

NATIONAL STAR FOUNDATION

England & Wales · Charity number 220239

Details

Other names	ISOBEL CRIPPS CENTRE LIMITED, NATIONAL STAR CENTRE FOR DISABLED YOUTH LIMITED, NATIONAL STAR COLLEGE
Status	Registered
Legal form	Charitable company
Company number	00522846
Registered	1963-11-25
Register	View on the Charity Commission register

Contact

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Activities

Objects: TO ADVANCE THE EDUCATION OF AND RELIEVE THE NEEDS OF DISABLED PEOPLE TO ENABLE THEM TO REALISE THEIR POTENTIAL AS EQUAL AND ACTIVE CITIZENS IN CONTROL OF THEIR LIVES.

Activities: OUR VISION IS A WORLD IN WHICH PEOPLE WITH DISABILITIES ARE ABLE TO REALISE THEIR POTENTIAL AS EQUAL AND ACTIVE CITIZENS IN CONTROL OF THEIR LIVES. OUR MISSION IS TO ENABLE PEOPLE WITH DISABILITIES TO REALISE THEIR POTENTIAL THROUGH PERSONALISED LEARNING, TRANSITION AND DESTINATION SERVICES.

Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, Disability, Accommodation/housing
- **Who:** Children/young People, People With Disabilities

Geography

- East Sussex
- Gloucestershire
- Herefordshire
- South Gloucestershire
- Torfaen
- Warwickshire
- Worcestershire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-08-31	£49,595,712	£47,060,255	£40,642,953	1269
2024-08-31	£43,044,284	£41,714,137	£37,780,972	1259
2023-08-31	£40,057,879	£38,529,942	£35,958,798	1217
2022-08-31	£36,405,538	£36,190,428	£34,281,027	1173
2021-08-31	£32,288,588	£31,120,109	£34,197,376	1109

Trustees

Name	Role	Appointed
Chris Hallam		2022-10-31
Frances Allcock		2022-01-27
Helen Price		2025-02-04
Jane Matheson		2023-02-09
Margaret Sheather		2021-10-27
Martin Mellors		2025-02-04
Nicholas Charles Grinham		2024-07-01
Nikki Richardson		2023-07-26
Peter Barefoot		2022-01-27
Sara-Jane Perera		2025-11-04
Sarah Limb		2025-11-04
Stephen Leslie		2025-11-04
Toby Yap		2025-11-04

Linked charities

- STAR CENTRE FOR CHILDREN APPEAL 1964 (220239-1)

Accounts



National Star

Realising the aspirations
of people with disabilities

Annual Report and Accounts 2024 – 2025

Year ended 31 August 2025

National Star is a working name of National Star Foundation which is registered in England and Wales, company number 00522846, charity number 220239. Registered office Ullenwood Manor, Ullenwood, Cheltenham, Gloucestershire, GL53 9QU



Without National Star...

“Max wouldn’t have the input of physiotherapy, occupational therapy and speech and language therapy.”

Kirsten
Max’s mum

For the first time in years Max is getting a taste of independence. He can walk, with the aid of a walker to a door, open it and decide for himself if he wants to go in.

Max, who is a residential learner, is a very curious and lively young man who is loving his time at National Star.

In 2019, Max was diagnosed with Phelan–McDermid syndrome (PMS), a rare genetic disorder that affects how a person’s brain develops and functions, and how the body functions. He has a severe learning disability and many health issues and requires specialist teaching and therapies. Max also has complex uncontrolled epilepsy.

Before arriving at college, Max had received very little therapeutic support. With the help of National Star’s physiotherapy team, Max has learned to use a Grillo Gait Trainer, a piece of equipment which helps his posture and provides him with the stability he needs to walk. While he still requires staff to be with him, he can move independently. This has been life changing.

The physiotherapy team is working with their speech and language colleagues to see if they can develop a form of communication so that Max can articulate his own choices on where he wants to go.

‘Max is so lucky to be able to have the input of physiotherapy, occupational therapy and speech and language therapy and to be looked after by such a caring and dedicated team,’ says his mum Kirsten.

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Student welcome

Speaking up for ourselves



Ella
Student Union
representative

Going to National Star College is helping us be ready for the future. Here we learn how to speak up for ourselves and how to be more independent in the hope that we can live by ourselves with carers. The most important thing about National Star is that it builds our confidence so that we can help more students to speak up.

The Student Union is where we can talk about the college and any changes we would like to see in the future. We also help with the college balls.

We have had a busy year. We went to the Houses of Parliament to talk about life after college and how some people find it hard to find things to do after leaving National Star (See 'What comes after education', Page 19).

It's important for students to be listened to. Being given the chance to feed back and feel heard is helping me not to be nervous about speaking up for myself and my friends (See 'Learner voice', Page 9).

Chief Executive's and Chair's Statement

Seeing the potential

We passionately believe that young adults with disabilities have a right to lead meaningful and fulfilling lives and have much to contribute to their communities.

In 2024 – 2025 National Star delivered more than 866,845 hours of high-quality education, care and support. Not only do we support young adults to grow and develop to achieve their aspirations but we also endeavour to ensure they are at the heart of all decisions that impact them, at local, regional and national levels.

Our national research project, 'What happens after education', which we launched in 2025, reflected the voices of hundreds of young adults and their families and carers. It highlighted the challenges young people with disabilities face as they prepare for adulthood and demonstrated the growing need for our services.

Our intent to meet that need is what drives our growth strategy. In the past 12 months we completed the extension of education provision at Hereford, launched a new specialist service at a mainstream college and commenced plans to expand our long-term residence in Malvern.

On the wider stage, National Star has contributed to government reviews, hosted ministerial visits and lobbied MPs and other key decision makers.

No one organisation can achieve change. It takes collaboration and shared vision for National Star to achieve all that we do, from our committed professional teams and partner organisations, to policy makers and fundraisers.

Next year will be a pivotal year for young people as the government announces proposed changes to specialist education and continues with its comprehensive social care review.

Together we can support all young adults with disabilities to become equal and active citizens and make our communities better places to live and work.



Lynette Barrett

Lynette Barrett
Chief Executive

When I joined National Star a year ago as Chair of Trustees, I knew about the charity's impact on the lives of young adults with disabilities and their families. What has exceeded my expectations is how life-changing that experience is.

When trustees and governors have engaged with learners, former learners, residents and families, we hear about the transformation of lives. How young adults arrived at National Star unsure of their place in the community, lacking confidence and accepting the limitations society places on them.

Thanks to the work by the charity's multi-disciplinary teams these same young adults leave National Star more confident, healthier, both mentally and physically, and aware of their own potential and equipped to be active citizens. There are those who have learned to manage their anxieties and thus be more in control of their lives and others who have secured paid work or occupation they had dreamt of but never believed they would achieve. There are learners, who thanks to the right combination of care and therapy, have become less reliant on medication.

National Star only succeeds through partnership working – young adults, families, local authorities and health bodies working together. The trustees and governors play a key role, supporting the leadership team and scrutinising the charity's high-quality services to ensure they are maintained, are cost-effective and, most importantly, have lasting impact.

Another set of important partners are the individuals and organisations who support us through donations and grants. National Star has not had capital project funding from the government for more than a decade. It is only thanks to generous donations that we have the incredible specialist equipment and facilities which enable us to change lives.

There is always much more to do. There are more young adults who need our services. We are clear in our ambitions to enable young people with disabilities to be their best selves and become active members of their communities.



N. Grinham

Nick Grinham
Chair of Trustees



Who we are

National Star enables young people and adults with disabilities to realise their potential through education and personalised learning opportunities, accommodation, care and support services.

Every year, we work with hundreds of young people and adults from across the UK. We work with those who have some of the most complex needs. We also provide a range of work-based learning programmes.

The charity started in 1967 with just 10 learners at its campus in Ullenwood, Cheltenham. Since then, we have grown with a national base at Ullenwood that provides day and residential education. We also provide local services in Hereford, where we expanded our provision in 2025, Wales and, for the first time, in Worcester where our partnership programme with The Heart of Worcestershire College opened in September 2024.

And to support individuals who move on, National Star offers long-term accommodation services in both independent living and residential care facilities in Cheltenham, Gloucester, Malvern and Hereford.

As a community resource, the national centre at Ullenwood and Bradbury Gardens, our residence in Cheltenham, are able to offer short break respite opportunities, and other health and wellbeing services such as activity and therapeutic breaks; and as a recognised centre of excellence, National Star uses its expertise to offer training and development programmes for professionals.

The constant thread is National Star's belief in realising the aspirations of people with disabilities.



Our clear aim

Everything National Star achieves is through collaboration. Our multi-disciplinary teams work with students, residents and their families and carers to empower young adults to achieve their goals. Education and therapy teams work with their care and nursing colleagues to find innovative approaches that suit the individual. After all, no two people are alike.

National Star's leadership team, governors and trustees, and employees bring their individual expertise, experience and energy.

We work with people with disabilities and their supporters to challenge stereotypes, raise aspirations and change attitudes.

The charity is passionate about sharing best practice. We collaborate with a wide range of stakeholders from local authorities, national government, influencers and key opinion leaders, regulatory organisations, such as Ofsted, Estyn and the Care Quality Commission, and other national bodies, such as Natspec (the membership organisation for specialist providers).

We're a diverse group brought together with a common belief and vision. Our aim is to realise the vision and mission set out in our strategy.

Our aim

Our aim is to realise the vision and mission set out in our strategy.

Our vision

A world in which people with disabilities are able to realise their potential as equal and active citizens in control of their lives.

Our mission

To realise the aspirations of people with disabilities through personalised learning, transition, support and care and accommodation services.

Learner voice

Learner voice plays an integral part of daily life at National Star. It involves everything from how care is delivered and meal choices, to discussions and activities in the classroom and beyond.

Following lobbying by National Star, students were permitted to submit video evidence to the government consultation on the 'Pathways to Work: Reforming Benefits and support to Get Britain Working' Green Paper. They were also involved in National Star's evidence for various government inquiries.

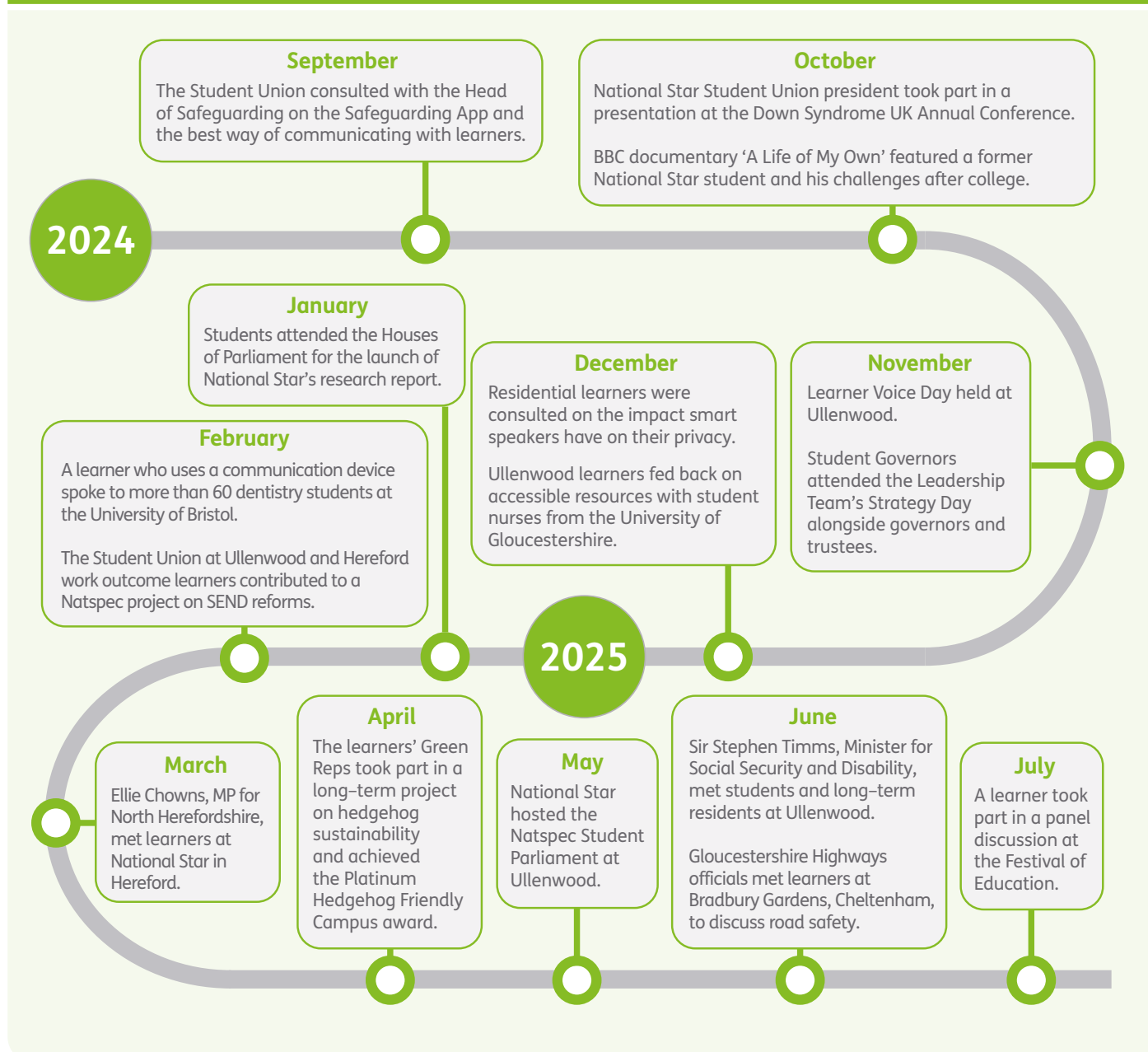
Throughout the year MPs visited Hereford and Ullenwood, meeting and talking to learners. Sir Stephen Timms, Minister for Social Security and Disability, met learners and long-term residents in June during his visit to Ullenwood.

Learners meet weekly in Ullenwood, Hereford and Wales through their own Student Union or Student Parliament. These meetings enable them to share views about college life and feed into topics that directly affect them. For example, in Wales, learners had an active role in the planning of their Leavers' Ceremony and college trips.

Members of the Student Union at Ullenwood give updates to governors and trustees and regularly attend Governors' Committee meetings. Current and former learners sit on the Advisory Committee, as well as assisting at staff interviews.

Students also took part in a wide range of activities with the media and worked with National Star employees to share best practice with other organisations (See 'Driving change', Pages 20–21).

Learner voice timeline



Our impact



866,845

Hours of services provided by National Star during the year to support learners and residents to achieve their goals, develop their skills and lead fulfilling lives.



556

The total number of professionals, families and young adults who have benefitted from National Star's programmes, including apprenticeships, respite, adult community learning and training.



55

Local authorities worked with National Star to deliver education, health and social care.



18

Different local NHS health boards worked with National Star to deliver long-term care.



Supporting young people and families year round

67,121

Hours of respite care support delivered in the past year.



IMPACT

84%

Of our respite service ran at occupancy in 2024 – 2025.

1,473

Hours of additional therapy provided by National Star.



IMPACT

The quality of our additional therapy services means we have a growing waiting list for people wanting to access our support.

546

Hours of community enrichment and adult community learning provided by National Star.



IMPACT

Classes enable young adults to build confidence and mix with peers.

Enabling young people to develop and learn

63,208

Hours of personal development, life skills and employability training delivered in the past year.



IMPACT

94%

Of students leaving National Star achieved their learning goals.

284

Young adults with disabilities and learning difficulties accessed education and personal development programmes in 2024 – 2025.



IMPACT

92%

Achievement rate of primary learning goals for all learners.

43,637

Hours of therapy provided by National Star's multi-disciplinary teams. This includes physiotherapy and aquatic therapy, occupational therapy, speech and language therapy, drama therapy and emotional wellbeing services.



