 2020 £</i>
Net income/expenditure for the year (as per Statement of Financial Activities)	124,068	<i>(252,553)</i>
Adjustments for:		
Amortisation charges	14,113	<i>40,358</i>
Dividends, interests and rents from investments	(203)	<i>(1,496)</i>
Decrease/(increase) in debtors	145,777	<i>(82,021)</i>
Increase/(decrease) in creditors	(266,155)	<i>178,839</i>
Net cash provided by/(used in) operating activities	17,600	<i>(116,873)</i>

21. Analysis of cash and cash equivalents

	Group 2021 £	<i>Group 2020 £</i>
Cash in hand	579,474	<i>588,659</i>
Total cash and cash equivalents	579,474	<i>588,659</i>

22. Analysis of changes in net debt

	At 1 August 2020 £	Cash flows £	At 31 July 2021 £
Cash at bank and in hand	588,659	(9,185)	579,474
	588,659	(9,185)	579,474

ASSOCIATION OF UNIVERSITY ADMINISTRATORS

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2021

23. Operating lease commitments

At 31 July 2021 the Group and the charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2021 £	<i>Group 2020 £</i>	Charity 2021 £	<i>Charity 2020 £</i>
Not later than 1 year	-	40,950	-	40,950

24. Related party transactions

The charity has taken advantage of the exemption available under section 33 of FRS 102 to not disclose transactions with wholly owned subsidiaries.