IMPACT

89%

Of students achieved or made progress towards their therapy – related goals.*

497,753

Hours of care provided to National Star students.



IMPACT

94%

Of residential learners achieved or made progress in their self care / independence goals.*

*Outcomes as stated in their Education, Health and Care Plans

Creating a forever home

32

Adults with disabilities living permanently with National Star.



IMPACT

All of National Star's long-term residential accommodation are rated Good or Outstanding by the Care Quality Commission.

193,653

Hours of care and support provided to long-term residents.



IMPACT

All the young adults are able to lead meaningful lives by receiving support to access community activities, volunteering and work.

Our learners' contribution

Making a difference

Every year National Star learners and residents donate more than 12,000 hours of their time to their communities. That practice of giving back goes beyond college and many former students continue with volunteering roles after they leave National Star. Employment and / or meaningful occupation is a core element of preparing for adulthood and is at the heart of our education programmes.



Aisha

Student Aisha received the royal seal of approval for her dedication to keeping Hereford spick and span. She took part in weekly litter picks in the town as part of her Duke of Edinburgh Gold award. She completed all three DoFE awards while attending National Star. Aisha also volunteered at National Star's charity shop in St Peter's Street, Hereford.



Peter

Long-term resident Peter graduated from the Emerging Leaders programme with the music charity Soundabout. He led warm-ups and music sessions, helped at events and worked behind the scenes on artwork or marketing. 'Peter blows us away with his singing voice,' says the team at Soundabout. 'His confidence has grown in leaps and bounds.'



Leo

Former learner Leo is on a mission to make society more accessible for people with disabilities. Working with company Astor Bannerman, Leo visits Changing Places (disability toilets) to review accessibility.

'By sharing his experiences, Leo is helping venues understand what inclusion really looks like in practice,' says Evie Bradshaw, Senior Marketing Executive at Astor Bannerman.



Daisy

Former student Daisy volunteers three days a week with charity Lilian Faithfull Care. She helps with activities and serves drinks to senior residents at two of the charity's care homes.

'Daisy makes a huge difference for our guests and our guests' wellbeing. Daisy helps at both our day centres, and our guests see Daisy as a part of the team,' says Hannah Landon-Hammond from Lilian Faithfull Care.



Ben

Long-term resident Ben was a guest of His Majesty, The King at Windsor Castle at a reception to recognise those involved in community music. He was invited by UK learning disability music charity Soundabout, just one of several charities he volunteers with.

Holly Radford-James, Chief Executive Officer for Soundabout, says 'Ben's passion, enthusiasm and talent have inspired the young musicians he supports.'



Chesca

Former learner Chesca has been a member of National Star's Advisory Committee since 2020 and has fed back to the leadership team. She also presented at the 2024 Student 'Life after College' Transition event and took part in our Learner Voice Day.

'Chesca's willingness to share her time and her experiences has had a huge impact on learners and their families and has helped us further develop our transition support,' says Andrew Evans, Learner Voice Lead.



Nathan

Former student Nathan qualified as a referee in 2013 and is responsible for the National Referees' Association's digital and social media platforms. Nathan also organises online presentations from experts and high-level referees, maintains the website and emails members about news and events.

'Nathan has become a valued member of the Referees' Association Board,' says Steve Oakey, Chair of the association.



Abdi, Chris, Connor, George, George and Elijah

Six learners received the Heritage Heroes award for their volunteering on the Stroud Canal Restoration Project. They completed various tasks including tree planting, clearing public pathways, building bug houses, cutting back bushes and litter picking. The project has helped the students develop their confidence and communication skills and taught them the importance of checking the quality of their work.



National Star provided 63,208 hours of personal development and education in the year

Education and therapy

National Star provides a wide range of education and therapy services for young people with disabilities to enable them to become equal and engaged citizens.

Our learning programmes are all about preparation for adulthood with focus on community inclusion, employment or meaningful occupation, good health and independent or interdependent living skills.

What we achieved

Every learning experience is unique at National Star to ensure it meets the needs and aspirations of the individual. Our multi-disciplinary approach means education, therapy, residential and nursing teams work together to support each student.

The main education sites are Ullenwood, Bradbury Gardens and Greensteps, all in Cheltenham, Hereford, and Mamhilad in Wales, as well as partnerships with mainstream colleges and local authorities across England, providing work-based programmes into employment and independent travel training. During the year, 284 young adults benefitted from our education and personal development programmes.

In September 2024, National Star, in partnership with The Heart of Worcestershire College, launched a new education centre in Worcester with its initial five learners (See 'Specialist education on your doorstep', Page 15). It is one of the first such partnerships in England and was praised by Baroness Smith of Malvern at a national conference for its innovative approach.

The completion of a major extension at The Eveson Centre, our education centre in Hereford, was completed in March 2025 with

Strategic Intent

To deliver education and therapy services for young people with disabilities and medical needs, to enable them to access the most appropriate support in the right place, at the right time.

learners moving into the space in September 2025 (See 'Focus on The Eveson Centre', Page 40). The new space will enable the charity to further support the Herefordshire area.

Estyn, the Welsh equivalent of Ofsted, inspected National Star's Welsh education centre at Mamhilad in February 2025. They praised college staff for providing a calm, happy and nurturing environment. This was the first full inspection for National Star in Wales since it was set up in 2016. Inspectors reported that staff know their learners well and, through nurturing positive attitudes, enable students to develop skills and potential.

We believe that residential learning is an important part of our education offering because of the life skills students master, alongside greater independence and confidence. In 2024 – 2025 we supported 107 residential learners from across the UK. We also supported day learners at Ullenwood, as well as learners focussing on work outcomes, based at Greensteps in Cheltenham. Of the 20 leavers at Greensteps, 75 per cent gained paid work with the other 25 per cent securing regular voluntary hours.

At the heart of all we do is the importance of learner voice – to put those who receive our services at the centre of everything (See ‘Learner voice’, Page 9).

Good health – Therapy services

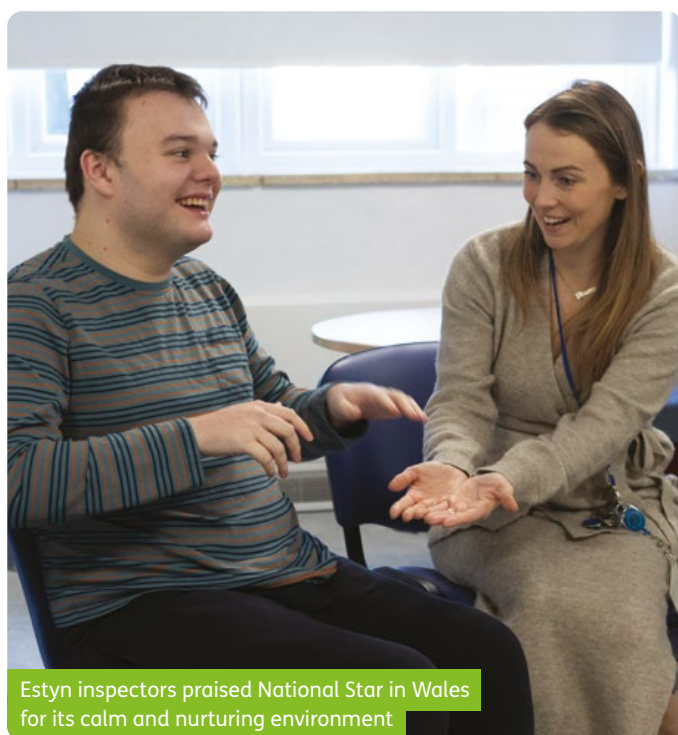
Good mental and physical health are crucial for all of us, and at National Star, we offer diverse therapies tailored to enhance lives. Students can access aquatic therapy, explore emotions through dramatherapy and emotional health and wellbeing services, access comprehensive medical services, find harmony with music therapy, enhance function through occupational therapy and physiotherapy, and empower communication via speech and language therapy.

National Star’s therapy teams work closely with their education, care and medical colleagues to ensure students receive the professional support they need to maintain good health at college and beyond.

The impact therapies have on learners can be life-changing, from developing strategies to self-manage anxiety and communicating choices for the first time, to being able to drive their wheelchairs independently and being able to go out with their family for a meal (See ‘Max’s story’, Page 2).

Families and learners work directly with therapy teams to ensure learners are put at the centre of all we do.

As a charity, it is important for us to share our facilities and expertise with former learners and the wider community. We do that through offering additional therapy services. Last year we provided more than 1,473 hours (2023: 1,834 hours) of additional therapy. This has enhanced individual progress or helped to maintain quality of life for people in the community and has contributed to strengthening National Star’s reputation as an excellent setting for meeting the needs of those living with complex needs and disabilities beyond being enrolled on a residential or day student programme.



Estyn inspectors praised National Star in Wales for its calm and nurturing environment



National Star runs a range of community inclusion activities

Community inclusion

National Star is passionate about breaking down barriers around disability and enabling learners to be active members of their community. Community inclusion is critical as many young people with disabilities experience loneliness and isolation in adulthood.

A core part of learners’ education is community access as part of their life skills training. It may include budgeting, shopping for ingredients to make a healthy meal or exploring activities they might want to do after they leave college.

In 2024 – 2025, 49 people accessed our range of adult community learning classes at Ullenwood. We also ran several community arts projects including Apt Dance, Ad-Apt Youth Dance and Apt OrcheStar. The dance groups performed at Gloucester Guildhall and in celebrations at Ullenwood. National Star learners worked with their peers at the University of Gloucestershire in a project which culminated in a public performance in April.

Volunteering is also an important way for young people to be active members of their community. In 2024 – 2025, learners and residents completed more than 12,000 hours of volunteering and work experience (See ‘Making a difference’, Pages 10–11).

Community engagement

Employment, either paid or voluntary, brings many benefits to young people with disabilities. It helps them build social networks, reduces social isolation and gives everyone a sense of self-worth.

Our teams work hard to ensure learners with work-based outcomes gain valuable work experience with external businesses and organisations. Our social enterprises also provide real work-related opportunities for students. **StarBistro**, based at Ullenwood, is open to the public. **StarPrint** produces a range of mugs, canvasses and coasters, **StarGlamping** offers glamping pods and **StarGolf** is a pay-as-you-go course and membership.

Learners at Greensteps produced seasonal gifts and held pop-up shops, gaining budgeting and sales experience. Students created a range of crafts in the Art Factory project sessions, which were sold at our charity shops. The young adults also worked in customer services and in our onsite shop at Ullenwood.

At Mamhilad, students ran a tuck shop trolley service in partnership with a local cafe. Hereford learners ran a student cafe, a clothes swap and a lending library.

Paid work or volunteering is often unsuitable for some young adults with more complex needs. It is vital for their wellbeing that they can access regular social and community activities to lead fulfilling lives. We enable young people to explore and experience a wide range of activities so that they and their families can better plan for life after college.

In May 2025, we staged our first Community Taster month at Ullenwood, with students trying a range of activities in the community such as rugby matches, music workshops, farm visits, discos and live music.

Independent / interdependent living skills

Everything National Star does is focussed on preparing young people for adulthood and life after college. Our professional teams work together to enable young adults to achieve a range of outcomes such as being able to travel independently on public transport, be in charge of taking their own medication and how to simply be with others and to learn to take turns and be patient.

An example of how we do this is our ski experience. Last year 10 students, many of whom have never been away without their families, put their newly acquired skills into action on a week-long ski experience to Andorra.

Our Lift travel training programme helps people learn the skills to travel independently. During 2024 – 2025, we worked with 24 learners in East Sussex.

Our teams work with young adults and families to help them think about all those decisions around life after college and what they need to do in preparation. We run annual transition fairs that provide opportunities for families and learners to meet long-term accommodation providers as well as representatives from community groups and sports clubs.

The Transition Support team works with students and families as they plan for life after college. The team works with local authority and health care officials to support funding applications and identify appropriate services to meet complex care needs. They also use their expertise to complete bespoke 'life after college' research.



What we achieved last year

- Successfully established a new pilot satellite education provision in Worcester, in partnership with The Heart of Worcestershire College and Worcestershire County Council.
- Expanded the learning and therapy provision at the Eveson Centre in Hereford, which was one of our key objectives in our five-year strategy.



Plans for the future

For the year ahead

- Develop further partnerships with mainstream further education colleges to create a wider reach.
- Secure a new location for our work-based learning currently based at Greensteps in Cheltenham.
- Develop our charity shops to enable us to provide more work-related experience for learners.
- Review our transition services to ensure students and families have the right information to successfully plan for life after college.
- Work with stakeholders to enable young adults to access the right resources to ensure a sustainable transition after education.

Our long-term ambitions

Growing our education and therapy services is one of our priorities that we are focussing on in our five-year strategy (up to 2028). We aim to:

- Review our high-quality education and therapy services across National Star, ensuring positive outcomes for learners and cost effectiveness. This work was started in 2024 – 2025 and will continue in 2025 – 2026.
- Introduce a simpler funding model for our services which reflects the flexibility of our multi-disciplinary approach and the high quality of our curriculum.
- Start the next phase of creating further specialist environments at Ullenwood.
- Increase learners' use of technology to facilitate learning and independence.

“

National Star provides the perfect combination of meeting our son's medical needs, his therapy needs and his educational needs inside and outside the classroom that enables him to become a perfectly rounded adult.

”

Parent

Focus:

Specialist education on your doorstep



Students can receive specialist education in a mainstream college

The Heart of Worcestershire College, in partnership with National Star, offers specialist education to support young adults with disabilities in building independence and life skills.

Launched in September 2024, the project was recognised nationally for its collaboration and innovation. It won the innovation category in the Natspec (the membership organisation for specialist education providers) awards. The category judge said: 'This is a genuinely innovative three-way partnership between a local authority, a specialist further education (FE) college, and a general FE college. This partnership is beneficial to its own students and it also represents a proof of concept that should be learned from nationally.'

It is one of the first partnerships in the country to see a specialist provider deliver support and education in a mainstream college. Worcestershire County Council supported the project thanks to a grant to carry out the work needed to make the building in Worcester suitable for young adults with complex needs.

The partnership means local young people can access specialist support without travelling long distances. Five young adults completed the first year. The provision has capacity for approximately 18 young adults over three years.

The feedback received has been overwhelmingly positive, with educators, parents, and students celebrating the immediate impact the college has had on these young adults.

One family said: 'For the first time in a long time, it feels like we have educators on board who want to work together with us to achieve the best outcome for our young person, something that we have been striving for, for a long time.'



National Star is working in partnership with The Heart of Worcestershire College

“Ellie is now very happy and loves going to college. To have this on our doorstep is incredible.”

**Ellie's parents
Andy and Caroline**



National Star is the permanent home for 32 adults

Care services

National Star is committed to providing high-quality care for young people and adults.

We do that through residential learning at our campus in Cheltenham and our residence in the centre of town, Bradbury Gardens, offering much needed respite care during college holidays. We also provide long-term accommodation.

Residential learning

National Star provides residential specialist college places for young people with a range of disabilities and medical conditions. Our residential care and nursing teams are experts at supporting students, who are often leaving home for the first time in their lives.

Working closely with their colleagues in learning programmes and therapies enables learning to continue beyond the classroom and is a vital part of preparing for adulthood. The residential care teams provide continuity and the important link to home, ensuring families and carers keep in touch with what is happening at college.

In 2024 – 2025, National Star had 107 residential students based in accommodation at Ullenwood and Bradbury Gardens in Cheltenham. Many of those students lived with us beyond term time, with National Star supporting them during breaks and holidays.



Strategic Intent

To grow our long-term living, respite and care services.

All the student houses have large communal areas for socialising, studying and developing life skills. Learners play an active role in their residences, choosing the extra-curricular activities and what they would like to make National Star feel like home.

The residential college provision at Ullenwood is rated Outstanding by the Care Quality Commission and Bradbury Gardens is rated as Good.

Long-term accommodation

There is an incredible unmet need for person-centred long-term accommodation for young adults with disabilities. National Star developed long-term accommodation in response to former National Star learners struggling to find suitable homes. Young adults want to live with their peers and to continue their personal development.

National Star is the permanent home to 32 adults with disabilities in four locations: Foundation House in Gloucester,

Matrixcare in Malvern, Bradbury Gardens in Cheltenham and Ledbury Road in Hereford. Foundation House is rated Outstanding by the Care Quality Commission and the other three are rated as Good.

The National Star teams work hard to ensure individuals can access meaningful activities to have happy and fulfilling lives. Residents have a say in residential activities and are involved in the planning.

With the challenges in the health and social care sector, the demand for our long-term accommodation services continues to grow. In 2025, we progressed a joint collaborative project to provide additional accommodation at our provision in Malvern with the ambitions of providing more places for young adults in the future.

Respite services

National Star understands how the shortage of accessible and suitable care in the community impacts not only young adults but also their families and carers. That is why we are expanding our respite services. Last year we provided 67,121

hours of respite care (2024: 61,744) and operated at an 84 per cent capacity. We know we can do more. That's why next year we are aiming to achieve 90 per cent respite occupancy, meaning we will deliver more hours of care and support. Our respite services ensure continuity for learners and additional support for families and provides desperately needed breaks for families and carers.



National Star provides respite care for young adults



What we achieved last year

- Expanded capacity for our respite provision, increasing the number of beds available by 20 per cent.
- Worked with other providers to ensure a wide range of accommodation options for learners leaving college.
- Focussed on recruiting and retaining skilled and professional care staff within a competitive market.



Plans for the future

For the year ahead

- Continue to maximise capacity for respite in Gloucestershire with the aim of achieving 90 per cent occupancy.
- Explore opportunities to develop day services in Gloucestershire.

Our long-term ambitions

Growing our care services is one of our priorities in our five-year strategy (up to 2028). We aim to:

- Expanding our residential care provision in Malvern with the completion of a collaborative project to establish additional new facilities.
- Working with other providers to increase the housing and care opportunities for young adults leaving college.
- Technology transforms the lives of learners. One of our priorities in our strategy is increasing residents' use of technology to facilitate independence.

“

I loved it! All the staff were excellent, and I could not fault them at all. I am booking for next year and I'm going to stay at Bradbury Gardens again.

”

Hayden, a former National Star student and regular respite guest



Without National Star...

“Daisy would never get the opportunity to be independent.”

Daisy's mum Sharon

National Star's respite service is critical for the wellbeing of Daisy and her family. For Daisy, it is the opportunity to be independent and to enjoy a wide variety of activities with her peers.

For her parents Sharon and Carl, who are Daisy's primary carers, it provides a much-needed break.

'The team at National Star's Bradbury Gardens have been exceptional in their care of Daisy,' says Sharon. 'Their thoughtfulness in putting her in the same bedroom and giving her an ID card for her stays there, providing for her dietary likes and the various outings she has been on, has been amazing.'

'By doing these little things, such as giving her the same room, they have given her a sense of confidence so that she can enjoy her independence.'

For Sharon and Carl, it provides an opportunity for them to have a much-needed rest.

'As a parent your biggest worry is who can you trust. If you can trust Daisy is being taken care of, emotionally and physically, then you can rest easy and have a break. Daisy gets her independence, and we get ours and that is so important for all of us.'

What comes after education



Claire Young (MP for Thornbury and Yate) with a student at the Houses of Parliament

Major research carried out by National Star revealed that young people with disabilities are being abandoned without access to services or support once they leave school or college.

The survey, carried out in partnership with the Together Trust charity, showed that 55 per cent of young people are not living where they want to while 55 per cent said they felt worried about leaving school or college.

More than 500 parents, carers and young people took part in the research project.

The findings were launched at a Houses of Parliament reception, sponsored by Cheltenham MP Max Wilkinson. Among those who attended included Sir Stephen Timms, Minister of State for Social Security and Disability, and Stephen Kinnock, Minister of State for Care.

‘The findings of this survey tell the stories of hundreds of young people who deserve better than the uncertain futures they’re being offered by a system that is failing,’ said Mr Wilkinson. ‘And those hundreds will speak for so many more young people and families whose wishes are nothing more than access to the support they need to live their lives.’

‘It’s critically important that different parts of government work together properly to address the findings of this report. It’s not fair to expect disabled young people and their families to go on like this.’

Despite what young adults achieve at college, many will not be able to sustain those outcomes due to lack of suitable housing and appropriate social care. National Star is committed to working with all levels of government and partners in the social care sector to ensure young people can lead meaningful lives.



Former students spoke at the event

“ I just feel frustrated, unsupported and like I am forgotten. ”

Young person, aged 21



Sir Stephen Timms, Minister of State for Social Security and Disability, chatting to National Star students

Driving change

We believe that people with disabilities have a right to lead meaningful and fulfilling lives and have an important contribution to make to our society. That belief drives National Star to be a leader in the sector and to ensure the voices of learners, residents, carers and families are heard.

Young people achieve so much while at National Star yet, sadly, not all of them achieve great transitions from college. Despite their success, the support they need to maintain an active and meaningful life is not always sustained. This can be due to many reasons, from lack of suitable housing and limited access to appropriate social care to failures in support.

No one organisation can achieve change. National Star is passionate about young adults with disabilities being able to live meaningful lives and the charity works with a wide range of partners to promote change.

Catalyst for change

In the past year we lobbied government and relevant organisations to improve the quality of care and education for young adults with disabilities. In partnership with the Together Trust, we launched at the Houses of Parliament, our national research project 'What comes after education' (See Page 19). The reception was attended by learners from a range of specialist colleges so that Ministers, MPs and other key decision makers could hear firsthand the challenges faced by young adults with disabilities.



Strategic Intent

To share specialist expertise and be a leader in the sector.

We contributed to government consultations on SEND, further education and skills, social care and reforms to disability benefits. We successfully lobbied the Department for Work and Pensions to accept video evidence from students concerning the disability benefit reforms.

In June, the Minister for Social Security and Disability, Sir Stephen Timms, visited our campus at Ullenwood where he met students, employees and residents to hear their concerns about the proposed changes to disability benefits.

National Star has strong relationships with its local MPs and in the past year hosted visits at Ullenwood, Hereford and Wales so that learners could share their lived experiences and discuss issues important to them.

Our National Lead for Sustainability took part in a Department for Education roundtable on SEND and sustainability in education to raise awareness of the lack of inclusive and appropriate teaching resources for SEND learners. We are investigating how we can help develop resources for students across the UK.

National Star's Chief Executive, Lynette Barrett, as the Chair of Natspec (until June 2025), ensured we were at the forefront of national discussions about specialist education. She is also a member of The Education and Training Foundation's Sector Leaders' Steering Group.

Sharing expertise

We shared best practice through a range of activities over the past year. National Star's team shared best practice with colleagues from across the specialist college sector at the Natspec conference. Learners and members of the National Star team spoke at the Communication Matters conference, TechAbility, the Festival of Education and the annual Down Syndrome UK conference.

We provided a range of training in the UK for The Education and Training Foundation (ETF). National Star held Reverse Jobs Fairs at Ullenwood and Hereford, in partnership with the ETF, as part of their Universal SEND programme funded by the Department for Education.

National Star offered teacher education with participants from a range of specialist and mainstream further education colleges. We delivered qualifications to: Activate College in Kirkby, Sense Colleges, Hartpury College and the Royal National College for the Blind.

We welcomed a range of visitors throughout the year and worked collaboratively with other charities and organisations to improve support and services in the sector.

Amplifying voices

We are passionate about enabling students to have a voice in the media. Learners, former learners, residents and families have featured on local, regional and national media on a huge range of topics including sustainability, proposed benefit reforms, receiving a new voice for their electronic communication device, and the 10th anniversary of the opening of our first long-term residence.

The BBC, followed for five years the life of a learner as he completed his education at National Star and his challenges to find a home and a job. The online documentary was released in October 2024 and received widespread attention. It highlighted the challenges young adults face when they leave education.



What we achieved last year

- *Launched at the Houses of Parliament, in partnership with the Together Trust, our findings from a national research project to drive change for life after education.*
- *Worked with The Education and Training Foundation's Universal SEND Services Programme to deliver events and networking activities to support people with SEND into employment and support businesses to make this happen.*
- *Contributed to government consultations and enabled learners and their families to be involved with all proposals that will personally impact them.*
- *Hosted a Ministerial visit at Ullenwood.*



Plans for the future

For the year ahead

- *Contribute to government consultations and enable learners and their families to be involved with all proposals that will personally impact them.*
- *Continue to work with The Education and Training Foundation's Sector, Sector Leaders' Steering Group, to drive professionalism in further education and skills through effective and inspiring leadership.*

Our long-term ambitions

Sharing our specialist expertise is one of our priorities in our five-year strategy (up to 2028). We aim to do that by:

- *Further develop a training and consultancy service to share National Star's expertise.*
- *Work in partnership with government and other organisations to drive change that enables all young adults with disabilities to lead meaningful lives.*

“

National Star College is an excellent example of how employment support is more than just finding a job – it's about helping people discover what they're capable of and giving them the tools and confidence they need to thrive.

”

Minister for Social Security and Disability, Sir Stephen Timms

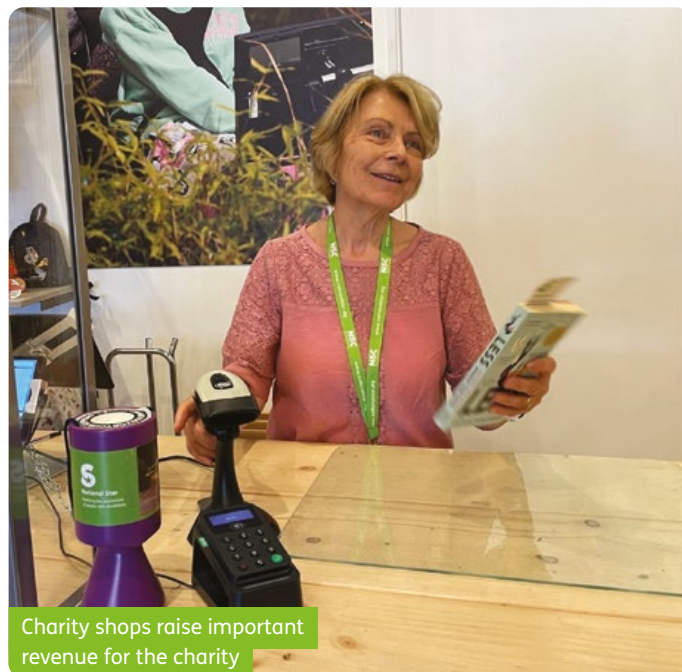
Financial review 2024 – 2025

National Star has continued to operate on a sound financial basis despite continued financial pressures and a competitive fundraising environment.

The trustees consider the key performance indicators for the sustainability of the charity to be the cash flow generated from operating activities and the operating surplus. These together with the other movements in income and costs are considered below:

- The group's overall income at £49.6m represented £6.5m growth on the previous year.
- There has been no fundamental change to the principal funding sources of the charity this year. Income from delivery of charitable activities accounted for £46.4m (2024: £40.8m) of total income, comprising primarily of education and therapy, long-term accommodation and respite services. Fee levels are reflecting the increased complexity and needs of learners' disabilities alongside obtaining modest fee increases to cover rising staffing costs for returning learners.
- While the provision of most of the charity's services are funded by fees, it does not adequately cover the full underlying operational costs of the charity. The charity is highly reliant on other income generation activities, including fundraising, to maintain the charity's high level of services and facilities. This is highlighted by our key performance indicator of underlying operating surplus, reported at £334k this year, less than one per cent of our total income (as per our internal management accounts data). The operating surplus has been impacted by rising inflationary costs along with higher staffing costs from April 2025, following increased employer's National Insurance contributions as announced in the 2024 Autumn budget.
- Donation and legacy income for the year was £1.55m, of which £485k was restricted income for our capital appeal to extend the facilities of The Eveson Centre in Hereford and a further £220k restricted for other purposes. Unrestricted legacy income is reported at £458k. The net unrestricted surplus generated from fundraising has been designated by the trustees for future development.

- Charity retail continues to expand and plays a critical role in generating income for National Star. Our shops generated sales of £1,036,421 (2024: £727,449) following further phased shop openings. The net surplus generated by our shops has been designated by the trustees for future development.



Charity shops raise important revenue for the charity

- Total expenditure is reported at £47m (2024: £41.7m), a 12.8 per cent increase year on year. Staffing costs accounted for 80.7 per cent (2024: 79.9 per cent) of the total cost base. For an organisation such as ourselves, the impact of pay awards and National Insurance contribution increases are significant and will continue to be into 2025 – 2026 and beyond.
- Overall, the group has reported an unrestricted surplus (before net gains on investments) of £1.88m, reflecting the essential contribution from fundraising, legacy and charity retail income.
- The group has a positive cash flow movement of £1.43m (2024: £1.46m) generated from operating activities less investing activities. At 31 August 2025, the group is reporting cash at bank and in hand of £7.96m (2024: £6.52m).
- We continued to invest in our facilities and offering, reporting £3.46m (2024: £1.76m) of fixed asset additions this year; £2.52m of which related to freehold land and buildings.
- The group's total value of net assets at the end of the reporting period was £40.6m (2024: £37.8m), of which £32.1m (2024: £30.5m) was represented as tangible fixed assets and a further £4.1m (2024: £3.8m) as readily accessible investments.



National Star in Hereford opened its new extension

The financial instruments, being the financial assets and financial liabilities of the charity, comprise cash and other items such as trade debtors, trade creditors, which arise directly from its operations. The main purpose of these financial instruments is to finance the operations of the charity. Their nature means that they are not subject to price risk or liquidity risk.

Investment policy

The charity held investments during the year in Schroder Unit Trusts Charity Equity Fund, CCLA Investment Management Ltd COIF Charities Investment Fund, and investment funds with St James's Place Wealth Management. These investments are subject to price risk arising on the underlying investment portfolio. The trustees maintain a finance, audit, investment and risk committee (FAIR) to oversee its investment policy and monitor performance against relevant industry benchmarks including the ARC Balanced Asset Charity index, UK RPI and deposit rates.

The investment policy objectives in furtherance of the charity's objectives include obtaining an optimum financial return on investments in accordance with the charity's investment powers and attitude to risk, maintaining a responsible approach to investments and protecting capital in real terms.

The charity's trustees have agreed a 'medium' attitude towards risk, with a target total return in the range of 5.5 per cent to 7.8 per cent growth per annum (five-year average). The overall investment portfolio on a period-end value to value basis saw total gains of £326k, or 8.6 per cent (2024: gains of £492k, or 14.9 per cent).

Reserves policy

The trustees consider that reserves are needed to enable the charity to operate effectively and responsibly; representing the funds that might be needed to support expenditure in the event of reduced income or changes in circumstances. Accordingly, the charity maintains a reserves policy and the trustees monitor the finances of the organisation through regular management accounts.

The trustees recognise that strategic and financial planning along with risk management policy informs the development of our reserves policy. The reserves policy accounts for anticipated future income and its volatility, the needs of current and future beneficiaries and the levels of known liabilities. Its reserves enable the charity to fund unexpected expenditure or shortfalls in income, to support working capital requirements, to mitigate for risks and to be able to take advantage of change and opportunities.

The reserves policy states that these free reserves should equate to a value of not less than £5m. A review of policy was completed in 2024 – 2025; increasing the required level of free reserves from that previously reported of £3.3m.

At 31 August 2025, the group is reporting total unrestricted funds of £40.2m. Of this, £3.4m has been earmarked as designated funds for future development towards the phase 2 estates development plan. After allowing for designated funds, along with £32m of unrestricted funds tied up and represented as fixed assets, the group is reporting £4.8m of freely and readily realisable reserves. Our financial forecasts indicate that we are forecast to reach our policy target of £5m by 31 August 2026.

At 31 August 2025 the charity is reporting restricted funds of £395k, a significantly lower sum than that previously reported of £2.17m. A number of property-related restricted funds had derived from donations given and the associated asset being required to be held for a specified number of years. As a result of timeline restrictions having been fulfilled in 2024 – 2025 and

no further restrictions applying, fund transfers of £1.78m have been made from restricted to unrestricted funds this year.

Taking into context that the group's expenditure in 2024 – 2025 was £47m, the policy of £5m is a small percentage – just 10.6 per cent of what the charity spends on delivering services, or just over one month's operating costs.

The trustees are satisfied that the overall level of available reserves, taking account of the committed and designated funds identified and described above, is appropriate at this time.

The policy will remain under regular review.

Subsidiary undertakings

Two subsidiary undertakings operated during the year. NSF Trading Limited (company number: 01168043) operated as the organisation's trading subsidiary for non-charitable purpose trading. NSF Design & Build Limited (company number 08628807) was established in 2013 and undertakes accommodation development projects on behalf of the charity. Both subsidiaries generated surpluses in the year after direct costs, administrative costs and audit fees (as detailed in notes 2a and 2b) which resulted in Gift Aiding a total of £93,860 (2024: £66,547) to the charity. Shareholdings are disclosed in note 11 to the Financial Statements.

Related parties

The charity has related party transactions with its two wholly owned subsidiaries. Please see note 21 to the Financial Statements for details.

Going concern statement

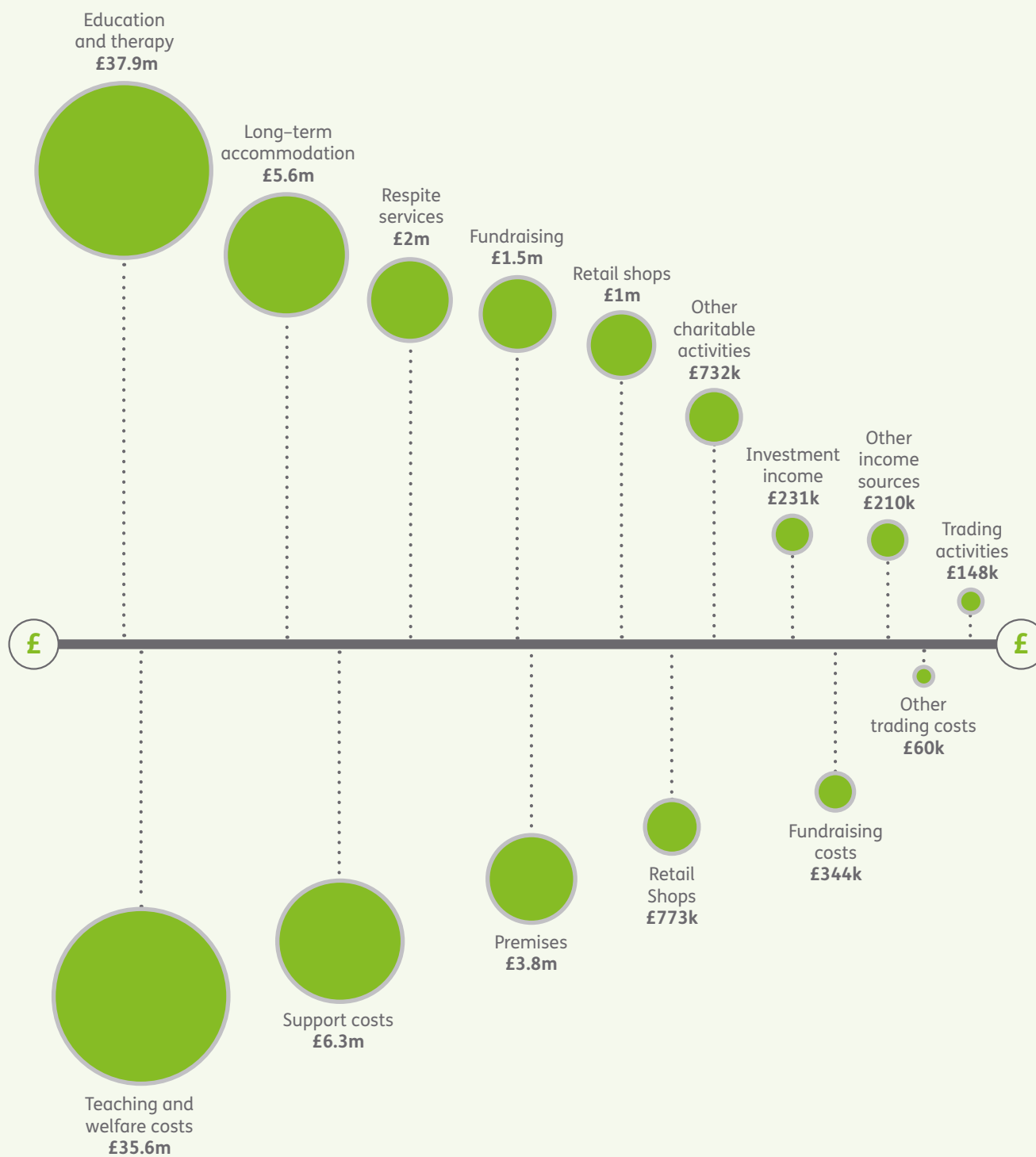
The trustees have reviewed the group and the charity's financial position, taking into account the satisfactory levels of reserves, amounts receivable, the annual plan and the financial plan, together with its systems of financial and risk management. We have prepared a number of scenarios that consider our position, sources of income, and planned expenditure. This includes ongoing understanding of the impact of inflationary and cost of living increases on operational costs and increased financial pressures faced by local authorities for SEND education and ongoing social care.

These scenarios consider fee increases which do not cover inflationary costs, delayed fee payments and potential bad debts involving local authorities which issue Section 114 notices (being unable to meet their expenditure). Sensitivity around these assumptions has also been considered in our forecasting. Results of this cash flow and sensitivity analysis indicate that the cash reserves of the charity are adequate to meet the charity's obligations as they fall due.

As a result of its review, the trustees believe that the group and the charity is well placed to manage operational and financial risk successfully. Accordingly, the trustees are satisfied that they have a reasonable expectation that sufficient resources are available to continue in operational existence for the foreseeable future and therefore continue to adopt the going concern basis of accounting in preparing the annual consolidated Financial Statements.

£ How we raise and spend our funds

How we raise our funds



How we spend our funds

£ How we raise and spend our funds

- The key ways we raise our funds is unchanged from that of the previous reporting period.
- Our three key charitable activities of education and therapy, long-term accommodation and respite services continue to generate the vast majority of our income at 92 per cent (2024: 93 per cent) of total income.
- Whilst most of the charity's services are largely funded through statutory fees, we remain highly dependent on our fundraising and charity retail income to generate additional funds to fulfill delivery and to maintain the charity's high levels of services and facilities.
- The incredible generosity of our supporters is vital to National Star, as demonstrated in detail on our Income generation pages (See 'Income generation', Pages 26–27).
- This year we were humbled to receive unrestricted legacy income of £458,101 – a source by nature inherently unpredictable to budget.
- The phased opening of two further charity retail shops this year along with considered development and monitoring of existing shop performances, has bolstered gross income from retail to just over £1m for this year (2024: £727k).
- Our trading subsidiary, NSF Trading Limited generated trading activity sales of £148,764 (2024: £134,610).
- Other income sources comprises largely of a gain on disposal of fixed assets of £141k.

How we spend every pound





National Star opened two new charity shops in the past year

Income generation

The charity retail and fundraising teams raised vital funds in 2024 – 2025 to support the charity and increase awareness of what we do.

National Star has not received government funding for capital development projects for more than a decade. Whilst most of the charity's services are largely funded through statutory sources, we are dependent on our fundraising and other income generation activities to help pay for our specialist facilities and to enhance the resources and experiences for those who depend on what we provide.

Charity retail

Charity retail plays a critical role in generating income for National Star. We opened two new shops in 2024 – 2025: one in Abbeydale Gloucester (December 2024) and one in Brockworth (May 2025). We acquired two further shops which we plan to open in 2025 – 2026.

Thank you for your support

National Star is grateful to all the people and organisations that have supported the charity. Together we have made a huge difference to the lives of young people with complex disabilities. The challenge is to meet the growing demand for National Star's specialist support.

By raising awareness of the impact of our work, by working closely with supporters and by engaging new ones, National Star will strive to meet that demand.



Strategic Intent

To grow and strengthen our fundraising to enhance the resources and experience for those who depend on our services.

Our seven shops generated total sales of £1,036,421 (2024: £727,449) including £50,208 (2024: £33,302) of Gift Aid from Gift Aided sales.

We couldn't operate these shops without the incredible support of our volunteers. The number of volunteers increased to 161 who donated 23,065 hours of their time. (See 'Our people', Page 29)

The shops also play an important role in the organisation's sustainability strategy, saving thousands of tonnes of good quality goods from landfill. This year National Star, Hartpury University and Hartpury College launched a partnership which resulted in a large van full of donations. Hartpury students leaving campus accommodation at the end of term were encouraged to donate unwanted plates, mugs, pans and other homeware items, clothing, and accessories to National Star.

In 2025 – 2026, the charity retail team plan to launch a student led project which will help generate more income from book sales and reduce the amount that goes to recycling.

Our charity shops play a vital role in increasing our profile within our communities. They enable us to promote the charity, our services and events and help raise needed funds. Charity retail also provides meaningful work experience for students and other placements.

Fundraising

The generosity of supporters is vital, and this past year National Star raised £1,548,621 (2024:£821,858) in voluntary income. Donations come from a range of trusts, foundations, groups, organisations and individual supporters as well as legacies.

A major success in 2024 – 2025 was the completion of the much-needed expansion of The Eveson Centre, our education and therapy centre in Hereford. The Building a Brighter Future appeal exceeded its fundraising target of £486,811 (See 'Focus on The Eveson Centre', Page 40). Twenty trusts and foundations supported the charity in the year, with nine trusts providing funds for our capital appeal for the Eveson Centre development, including grants from The Eveson Trust, The Brailsford Charity and St James's Place Charitable Foundation, while 11 others (including unrestricted) supported several projects and equipment needs.

National Star's support from the community came from an extensive range of groups, businesses, schools and individuals doing a variety of different activities, for which we are incredibly grateful.

Events staged by the charity included the Sunrise Walk, a golf day and a Wingwalk. Individuals support us through donations, taking part in the National Star Lottery, Gifts in Wills and gifts in memory of a loved one.

Throughout the year corporate partners and community groups provided invaluable support with some naming us as their charities of the year. The Twin Arrows Golf Society raised £50,315 for National Star in the past year, an incredible achievement for a small community group.

Through regular communications, such as mailing appeals, twice-yearly **StarNews**, and an annual supporter Thank You event, donors see the incredible difference their support has made whilst appreciating the charity's continued need to raise funds to support the much-needed specialist equipment and facilities. (See 'Fundraising practices', Page 41)



The Sunrise Walk was one of the charity's most popular events



What we achieved last year

- Opened two further charity shops in Gloucestershire, bringing our total to seven in Gloucestershire and Herefordshire. Acquired two further shops to open in 2025 – 2026.
- Successfully held a supporter event and three fundraising events.
- Completed the expansion of the Eveson Centre, Hereford.

87,696

Bags and boxes of donations for our charity shops in 2024 – 2025

140,000+

Transactions in our charity shops in the past year



Plans for the future

For the year ahead

- Continue the phased opening of further charity shops in 2025 – 2026.
- Upgrade the supporter database to further support the work we do.
- Continually review our fundraising activities.
- Continue to hold face-to-face supporters and fundraising events.
- Implement new Legacy Giving and Regular Giving programmes.

Our long-term ambitions

Strengthening our fundraising to enhance the resources and experience for those who depend on our services is one of our priorities in our five-year strategy (up to 2028). We aim to do that by:

- Increase our network of charity shops and their net income.
- Grow our fundraising community and donor base.
- Strengthen the levels of legacy and regular giving fundraising activity.
- Maintain high levels of donor stewardship and individual donor support.
- Develop the Capital Fundraising programme to support future phases of capital development projects.

Our approach to being a responsible organisation

We exist to support young adults with disabilities to achieve their aspirations and to be equal and active citizens in control of their own lives.

We are in it for the long game, so we need those foundations for sustainable long-term progress. Caring for the environment and National Star's long-term future is one of our charity's core values.

We are continuously striving to become a more sustainable charity – environmentally, financially and operationally – and an inclusive and diverse organisation that reflects the people who work for us and those we support.

We're also working to improve our environmental, social and governance performance.



Our people

We recognise and are grateful for everyone's contribution. We are compassionate and promote a community where everyone can feel welcome and success is celebrated.



[Read about how safeguarding is central to all we do, Page 32](#)

[Read about how our colleagues and volunteers make a difference, Page 29](#)



Our governance

We are open, honest, accountable and transparent in all that we do, including our structure and governance.



[Read about our structure, governance and management, Page 35](#)



Our planet

We aim to reduce our environmental footprint and play our part in slowing down climate change and protecting nature.



[Read about how our colleagues, learners and residents are doing their bit, Page 33](#)

Learner voice

Isabella is a green champion



Isabella
Student Green Rep

Student Isabella used her passion for biodiversity to develop her confidence, teamwork and communication skills while actively participating in National Star's Student Green Rep group.

When Isabella, who communicates using an Augmentative and Alternative Communication (AAC) device, first arrived at National Star, she was shy and lacking in confidence. Her curiosity and thirst for knowledge meant Isabella made the most of the opportunity to be a Green Rep.

Isabella helped with recycling activities, building bug houses and taking part in National Star's bioblitz, a 24-hour nature survey of the campus at Ullenwood.

With support she programmed her AAC device with interesting facts about hedgehog preservation. She faced her fear of presenting to large groups of people when she attended a local Brownie group and educated them about hedgehogs. She also addressed Planet Cheltenham's Youth Climate Action Group and a team of corporate volunteers when they helped to plant saplings at Ullenwood.

Isabella's hard work and progress was recognised publicly when she was presented with a highly commended Student Values Champion award at the Student Leavers' ceremony 2025.



National Star's long-service awards for colleagues

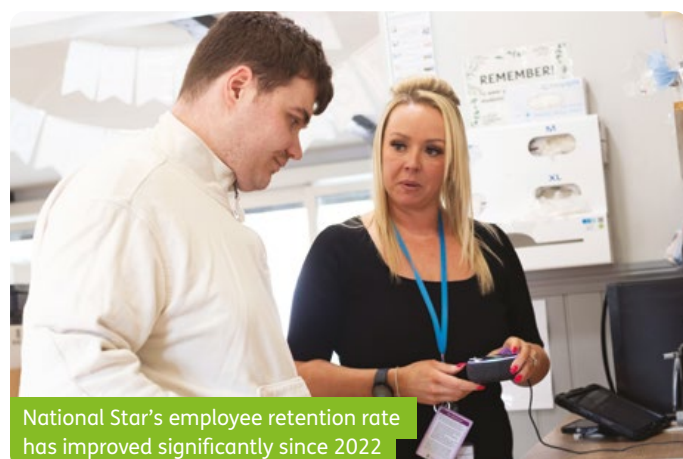
Our people

Our highly skilled and committed employees are the reason why National Star is outstanding. Without their hard work, expertise and dedication, our charity couldn't exist. Recruiting and retaining talented colleagues is essential to maintaining the quality and future growth of the charity.

Recruitment and retention

The shortage of skilled workers in the care and health sector and changes to UK visa sponsorships continued to impact the charity in 2024 – 2025. We have developed a range of benefits and career opportunities to ensure National Star is seen as an employer of choice.

Our pay is positioned appropriately in the market so that we can remain competitive in attracting and retaining the best people to help us achieve our goals. Since 2022, our attrition rate has fallen from 23 per cent to 12 per cent, proof that our strategy is working, and people are staying with National Star.



National Star's employee retention rate has improved significantly since 2022



Strategic Intent

To sustain and grow a highly skilled workforce and to share specialist expertise.

Right employee, right time, right place

We work hard to ensure we have the right employees in the right place, at the right time, providing the right service. We do that in many ways including an in-depth induction programme and ongoing training.

The charity's professional development and training team provided more than 12,442 hours of training through face-to-face sessions and eLearning in 2024 – 2025. There are currently 91 people working on a range of apprenticeships, degrees and management qualifications through the assessment team.

Reward and recognition

Recognising the contributions of our colleagues is done in many ways. We awarded eligible employees a 5 per cent pay award in April 2025, while some staff saw other increases aligned to the higher uplift in the National Living Wage. This increase reflected the higher cost of living and inflation rate. We undertook pay reviews for specific roles and offered a range of rewards and benefits to support existing colleagues and help recruit new ones.

It is important to celebrate colleagues' achievements. We hold annual long-service awards, and colleague recognition awards where people are nominated by their peers.

Engaging with employees

National Star has an open policy in seeking and encouraging employee views. Feedback, positive and negative, helps us build on our good working environment.

We use a mix of channels, including face-to-face communications, digital channels, offline resources and events. We tailor our communications to different colleague audiences.

Our leadership team, including the Chief Executive, communicate regularly with employees through our digital channels and face-to-face events. Managers and directors deliver their own engagement activities, including team meetings.

Trustees and governors engage with employees through the governance structure (See Page 35). The Governors' Committee has delegated oversight responsibility for the operational aspects of National Star's service delivery.

We also engage employees through our staff representatives' group (LINK). The LINK group raises suggestions and concerns with the leadership team and seeks feedback from colleagues on key issues.

Culture and values

Our values, which were selected and defined by our employees, are clearly articulated, commonly accepted, visible in both words and actions across the organisation and lived out daily by all. Each of us bring our values to life through demonstration of our individual and collective behaviours.

The charity has 1,363 employees (as of 31 August 2025), many of whom work part-time or term-time. They are representative of, and drawn from, the surrounding local communities, with 5.9 per cent declaring a disability and 18.1 per cent declared as ethnic minorities, which was in line with the charity's Equality and Diversity targets. The gender split is 73 per cent female and 27 per cent male.

We have done much to strengthen our wellbeing support. We appointed an Employee Wellbeing Advisor, launched a Wellbeing Strategy and enhanced our support for long-term sick and health conditions and family friendly support.

We held a range of monthly events including wellbeing workshops, monthly drop-in coffee and chat sessions and staged a celebration of culture, faith and religion. We are all encouraged to be champions of our culture.

National Star continues to strengthen and promote Equality, Diversity and Inclusion (EDI). All training, which has been reviewed in the past year, includes aspects of EDI. We are a Disability Confident Employer and continuously review our processes and support.



Our values

As we work, we are led by our values:



Ambition

(Having goals)

We support students, colleagues and residents to be the best they can be. We aim for excellence in everything we do. We look for ways to improve society so people with disabilities can live full and active lives.



Collaboration

(Working together)

We work with others to achieve more for people. We develop strong partnerships to grow and be sustainable. We encourage everyone to be passionate and enthusiastic, sharing what they know to improve their own life and that of others.



Integrity

(Open and honest)

We are open, honest, accountable, and transparent. What we do is central to our belief that people with disabilities should be in control of their own lives.



Respect

(Listening and understanding each other)

We recognise and are grateful for everyone's contribution. We are compassionate and promote a community where everyone can feel welcome, and success is celebrated.



Sustainability

(Caring for the environment and National Star's long-term future)

We aim to reduce our environmental footprint. We will follow a strategy of growth to secure the future of the charity and our work with people with disabilities.

Our volunteers

Our volunteers bring a rich variety of skills and experiences to National Star. Last year 177 people gave their time across charity retail, fundraising, events, learning programmes, transition support and occupational therapy. Our 19 trustees and governors are also much valued volunteers.

Volunteers are a vital part of our charity retail operations and the funds it provides National Star. Last year the charity retail volunteers gave 23,065 hours of their time. (See 'Income generation', Page 26).

Charity retail volunteers receive full induction and training with National Star including a tour so that they can understand their role in the charity and our impact.

An annual thank you event is held at Ullenwood to celebrate their incredible contribution. The charity retail team were named team of the year at the annual colleague recognition awards in 2025.



What we achieved last year

- Reviewed and improved the People Strategy so that National Star continues to attract, retain and motivate the right talent.
- Implemented a new resource management system.
- Reviewed how we listen to employees and get feedback.
- Dayforce, the new resource management system, was opened to employees.



Plans for the future

For the year ahead

- Continuously review how we listen to employees and get feedback.
- Ensure we have the right employees, in the right place, at the right time, providing the right service.
- Continue to roll out further functions of Dayforce, our new resource management system.
- Create an organisational pathway that supports career development in all areas.
- Review current benefits and the engagement of our colleagues.

Our long-term ambitions

Sustaining and growing a highly skilled workforce is one of our priorities in our five-year strategy (up to 2028). We aim to do that by:

- Continuous improvement that attracts, retains and motivates the right talent.
- Further development of sector leading training programmes.
- Technology is critical to National Star as it enables us to be as efficient as possible so that we can focus our time, resources and energy on those we support. That is why we are developing and implementing a range of technical infrastructures and management systems to improve our efficiency.

Thea

Without National Star...

“I would not have had so many opportunities to develop my career.”

Thea

When Thea started in a care role in 2013 at National Star she had a dream – to become a physiotherapist. She had completed her degree in sports therapy and had a young family so returning to full-time education wasn't possible.

When a physiotherapy assistant role became available, Thea applied for it and was successful. In 2019 she became National Star's first physiotherapist apprentice. She completed her degree in 2023 and is now a senior physiotherapist.

'Thanks to National Star I have had so many opportunities to develop my career and my skills. I absolutely love my job. I enjoy working with the students and seeing their confidence grow when they realise what they are capable of with the right support,' says Thea.

'We have access, thanks to fundraising, to incredible facilities and equipment that can be life changing for the students. And working as a team, everyone in physiotherapy learns from each other.'



Chair of Governors' Statement

Safeguarding those in our care

Safeguarding is at the heart of every activity at National Star and it is everyone's responsibility to keep safe the young people and adults using our services.

Safeguarding concerns are received from employees, students, residents, families and carers and members of the public. We reviewed 663 concerns in 2024 – 2025 with the majority of these raised by employees. Last year (2023 – 2024) 425 concerns were raised. The figure reflects how everyone at National Star feels confident to raise anything that would be a concern, knowing that it will be investigated.

Every concern, regardless of the level, is recorded confidentially and investigated by the charity's safeguarding team and appropriate action taken. It may be a discussion with a manager, providing further refresher training or reviewing how care is carried out. This proactive approach ensures that incidents or issues are resolved before they can become serious safeguarding concerns where someone is put at risk.



National Star delivers regular safeguarding refresher training

Of those concerns raised, only 5 per cent (33) were deemed at a level where they needed to be reported to the relevant external agency such as the Care Quality Commission, home area local authority and Gloucestershire Safeguarding. National Star will also liaise with regulatory bodies outside of the referral process, for the purpose of openness and transparency.

Our Head of Safeguarding, managers, directors, governors and trustees regularly review the log of concerns for themes and trends so that we can identify any action we need to take to further improve our safeguarding practices.

Our safeguarding team works closely with colleagues, learners, residents and families to ensure there is appropriate and accessible training in the Prevent agenda, Fundamental British Values, Safe, Healthy Relationships and, from September 2025, the updated Keeping Children Safe in Education.



What we achieved last year

- Launched new training materials for team meetings aimed at helping colleagues understand their responsibility in safeguarding.
- Launched new initiatives to promote safeguarding to learners, including recorded messages on switches for those who cannot read posters.
- Carried out a safeguarding review to understand how training and reporting can be improved. The results have led to updated training that will be rolled out in 2025 – 2026.



Plans for the future

For the year ahead

- Launch new face-to-face refresher safeguarding and boundaries training.
- Annual Prevent updates to be shared with all employees each September to refresh their knowledge on current threats and signs to look out for.
- Safeguarding awareness days to be added into the curriculum calendar.

We work with students and residents to help them stay safe. In the 2024 – 2025 Student Perception of College survey, 92 per cent of learners who completed the survey felt safe at college, all or most of the time, during the year.

The wellbeing of learners and residents is our highest priority, and we are constantly reviewing our safeguarding training and processes to ensure their safety.



Nikki Richardson
Chair of Governors

Environment

Sustainability is one of National Star's core values which has gained greater traction across the charity in 2024 – 2025.

Our effort to reduce the charity's carbon footprint is emerging and we are committed to playing our part in helping the United Nations achieve its Sustainable Development Goals (SDGs).

During the year colleagues secured specialist status in education for sustainable development and became certified in carbon literacy and water literacy, with a view to cascading knowledge to peers and learners.

Sustainability was more effectively embedded into the curriculum across all pathways to prepare learners for life after college. National Star has an active Student Green Rep group that cascades information to their peers about sustainability. A group of committed students took it upon themselves to reinforce the need to improve our recycling rates by collecting recycling from offices and classrooms and talking to colleagues about the importance of effective waste management.

In Wales learners worked in partnership with a local business Frog Bikes, to repurpose the company's unwanted glass coffee jars to create terrariums to sell as part of an enterprise project.

A strong working relationship between the Head of Sustainability and the Procurement Manager ensured that suppliers' sustainability credentials were given greater weight when purchasing goods and services. Wherever possible, colleagues were encouraged to reduce consumption and share and reuse resources. When the former caretaker's residence at Ullenwood was converted into a suite of meeting rooms, 90 per cent of all fixtures and fittings, were repurposed from other parts of the charity, saving vital funds and the environment.



Learners helped with the charity's first biodiversity audit at Ullenwood

A developing partnership between National Star, Hartpury University and Hartpury College diverted kilos of kitchenware and clothing from landfill (See 'Income generation', Page 26) when students donated unwanted items to our charity retail team at the end of term. Work-based learners also ran a pop-up charity retail stall at Hartpury's freshers' fair.

We worked in conjunction with Planet Cheltenham's Youth Climate Action Group, The Woodland Trust, Gloucestershire County Council and civil service volunteers to plant 4,500 saplings across the Ullenwood and Hereford campuses, creating much-needed wildlife corridors for hedgehogs and other wildlife. Students and colleagues came out in force to support the tree planting, with learners labelling saplings with their names to promote the part they played in improving campus biodiversity.

National Star was one of only 16 education institutions nationally to be invited to join national Nature Friendly Grounds, a two-year pilot study exploring how colleges and universities can improve the biodiversity of their estates.

National Star was also invited to participate in a Department for Education round table to share views on how sustainability support programmes can become more accessible and inclusive. Off the shelf resources are often inappropriate and rarely feature images of learners with disabilities, aged 16 – 25 years old. Ensuring national sustainability support programmes better meet the needs of young adults with disabilities in general and specialist further education settings is vital.

At our long-term living residence in Hereford, the new solar panel systems have the capacity to generate 25 per cent of the energy needed for the long-term living accommodation and nearby day college. A storage barn at Ullenwood was also fitted with solar panels.

Our learner-led clothes swaps, held in Ullenwood, Hereford and Wales, provided opportunities for colleagues and learners to find out about the impact that fast fashion has on the environment and encourage them to wear 'pre-loved' clothes.



A student installs a hedgehog house as part of the charity's commitment to the environment



Plans for the future

What we achieved last year

- Installed solar panel systems at 1 Ledbury Road, Hereford.
- Achieved Platinum Hedgehog Friendly Campus status.
- Won the BBC Radio Gloucestershire 'Make a Difference' Green Award.
- Decreased our carbon emission per employee by 9.5% from 0.84 tonnes of CO₂e to 0.76.
- Joined forces with the Gloucestershire Wildlife Trust to stage our first bioblitz, a 24-hour audit of biodiversity at National Star, Ullenwood.

For the year ahead

- Plant a further 4,500 saplings across the Ullenwood campus to increase overall biodiversity.
- Maximise our involvement in the national Nature Friendly Grounds project, sharing best practice with other educational institutions.
- Finalise a waste management audit with a view to installing more user-friendly, accessible bins to increase our recycling rate.
- Continue to roll out solar panels across the National Star estate to increase the proportion of self-generated renewable energy utilised by the charity.

Our long-term ambitions

- Develop a green transport strategy to explore ways in which the charity can reduce our Scope 1 emissions.
- Roll out carbon literacy / sustainability training for all colleagues and continue to improve learners' understanding of sustainability.
- Work in partnership with other organisations to ensure national sustainability support programmes can better meet the needs of SEND learners, providers and professionals.



Playing our part – the environment

Streamlined Energy and Carbon Reporting

Type of Emission	Scope	Activity	Unit	2024/25	2024/25	2024/25	2024/25	2023/24	2023/24	2023/24	2023/24
				Quantity	kWh Energy	tCO ₂ e	% of total	Quantity	kWh Energy	tCO ₂ e	% of total
Direct	1	Services – Biomass	kWh	2,626,200	2,626,200	30	4%	2,500,900	2,500,900	28	4%
		Services – Gas	kWh	552,526	552,526	101	13%	533,665	533,665	98	13%
		Services – Oil	litres	32,784	388,190	104	14%	28,447	336,836	90	12%
		Services – LPG	litres	10,810	78,475	17	2%	9,212	66,874	14	2%
		Owned Vehicles	litres – diesel	71,703	771,033	184	24%	62,363	655,460	157	21%
		Owned Vehicles	litres – petrol	2,529	23,607	5	1%	975	9,165	2	0%
Energy Indirect	2	Services – Electricity	kWh	1,555,887	1,555,887	275	36%	1,593,278	1,593,278	330	43%
Other Indirect	3	Personal Vehicles	miles	166,700	201,723	46	6%	153,611	185,657	43	6%
Total Gross Emissions (tCO ₂ e)						764		762			
Total Energy Consumed (kWh)					6,197,642			5,881,836			

Intensity Metric Ratio:	2024/25	2023/24
Number of Employees (FTEs)	1,006	902
Tonnes of CO ₂ e Per Employee	0.76	0.84

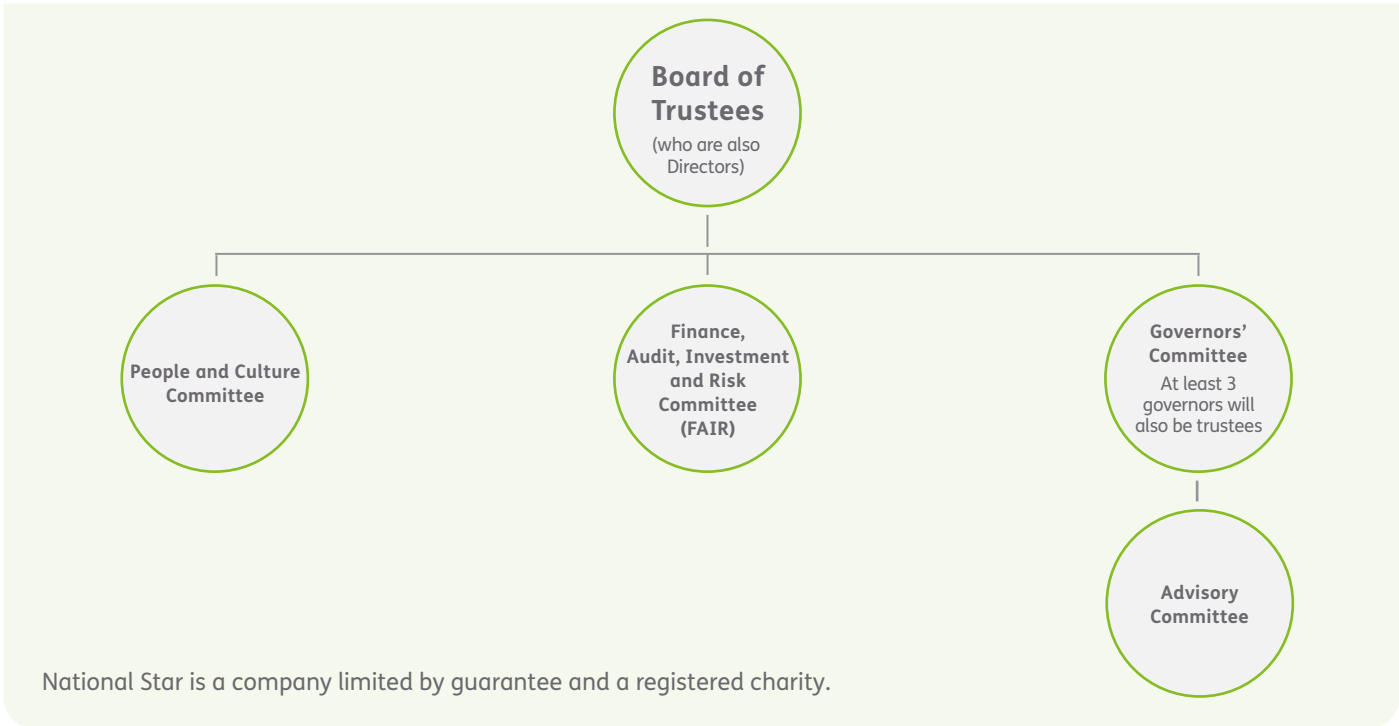
This report is provided in accordance with The Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018, which came into force from 1st April 2019. As a large charitable company, National Star is required to provide the following information for the group in relation to its UK energy use, associated greenhouse gas emissions, intensity ratio and energy efficiency actions.

Methodology

Our reporting methodology was based on the UK Government's 2019 Environmental reporting guidance. Our calculations were based on the UK Government GHG Conversion Factors for Company Reporting (2025). All emissions calculations are derived from activity data representing the group, including its subsidiary undertakings. Parameters include those emissions for which National Star has operational control. The reporting period is 1 September 2024 to 31 August 2025. Our emissions are reported as metric tonnes of carbon dioxide equivalent (tCO₂e), which incorporates all six gases regulated by the Kyoto Protocol.

Our structure, governance and management

Governance structure



Our board

We’re governed by our Board of Trustees. The board approves our values, strategy, business plans and budget. The board oversees the day-to-day delivery of our strategy by our Chief Executive and the leadership team. During the year the Board of Trustees held four formal meetings. The board also met for a strategic away day, held in November, and several deep dive sessions on topics ranging from management of risk and the learner voice to Governance legal updates and safeguarding.

Our trustees and governors

Our People and Culture Committee leads on the recruitment of new trustees and governors and the reappointment of current trustees and governors. They follow inclusive, transparent recruitment principles that have been formally approved by the board. New trustees and directors are selected based on their relevant skills and experience, as identified through our populated skills matrix. Trustees are appointed for a term of three years up to a maximum of three terms, on an exceptional basis trustees and governors may serve a final additional term. On appointment, trustees are also admitted as directors of the charitable company.

New trustees receive a comprehensive induction, including written information about our organisational strategies, governance framework and key policies. They also meet individually with key internal stakeholders to gain a deeper understanding of the charity’s operations. They are invited to visit our education centres, long-term residences, and charity shops with opportunities to engage directly with learners, residents, employees, supporters and carers and families. Our trustees and governors participate in a continuing programme of training and awareness sessions throughout the year.

Our trustees are unpaid, but they’re reimbursed for any reasonable expenses (see note 8 to the Financial Statements). The expenses policy was this year updated to ensure potential candidates are not excluded due to financial constraints.

In according with our Articles of Association and section 234 of the Companies Act 2006, the charity indemnifies its directors and officers against the consequences of any neglect or default on their part through an indemnity insurance policy. The trustees have considered the guidance set out in the Charity Governance Code and conducted a review of the organisation’s governance structures and board membership. This included a comprehensive revision of the committees’ work plan. A Governance Secretary was appointed in January 2025 to support these developments.

As of 31 August 2025, there were 11 trustees on the board from diverse backgrounds bringing a range of care, charity and commercial knowledge and experience. During the year, we appointed two new trustees and one governor following a recruitment process in November 2024. A further recruitment campaign in August 2025 resulted in a further four trustees being appointed.

The board delegates certain powers in connection with the charity’s governance and administration through its committee structure. This delegation is controlled by requiring the committees to report back regularly to the board, ensuring that all decisions made under delegated powers are ratified by the full board. A number of board members serve on the committees within the governance structure in order to provide expertise, scrutiny and governance oversight of each committee.

All committees operate under agreed terms of reference, provide meeting minutes and report to the board on key areas of work undertaken. They are also responsible for key areas of the risk register. Other working project groups are ad hoc as required.



Our Board of Trustees

Chair: Nick Grinham (from 1 September 2024)

Members:

Peter Barefoot

Liz Cadman (retired October 2024)

Chris Hallam

Robert Haymon–Collins (retired November 2025)

Chas Howes (retired November 2025)

Jane Matheson

Stephen Leslie (from November 2025)

Sarah Limb (from November 2025)

Martin Mellors (from February 2025)

Sara–Jane Perera (from November 2025)

Helen Price (from February 2025)

Nikki Richardson

Matt Shayle (retired May 2025)

Margaret Sheather

Toby Yap (from November 2025)

Board of Trustees' committee structure

The Board of Trustees delegates certain responsibilities to four committees. These committees are primarily composed of trustees, except for the Governors' Committee, which consists of governors who are not trustees, although three governors also serve as trustees. A review of the committee structure was carried out at the beginning of 2025.

The Risk and Assurance Committee was disbanded with its responsibilities transferred to the new Finance, Audit, Investment and Risk Committee (FAIR). The Nominations and Remuneration Committee was disbanded with its responsibilities transferred across the committees within the newly-formed structure.

The four committees now are: Governors' Committee, People and Culture Committee, Finance, Audit, Investment and Risk Committee and the Advisory Committee.



Governors' Committee

Chair: Nikki Richardson (Trustee)

Members:

Kim Anderson (Parent Governor)

Sean Dunne (Governor from January 2025)

Margaret Goldie (Governor)

Chris Harber (Governor)

Robert Haymon–Collins (Governor / Trustee)

Jane Matheson (Governor / Trustee)

Lara Rowlands (Governor)

Attendees:

Jack Reeve (Student Governor, retired July 2025)

Jak Ryding (Student Governor, retired July 2025)

Sophie Stevens (Student Governor, from September 2025)

Poppy Evans (Student Governor, from September 2025)

Megan Rogers (Director of Services)

Main responsibility

Delegated responsibility for overseeing, approving, and monitoring National Star's service delivery, with a particular focus on education, care, and support services.

Main activities for 2024 – 2025

- Met four times.
- Held two development sessions covering the learner voice and risk management.
- Received and scrutinised reports on service delivery, including health and safety and safeguarding.
- Carried out 25 link governor visits.
- Discussed concerns identified through reports and link governor visits.
- Reviewed and approved policies relating to service delivery.
- Monitored student attendance and progress data and reviewed the curriculum.
- Considered relevant risks from the risk register and sought assurance on key areas of concern.



Finance, Audit, Investment and Risk Committee (FAIR)

Chair: Chris Hallam (Trustee)

Members:

Peter Barefoot (Trustee)
 Chas Howes (Trustee, retired November 2025)
 Frances Allcock (Trustee, until January 2025)
 Stephen Leslie (Trustee, from November 2025)
 Martin Mellors (Trustee, from February 2025)
 Sara-Jane Perera (Trustee, from November 2025)
 Matt Shayle (Trustee, retired May 2025)

Attendees:

Peter Horne (Deputy Chief Executive)
 Claire Paine (Director of Finance)

Main responsibility

Delegated responsibility for overseeing the financial management and investment strategy and ensuring the risk management of the charity.

Main activities for 2024 – 2025

- Met four times.
- Received a presentation on the charity's retail operations.
- Received regular reports on financial risks affecting the charity.
- Reviewed, amended and recommended the 2025 – 2026 budget, monitored the 2024 – 2025 budget.
- Received the audited Annual Accounts, oversaw the production of the charity's Annual Report.
- Oversaw the work of the financial auditor and received the Audit Findings Report.
- Received reports on the charity's management of information security and identified associated risks.
- Recommended the implementation of an internal audit programme.
- Received reports on property management, pensions, investments, reserves and salary sacrifice benefits.
- Scrutinised the cost of living award and made a recommendation to the Board of Trustees.
- Reviewed financial and accounting policies.



Advisory Committee

Chair: Andrew Evans (Learning Programmes Co-ordinator)

Members:

Elliot Caswell	Andrea Lewis	Andrea Riga
Mike Cooke	Poppy Jones (from September 2025)	Jak Ryding (retired July 2025)
Jason Felce	Ben Matheson (from February 2025)	Sophie Stevens (from September 2025)
Robert Haymon-Collins (Governor / Trustee)	Katie Peacock (from February 2025)	Francesca Vismara
	Ben Pollard (from May 2025)	One Director of Services attends each meeting.
	Jack Reeve (retired July 2025)	

Main responsibility

This committee works in partnership with trustees and governors to quality assure services, advise on new service provision, and recommend solutions to address needs and overcome barriers. They also act as critical friends while promoting the positive profile of people with disabilities and advancing equality and opportunity.

Main activities for 2024 – 2025

- Met 10 times for an hour via Teams.
- Considered and provided feedback on topics ranging from transition, extension requests, funding, Student Union elections, the curriculum and the learner voice.



People and Culture Committee

Chair: Frances Allcock (Trustee)

Members:

Nick Grinham (Chair of Trustees)
 Lisa Devine (Link Group Chair – employee representative)
 Helen Price (Trustee, from February 2025)
 Nikki Richardson (Trustee)
 Margaret Sheather (Trustee)

Attendees:

Lynette Barrett (Chief Executive Officer)
 Rachel Harber (Chief People Officer)

Main responsibility

Delegated responsibility for overseeing the composition and effectiveness of the Board of Trustees and Governors' Committee, leadership team matters — including recruitment, succession planning, remuneration, and recognition — and the identification and mitigation of strategic risks linked to the charity's People Strategy.

Main activities for 2024 – 2025

- Met three times.
- Maintained a skills matrix to identify gaps in board and committee skills and experience, leading to two recruitment campaigns and the appointment of a Governance Secretary, two trustees and one governor.
- Reviewed the leadership team structure, seeking updates on its effectiveness, succession planning and progress.
- Redefined the committee's scope.
- Received reports from the Chief People Officer and reviewed employee cases, staff and member training and development, governor and trustee visits and salary sacrifice arrangements.
- Compiled a terms of office proposal.
- Reviewed the Link Group report, which included employee feedback provided by the Chair of the Staff Representatives. Consultations conducted on the Living Wage award and term dates.
- Considered relevant risks from the risk register and sought assurance on any areas of concern.



NSF Design & Build Limited

Directors:

Chris Hallam, Chas Howes, Peter Horne and Lynette Barrett. Met annually.



NSF Trading Limited

Directors:

Chris Hallam, Chas Howes, Peter Horne and Lynette Barrett. Met annually.

Chief Executive

Day-to-day management of the charity is delegated to the Chief Executive, supported by the Deputy Chief Executive, Chief People Officer and a leadership team. The board set the pay for key management personnel (as detailed in note 8) by relation to industry standards and organisations of a similar size and activity.

Public benefit

The trustees confirm that they have complied with the requirements and duty under Section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit; 'Charities and Public Benefit' and that the extensive charitable purposes and provision of the charity, particularly in the areas of education and disability services (as detailed in pages 12–17), are for the public benefit.

Subsidiary undertakings

Two subsidiary undertakings operated during the year. NSF Trading Limited (company number 01168043) operated as the organisation's trading subsidiary for non-charitable purpose trading. NSF Design and Build Limited (company number 08628807) undertakes accommodation and facilities development projects on behalf of the charity. Both subsidiaries generated surpluses in the year after direct costs, administrative costs and audit fees (as detailed in notes 2a and 2b to the Financial Statements) which resulted in Gift Aiding a total of £ 93,860 (2024: £66,547) to the charity. Shareholdings are disclosed in note 11 to the Financial Statements.

Trustees' duty to promote the success of the charity (Section 172 statement)

Our trustees are committed to our charitable purposes and act in good faith and with integrity.

By monitoring and overseeing the performance of management against our organisational strategy and resulting plans, the trustees obtain assurance that in promoting our success, due regard is given to the following factors set out in section 172 (1) of the Companies Act 2006:

1. The likely consequences of decisions in the long-term

Our trustees approve our organisational strategy which takes a long-term view of our work and sets out our ambitions to deliver and further develop high-quality, relevant education, care and support services for people with disabilities.

Trustees and management continued to review the long-term strategic plan and areas of potential development of the charity's learning, education and care services. Our trustees oversee the implementation of our strategy and their decisions are informed by regular engagement with our stakeholders, including our employees, learners, residents, families and carers and our organisational partners.

Trustees keep under review the charity's principal risks and its risk appetite, considering emerging risks and regularly reviewing changes in the charity's risk profile and responses. By ensuring that management act in accordance with the strategy and in compliance with specific policies, the board and its committees obtain assurance that in promoting the success of the charity, due regard is given to the factors set out in Section 172.

2. The interests of employees

Our trustees and governors listen to the voices of our employees and consider the future impact of decisions on them through regular engagement with staff.

The leadership team, with the support of the trustees, provide employees with information on matters of concern to them through various channels of communications, including National Star's intranet, the employee consultation group (LINK) and regular updates from the Chief Executive, the Chair of Trustees, the Chair of Governors and other senior managers.

The People and Culture Committee is kept informed about employee relations and regularly review employee feedback and employment policies.

3. The need to foster relationships with third party stakeholders including service users, local authorities and other funding bodies, SEND education and care communities, key opinion leaders and supporters.

Our service users

These are the young people and adults who use our services and their families. There is an active elected Student Union which was consulted over the year about a range of issues. Members provide updates to the Governors' Committee and are involved in employee recruitment and training. Feedback from learners and service users informs organisational improvements. Learners and parent governors have a voice on the Governors' Committee and take part in governors' and trustees' strategy days. Parents, learners and former learners are involved with the Advisory Committee. The care and education teams continuously review students' progress and residents' support to ensure they, and their families and carers, are kept informed and that the service users have an active say in their lives. Regular virtual Family and Carer Forums are held throughout the year.

Local authorities and other funding bodies

Our core income comes from fees paid by local authorities, the NHS and the Department for Education. We work closely with these bodies to ensure we are meeting the needs of the young people in our care. We also work closely with local authorities to provide local provision. The board receives regular updates on our work to build strong relationships with funding bodies.

SEND education and care communities

We are committed to sharing best practice and expertise and trustees are kept informed of our work and of emerging trends and concerns. We consult and work closely with a range of professional bodies and specialist organisations to develop resources and share knowledge in the UK. National Star continued to work with The Education and Training Foundation to support the development of high-quality programmes and practice across the further education sector. The charity contributes to Natspec (the membership association for organisations which offers specialist further education and training) Practitioner Network.

Key policymakers and other influencers

Our trustees have a pivotal role in our work with key policymakers and influencers – both Parliamentarians and national bodies. For example, we work closely with NHS England, NHS Wales, Public Health England, Ofsted, VODG, Estyn, the Association of Colleges, Natspec and the Care Quality Commission to help shape and inform policy to secure the best outcomes for young people with complex disabilities and learning difficulties. We strive to work in partnership with other SEND bodies in pursuing shared policy outcomes and trustees receive regular updates.

Supporters

We want to build lasting relationships with our supporters and make sure we are providing them with opportunities to support us in ways that work for them. Our trustees are directly involved in our activities to foster supporter relationships and oversee our fundraising strategy. We engage with supporters on a regular basis through tailored communications to specific audiences. This includes face-to-face visits, telephone and virtual conversations, and written communications. National Star's fundraising practices are discussed on page 41.

4. The impact of the organisation's operations on the community and the environment.

We have a policy in place to address key aspects of sustainability, including ethical supply chains, energy and carbon reduction management, responsible water usage, travel, reuses of resources and reduction of waste. We also have processes in place to monitor and manage our carbon emissions and environmental impact (See 'Environment', Page 34).

5. The desirability of the organisation maintaining a reputation for high standards of business conduct.

Our trustees have responsibility for setting the charity's culture, values and standards, and ensuring that its obligations to its stakeholders are met. We have a range of policies and process that promote corporate responsibility and ethical behaviour. Areas covered include fundraising practices, safeguarding, whistleblowing and equal opportunities. All policies are reviewed periodically and updated as necessary.

The Board of Trustees and its committees regularly review guidance from the Charity Commission and other regulatory authorities and take on board any recommendations regarding good practice. The charity's core activities support vulnerable young adults and maintaining very high safeguarding processes is central to its operations.

It is essential that public trust in the charity is maintained and not damaged because of accepting donations from inappropriate sources. The board has approved a policy that enables trustees to refuse a donation which may be considered unethical.

6. The need to act fairly as between members of the company.

National Star has fair and transparent pay and reward structures, with opportunities to share ideas and make a difference. We respect colleagues' diversity and foster an inclusive workplace where all are treated fairly.

Focus:

The Eveson Centre

National Star can support more local young people with disabilities in Hereford, thanks to the successful expansion and refurbishment of The Eveson Centre.

The new two-storey addition in Hereford means National Star can now provide specialist education, therapy and support for up to 45 students. National Star thanks the individuals, businesses, organisations, trusts and foundation that have enabled us to carry out this vital expansion.

The Mayor of Hereford, Cllr Dan Powell, officially opened the extension during a special ceremony to thank those who supported the appeal.

The charity opened The Eveson Centre in 2020 and in just four years the number of young people attending National Star has doubled.

'Our growth shows the incredible need in Hereford. This additional space will be life-changing for the local young people who we believe have so much to offer the community,' says Sasha Narey, Head of Learning at Hereford.

The new extension will provide needed space including two new classrooms, two new personal care rooms, a multi-skills kitchen and communal space. For the students the most important change in the college is the extra space.

'Having the extra space helps students be more independent because we have more choices about where we want to go during our breaks,' says student Heather.



Fundraising practices

National Star is committed to fundraising in an open and transparent way. We rely on the goodwill and generosity of our supporters to help fund our work with people with disabilities.

Fundraising standards

We subscribe to the Fundraising Regulator and apply its Code of Fundraising Practice standards to all our fundraising activities. We display the Fundraising Regulator badge on our fundraising material to show we are committed to good practice.

Registered with



Our complaints process is clear and easily accessible. All complaints are recorded and investigated in line with our complaints policy. In 2024 – 2025 we received no complaints about our fundraising activities carried out by the charity or someone on behalf of the charity.

We are also signed up to the Fundraising Preference Service, which allows people to opt out of receiving fundraising communications from us. We received and actioned one request from the service in the past 12 months.

We regularly update relevant supporter records to make sure the information we hold is comprehensive enough to enable us to stay in touch while remaining respectful of people's privacy.

We also adhere to the rules and best practice guidance set out by the Charity Commission, Chartered Institute of Fundraising, Gambling Commission and the Information Commissioner's Office.

Working with our own and third-party fundraisers

We raise funds through gifts left to us in Wills, one-off and regular donations from individuals and the community, corporate fundraising, grants and donations from trusts and foundations, events and our charity shops.

To ensure volunteers and third parties uphold these standards when undertaking fundraising on our behalf, we make sure they have the information and tools needed to be compliant. We monitor fundraisers, volunteers and third parties working with us to raise funds, to ensure that they comply with the Code of Fundraising Practice and with our Supporter Promise.

We had a Commercial Participation Agreement with the Gloucestershire Beer Week Committee from 18 – 29 September 2024. Profits from the event were donated to National Star and another local charity.

Protecting vulnerable people

Our fundraisers are aware of the need to be sensitive and careful when engaging with vulnerable people, and our approach reflects this. We never put pressure on anyone to make a gift, and if people do not want to give or wish to stop giving, we respect their decision. We do not engage in doorstep fundraising and we don't use services of external call centres or sales canvassing companies to support our fundraising activities. We never sell or pass on supporter details to other organisations.

Read more about our supporter promise and our process for handling complaints on our website.

Lana, age 23

Without National Star...

“I would not be living the life I have now.”

”
Lana
Former student

From day one, Lana a former National Star learner, made a strong impression as a supported intern. So much so that Lana secured a six-month paid contract.

Lana, who completed a work-based programme at National Star, had a very clear ambition about what she wanted to do when she left college. She wanted to live independently with support and get a paid job.

‘Lana brings a can-do attitude, exceptional attention to detail, and a warm, positive energy that has quickly made her a much-loved member of the team,’ says Reynaldo Plua Intrigo, Rapport Team Leader.

Following college, Lana completed her internship with Rapport Services in London, a company which provides guests services for a range of high-profile companies. Lana has cerebral palsy, which can affect fine motor skills and coordination. She uses an electronic communication device to speak.

‘At National Star College I learned how to live independently,’ says Lana. ‘I was able to grow my confidence and communication skills with customers through the work placements I completed at college.’



Principal risks and uncertainties

Our Board of Trustees is responsible for ensuring that effective and adequate risk management and internal control systems are in place to identify and manage the key risks to the charity.

Risk management process

The Board of Trustees is responsible for overseeing the risk management process through a consistent approach to identifying, assessing and mitigating the risks facing our charity. The aim is to manage, rather than eliminate, risks to our charitable objectives and to provide reasonable assurance against material risks.

The processes in place include:

- A comprehensive risk management framework that considers the key strategic risks and their inherent level of risk, together with the relevant internal controls and assurances, as well as sources of external assurance. This enables the current level of residual risk to be assessed and actions to be established to achieve a desired target level of risk. The risks are regularly reviewed by the leadership team, other risk 'owners' and the Head of Risk and Compliance and are documented in a risk register.
- The Finance, Audit, Investment and Risk Committee (FAIR) review the framework and receives regular reports from the Head of Risk and Compliance and the Chief Executive on the effectiveness of controls.
- A programme of detailed reviews of key strategic risks is delegated to governance sub-committees and to trustees and governors.

Managing key strategic risks

National Star considers the following as areas of key organisational and strategic risk with the development and implementation of several mitigating actions:

- Sustain high quality student programmes and appropriate recruitment of learners: Following an overall formal review of curriculum across all five pathways, the first phase of changes to the curriculum was rolled out in September 2024 and the second in January 2025. Further changes were made in September 2025 to ensure content and delivery meet the needs of learners and is cost effective. A robust learner recruitment programme was launched. A review was carried out of work-based learning to ensure the programmes provides learners with necessary qualifications.
- Sustain standards of medical and personal care and the ability to meet therapy needs: There is a weekly review of mandatory employee training, regular compliance visits and quarterly performance management. New staff have an assigned mentor. There have been operational difficulties with a new care management system and work is being done to identify a better system that provides timely care management, reporting and compliance.
- Ensure acceptable safeguarding standards: To mitigate risk of unacceptable safeguarding standards, the organisation ensures learner / resident voice is at the centre of all activities

and is monitored through regular surveys and interviews. Safeguarding is embedded into the curriculum. Safeguarding training data is reviewed quarterly, and training is audited for quality. 'Prevent' training for employees has been reviewed and will now be offered as a refresher as well as delivered during induction from September 2025. 'Prevent' is embedded in the curriculum and this is currently under review.

- Ensure security of core IT against breaches and failure: There is an ongoing assessment of resilience and performance of technology and its security and a review of ongoing safeguards and controls to ensure our IT systems and information is protected from breaches. Mandatory data protection training for employees was maintained and monitored. Further projects and new systems are assessed to ensure they are fit for purpose.
- Ensure accommodation and facilities are fit for purpose: The organisation recognises the need for accommodation and facilities to be appropriate for the changing cohort of learners and their complex disabilities. To mitigate that risk an updated review of our existing estate is underway to assess current and future needs to best support the needs of students and residents. The findings will inform long-term planned maintenance and improvement programmes, including capital projects.
- Ensure sufficient funding to deliver services: The organisation recognised the importance of maintaining a range of income streams across service delivery and charitable fundraising to mitigate risk. It endeavours to manage finances responsibly and ensure effectiveness and efficiency. The organisation focussed on securing appropriate increases in fees where required and to maintain good working relationships with funders.

Our risk profile going forward

The uncertainties of public funding and policy direction of a new government and increased cyber security threats are among the key potential risks to be managed by the charity. These are detailed below and include:

- The potential impact on our income from the financial instability of local authorities and available public funding to match inflationary cost increases in existing student placements in the short-term and to fund future placements in the long-term.
- The potential impact on the recruitment and funding of learners, as a potential result of implementation of both the Additional Learning Needs system and devolution of funding to local authorities in Wales, as well as reforms and changes to funding anticipated for High Needs and SEND by the English government.
- The importance of maintaining information security with the increased risks of cyber attacks. This continues to be an organisational priority with ongoing improvements and rigorous security testing.
- The impact on our future capital development programme and maintaining the quality of facilities, due to continuing lack of local authority / government capital funding support, the pressures on fundraising and other income generation activities.

Statement of trustees' responsibilities

The trustees (who are directors of National Star Foundation for the purpose of company law) are responsible for preparing the Trustees' Report (including the Strategic Report) and the Financial Statements in accordance with applicable law and regulation.

Company law requires the trustees to prepare Financial Statements for each financial year. Under that law, the trustees must not approve the Financial Statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources, including the income and expenditure of the charitable group for that period.

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

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Statement of Recommended Practice: Accounting and Reporting by Charities (2019).
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK accounting standards, comprising 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 charitable company will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show the charitable company's

transactions, disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the Financial Statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and for taking reasonable steps to prevent and detect fraud, and other irregularities.

The trustees are responsible for the maintenance and integrity of the charitable company's website.

In so far as each of the trustees of the charity at the date of approval of this report is aware, there is no relevant audit information needed by the charity's auditor in connection with preparing the audit report of which the charity's auditor is unaware. Each trustee has taken all of the necessary steps in order to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

The trustees confirm that they have had regard to the Charity Commission's guidance on public benefit and report on the charity's objectives and achievements on pages 12 to 21. The reference and administrative details on page 67 form part of the Trustees' Report.

By order of the Board of Trustees, the Annual Report (incorporating the Strategic Report) has been approved by the Board of Trustees and signed on its behalf by:



Nick Grinham
Chair of Trustees

24 February 2026

Teisha, age 20

Without National Star...

“Teisha would not have received the best educational experience of her life.”

Katherine
Teisha's mum

The progress that Teisha has made while learning at National Star in Hereford has opened a world of opportunities for her.

Teisha, who is blind and has profound and multiple learning disabilities, found it difficult to access any room other than her own classroom when she first started with National Star.

She would get anxious when she went out in the community. Now, thanks to National Star's support, Teisha accesses Hereford city centre on a weekly basis, visiting coffee shops, Hereford Cathedral and local parks with other learners.

Her family has seen a huge change in Teisha during her time at National Star. She is much more patient and better regulates her behaviour. Teisha is completing her final year at college.

'There has been a massive improvement in Teisha,' says her mum Katherine. 'Her understanding has improved, and she makes much better choices.'



Independent auditor's report

Opinion

We have audited the Financial Statements of National Star Foundation ('the charitable company') and its subsidiaries ('the group') for the year ended 31 August 2025 which comprise the Consolidated Statement of Financial Activities, Consolidated Balance Sheet, Charity Balance Sheet, Consolidated Statement of Cash Flows and notes to the Financial Statements, including 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 the charitable company's affairs as at 31 August 2025 and of the group's 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 Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's or the group'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 trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the Financial Statements and our auditor's report thereon. 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 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.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the Trustees' Report, which includes the Directors' Report and the Strategic Report prepared for the purposes of company law, for the financial year for which the Financial Statements are prepared is consistent with the Financial Statements; and
- The Strategic Report and the Directors' Report included within the Trustees' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Directors' Report included within the Trustees' Report.

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

- Adequate and proper accounting records have not been kept; or
- The Financial Statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 43, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the Financial Statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of Financial Statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the Financial Statements

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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the Financial Statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group 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 Companies Act 2006, the Charities Act 2011, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the Financial Statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the operations were CQC Regulations for service providers and

managers, Ofsted, General Data Protection Regulation (GDPR), taxation legislation 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. Our audit procedures to respond to these risks included enquiries of management and the finance, audit, investment and risk committee (FAIR) about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and Ofsted, and reading minutes of meetings of those charged with governance.

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. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the Financial Statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

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



Tara Westcott
Partner, Social Purpose and Non Profits
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
4th Floor
St James House
St James' Square
Cheltenham
GL50 3PR

Date: 26 February 2026

National Star Foundation

Consolidated statement of financial activities

(Incorporating an income and expenditure account for the year ended 31 August 2025)

	Note	Unrestricted funds £	Restricted funds £	Total funds 2025 £	Total funds 2024 £
Income from:					
Donations and legacies	3	844,026	704,595	1,548,621	821,858
Charitable activities	4				
Education and therapy		37,917,891	–	37,917,891	33,642,613
Long-term accommodation		5,681,581	–	5,681,581	4,609,559
Respite services		2,088,467	–	2,088,467	1,734,979
Other charitable activities		732,268	–	732,268	808,405
Other trading activities					
NSF Trading Limited – Trading activities	2a	148,764	–	148,764	134,610
Retail income – Charity shops		1,036,421	–	1,036,421	727,449
Investment income		231,127	–	231,127	275,073
Other income	5	210,572	–	210,572	289,738
Total income		48,891,117	704,595	49,595,712	43,044,284
Expenditure on:					
Raising Funds – Fundraising	6	344,440	–	344,440	321,768
Raising Funds – Charity shops	6	773,095	–	773,095	532,533
Charitable activities	6	45,826,326	55,491	45,881,817	40,792,260
Other trading activities					
NSF Trading Limited	6	56,618	–	56,618	59,145
NSF Design and Build Limited	6	4,285	–	4,285	8,431
Total expenditure		47,004,764	55,491	47,060,255	41,714,137
Net income before gains on investments		1,886,353	649,104	2,535,457	1,330,147
Net gains on investments	11	326,524	–	326,524	492,027
Net income		2,212,877	649,104	2,861,981	1,822,174
Transfer between funds	15	2,425,606	(2,425,606)	–	–
Net movement in funds		4,638,483	(1,776,502)	2,861,981	1,822,174
Reconciliation of funds:					
Total funds at 1 September 2024	15/16	35,608,788	2,172,184	37,780,972	35,958,798
Total funds at 31 August 2025	15/16	40,247,271	395,682	40,642,953	37,780,972

The notes on pages 50 to 66 form part of these Financial Statements.

National Star Foundation

Consolidated balance sheet

As at 31 August 2025

Company Number: 00522846

	Note	2025 £	2024 £
Fixed assets			
Tangible assets	10a	32,151,960	30,548,073
Investments	11	4,116,140	3,789,616
		36,268,100	34,337,689
Current assets			
Debtors: amounts falling due within one year	12	2,002,871	2,322,737
Cash at bank and in hand		7,957,837	6,524,786
		9,960,708	8,847,523
Liabilities			
Creditors: amounts falling due within one year	13	(5,585,855)	(5,404,240)
Net current assets		4,374,853	3,443,283
Total net assets		40,642,953	37,780,972
The funds of the group			
Restricted funds	15	395,682	2,172,184
Unrestricted funds	16	40,247,271	35,608,788
Total group funds		40,642,953	37,780,972

The Financial Statements were approved and authorised for issue by the Board of Trustees on 24th February 2026 and were signed on its behalf by:



Nick Grinham
Chair of Trustees

The notes on pages 50 to 66 form part of these Financial Statements.

National Star Foundation

Charity balance sheet

As at 31 August 2025

Company Number: 00522846

	Note	2025 £	2024 £
Fixed assets			
Tangible assets	10b	32,636,508	31,010,619
Investments	11	4,116,241	3,789,717
		36,752,749	34,800,336
Current assets			
Debtors: amounts falling due within one year	12	2,274,565	2,408,050
Cash at bank and in hand		7,649,160	6,321,472
		9,923,725	8,729,522
Liabilities			
Creditors: amounts falling due within one year	13	(5,548,973)	(5,286,340)
Net current assets		4,374,752	3,443,182
Total net assets		41,127,501	38,243,518
The funds of the charity			
Restricted funds	15	395,682	2,172,184
Unrestricted funds	16	40,731,819	36,071,334
Total charity funds		41,127,501	38,243,518

These Financial Statements were approved and authorised for issue by the Board of Trustees on 24th February 2026 and were signed on its behalf by:



Nick Grinham
Chair of Trustees

The notes on pages 50 to 66 form part of these Financial Statements.

National Star Foundation

Consolidated statement of cash flows

For the year ended 31 August 2025

Reconciliation of net income to net cash inflow from operating activities

	2025 £	2024 £
Net income for the reporting period	2,861,981	1,822,174
Adjustments for:		
Depreciation charges	1,857,485	1,591,988
Bank interest received	(231,127)	(275,073)
Unrealised gain on investments	(326,524)	(492,027)
Gain on sale of tangible fixed assets	(141,546)	(275,362)
Decrease / (Increase) in debtors	319,866	(564,046)
Increase in creditors	181,615	163,561
Net cash provided by operating activities	4,521,750	1,971,215
Cash flows from investing activities		
Bank interest received	231,127	275,073
Proceeds from the sale of fixed assets	143,416	978,506
Purchase of fixed assets	(3,463,242)	(1,763,147)
Net cash used in investing activities	(3,088,699)	(509,568)
Change in cash and cash equivalents in the reporting period	1,433,051	1,461,647
Cash and cash equivalents at the beginning of the reporting period	6,524,786	5,063,139
Cash and cash equivalents at the end of the reporting period	7,957,837	6,524,786
Analysis of cash and cash equivalents		
Cash in hand	7,957,837	6,524,786
	7,957,837	6,524,786

The notes on pages 50 to 66 form part of these Financial Statements.

Notes to the Financial Statements

For the year ended 31 August 2025

1. Accounting policies

Statutory Information

National Star Foundation is a registered charity (charity number: 220239) and private company limited by guarantee, incorporated in England and Wales (company number: 00522846) on 20 August 1953. The address of its registered office is Ullenwood Manor, Ullenwood, Cheltenham, Gloucestershire, GL53 9QU. This is also the registered address of NSF Trading Limited and NSF Design & Build Limited.

The Financial Statements are presented in Sterling (£), the group's functional currency, and rounded to the nearest pound.

The significant accounting policies applied in the preparation of these Financial Statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Basis of preparing the Financial Statements

The consolidated Financial Statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. The Financial Statements have been prepared under the historical cost convention, with the exception of investments which are included at market value.

National Star Foundation meets the definition of a public benefit entity under FRS 102.

There have been no material departures from Financial Reporting Standard 102.

Going concern

The trustees have reviewed the position carefully with a view to ensuring the ongoing provision of care for the students and residents as well as employment of staff. The charity currently holds significant cash balances and demand for places remains strong for the academic year 2025 – 2026 and beyond. Conservative cash flow modelling with sensitivity analysis indicates that the cash reserves of the charity are adequate to meet the charity's obligations as they fall due. Accordingly, the trustees believe that

financial resources are sufficient to ensure the charity will continue as a going concern for the foreseeable future, being at least 12 months from the date of approval of the Financial Statements and are therefore satisfied that it is appropriate for the Financial Statements to be prepared on a going concern basis.

Consolidated Financial Statements

The Financial Statements consolidate the charity and its subsidiary undertakings NSF Design & Build Limited and NSF Trading Limited to 31 August 2025. The results of each subsidiary are consolidated on a line by line basis.

The charity has taken advantage of the exemption available to a qualifying entity in FRS 102 from the requirement to present a charity only Statement of Cash Flows and certain disclosures about the charity's financial instruments within the consolidated Financial Statements.

No separate Statement of Financial Activities (SOFA) has been prepared for the charity alone as permitted by Section 408 of the Companies Act 2006.

Fund accounting

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

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors. The aims of the restricted funds are set out in the notes to the Financial Statements.

Income

All income is included in the SOFA when the group has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Donations and gifts represent amounts receivable during the year, together with any associated tax refund and do not include the value of any pledges secured for future donations.

Notes to the Financial Statements

For the year ended 31 August 2025

1. Accounting policies (continued)

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor’s intention to make a distribution.

Income from charitable activities are accounted for in the SOFA in the year in which the service is provided. Where income is received in advance of the charity having entitlement to the fund the income is deferred.

Grants (including government grants) are included in the Financial Statements on an entitlement basis. The balance of income received for a specific purpose but not expended in the year is shown in the relevant funds on the Balance Sheet. Where entitlement occurs before income is received, the income is accrued.

All capital grants received are recognised in the SOFA and credited to a separate restricted fund where there are restrictions on the future use of the fund. Any depreciation charged on that element of the cost of assets funded by grants is charged to restricted funds.

Investment income is recognised on a receivable basis.

Expenditure

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them. Expenditure on raising funds include all fundraising, financing and trading costs of the subsidiaries.

All expenditure is accounted for on an accruals basis. Overheads and other costs not directly attributable to particular functional activity categories are apportioned over the relevant categories on the basis of management estimates of the amount attributable to that activity in the year on a basis consistent with use of the resources. The irrecoverable element of VAT is included with the item of expense to which it relates.

Governance costs are included within support costs and include strategic planning costs for the charity’s future development, external audit and all costs of complying with constitutional and statutory requirements, such as costs of Board and Committee meetings and for preparing statutory Financial Statements and satisfying public accountability.

Pension costs

The group contributes to the Teachers’ Pension Scheme at the advised rates. As it is not possible to separately identify the assets and liabilities of the Teachers’ Pension Scheme, it is accounted for as if it were a defined contribution scheme. The charity’s contributions to the scheme are charged in the Financial Statements as they accrue.

With regard to non-teaching employees, contributions are made to the charity’s defined contribution pension scheme. All contributions are charged to the SOFA as they become payable in accordance with the rules of the schemes.

Tangible fixed assets

All expenditure above £500 for ICT and £1,000 for all other assets for the acquisition, enhancement, production and installation of fixed assets and all fixed assets received by way of donation are capitalised. Tangible fixed assets are stated in the Balance Sheet at cost less depreciation and impairment, or at estimated value at date of donation less depreciation in respect of donated assets.

Depreciation is calculated to write off the cost or valuation less estimated residual value of tangible assets over their estimated useful lives at the following rates:

Freehold land	Not depreciated
Freehold buildings	2% – 10%
Leasehold property improvements	20% (or over the lease term)
Fixtures and equipment	10% – 20%
ICT	10% – 25%
Motor vehicles	10% – 25%

Assets in the course of construction are included at cost. Depreciation on these assets is not charged until they are brought into use.

Notes to the Financial Statements

For the year ended 31 August 2025

1. Accounting policies (continued)

Investments

Investments are stated at market value at the Balance Sheet date. All gains and losses relating to investments are accounted for in the SOFA. Investments in subsidiaries are held at cost.

Debtors

Short-term debtors are initially measured at the settlement price, less any impairment. Prepayments are valued at the amount prepaid net of any trade discounts.

Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions with a short maturity of three months or less.

Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Short-term creditors are initially measured at the settlement amount.

Financial instruments

National Star Foundation 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.

Operating leases

Rentals payable under operating leases are charged to the SOFA on a straight line basis over the lease term.

Taxation

National Star Foundation is a registered charity, and as such is entitled to tax exemptions on all its income and gains, properly applied for its charitable purposes.

Judgements in applying accounting policies and key sources of estimation uncertainty

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

The items in the Financial Statements where these estimates and judgements have been made include the following:

Useful economic lives of tangible assets

The annual depreciation charges for the tangible assets are sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on economic utilisation and the physical condition of the assets.

Useful economic lives of intangible assets

Intangible assets are stated at their historical cost and amortised on a straight-line basis over their expected useful economic lives. The useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates, based on economic utilisation associated with the specific asset. Intangible assets are derecognised on disposal or when no future economic benefits are expected from their use. Intangible assets include software purchased from third parties and related software implementation costs.

Impairment of debtors

The group makes an estimate of the recoverable value of trade and other debtors. When assessing impairment of trade and other debtors, management considers factors including the current credit rating of the debtor, the ageing profile of debtors and historical experience.

Income provision

The charity has a provision for some elements of income in relation to learners and service users who left through the year or were absent for part of the year. When assessing the level of provision required, the charity has considered levels of fee income, services provided, availability of placement and pattern of attendance, as well as relevant funding guidance.

Notes to the Financial Statements

For the year ended 31 August 2025

2. Results of subsidiaries

a) NSF Trading Limited

The charity owns 100% of NSF Trading Limited (company registration number: 01168043), which predominantly lets out the National Star Foundation facilities and undertakes the charity's trading activities. It has a signed ordinary resolution to Gift Aid its taxable profits to the charity. Its trading results, extracted from its audited Financial Statements, were:

	2025 £	2024 £
Turnover	148,764	134,610
Cost of sales	(50,177)	(55,414)
Gross profit	98,587	79,196
Administrative expenses	(17,887)	(13,614)
Operating profit	80,700	65,582
Taxation	–	–
Profit after taxation	80,700	65,582
Retained earnings at start of period	–	–
Gift Aid donation to National Star Foundation	(80,700)	(65,582)
Retained earnings at end of period	–	–
Reserves		
Profit and loss reserves	–	–
Share capital	100	100
Shareholder's funds	100	100

The trading company made a Gift Aid donation of £80,700 (2024: £65,582) to the charity within nine months of the year end, with the result that it has a £nil annual corporation tax liability.

b) NSF Design and Build Limited

The charity owns 100% of NSF Design & Build Limited (company registration number: 08628807), which was set up to manage capital projects on behalf of National Star Foundation. It has a signed ordinary resolution to Gift Aid its taxable profits to the charity. Its trading results, extracted from its audited Financial Statements, were:

	2025 £	2024 £
Turnover	776,006	322,611
Cost of sales	(754,004)	(313,215)
Gross profit	22,002	9,396
Administrative expenses	(8,842)	(8,431)
Operating profit	13,160	965
Taxation	–	–
Profit after taxation	13,160	965
Retained earnings at start of period	–	–
Gift Aid donation to National Star Foundation	(13,160)	(965)
Retained earnings at end of period	–	–
Reserves		
Profit and loss reserves	–	–
Share capital	1	1
Shareholder's funds	1	1

The trading company made a Gift Aid donation of £13,160 (2024: £965) to the charity within nine months of the year end, with the result that it has a £nil annual corporation tax liability.

All turnover of NSF Design & Build Limited represents group-based sales, eliminated on consolidation.

3. Donations and legacies

	Unrestricted funds £	Restricted funds £	2025 Total funds £	2024 Total funds £
Donations	361,448	704,595	1,066,043	731,329
Legacies	458,101	–	458,101	68,598
Other voluntary income	24,477	–	24,477	21,931
	844,026	704,595	1,548,621	821,858

£474,104 of income from donations in the prior year related to restricted funds. All other income from donations and legacies in the prior year related to unrestricted funds.

Included within donations is an amount of £120,780 (2024: £108,796) relating to gifts in kind, comprising advertising credits to increase online visibility, a motor vehicle and various ITC equipment supplies.

Notes to the Financial Statements

For the year ended 31 August 2025

4. Income from charitable activities

The following grants from The Department for Education (DfE) are included within education and therapy income:

	2025 £	2024 £
School Condition Allocations (SCA)	165,409	156,094
Teachers' Pension employer contribution grant	305,362	201,317

There were no unfulfilled conditions or other contingencies attached to these grants.

Other Charitable activities income of £732,268 (2024: £808,405) arises from a range of activities undertaken during the year, key sources are as follows:

	2025 £	2024 £
LiftTraining	75,000	82,125
StarBistro – social enterprise	140,135	126,359
StarShop and student shops	37,443	40,499
Teacher Education	111,053	80,255
Re-education / additional therapy services	176,010	175,388

During this financial year, a presentational change has been made to the income and expenditure reported in the Statement of Financial Activities. The change has improved clarity and transparency of the charitable activities undertaken by the organisation.

5. Other income

	Unrestricted funds £	Restricted funds £	2025 Total funds £	2024 Total funds £
Gain on disposal of tangible fixed assets	141,546	–	141,546	275,362
Other income	69,026	–	69,026	14,376
	210,572	–	210,572	289,738

All other income in the prior year related to unrestricted funds.

6. Analysis of expenditure

	Staff costs £	Other costs £	Depreciation £	Total 2025 £	Total 2024 £
Charitable activities					
Teaching and welfare	32,771,617	1,419,344	1,442,337	35,633,298	31,637,837
Premises	991,946	2,708,996	156,140	3,857,082	3,902,355
Support costs	3,565,818	2,566,611	259,008	6,391,437	5,252,068
	37,329,381	6,694,951	1,857,485	45,881,817	40,792,260
Raising funds					
Fundraising	171,697	172,743	–	344,440	321,768
Retail shops	447,579	325,516	–	773,095	532,533
Other trading activities	40,890	20,013	–	60,903	67,576
	37,989,547	7,213,223	1,857,485	47,060,255	41,714,137

Included within support costs are the following governance costs:

	2025 £	2024 £
Auditor's remuneration (gross)		
– Statutory Audit	44,030	41,400
– ITC controls review	7,200	–
– Other non-audit services	11,948	6,318
Trustees' / directors' meeting costs	2,831	3,272
	66,009	50,990

Notes to the Financial Statements

For the year ended 31 August 2025

7. Net income

	2025 £	2024 £
Net income is stated after charging / (crediting) the following:		
Depreciation	1,857,485	1,591,988
Auditor's remuneration (net)		
– audit	37,650	34,500
– Other non-audit services	10,723	5,265
– ITC controls review	6,000	–
Gain on disposal of tangible fixed assets	(141,546)	(275,362)
Operating lease payments		
– land and buildings	234,858	236,630
– Other	53,710	77,825

8. Employee costs

	2025 £	2024 £
Wages and salaries	33,322,634	29,799,551
Social security costs	3,223,719	2,329,252
Other pension costs	1,443,194	1,193,050
	37,989,547	33,321,853

Included in the above are agency and subcontractor costs of £1,559,335 (2024: £2,189,516).

During the year, the trustees received £nil (2024: £nil) remuneration and no retirement benefits were accruing. No trustees received reimbursed expenses during the year (2024: £nil).

The average headcount of employees was:

	2025 No.	2024 No.
Charitable activities	1,265	1,222
Cost of generating funds		
– fundraising office	4	4
	1,269	1,226

After taking account of part-time employees the annual full-time equivalent number was 980 (2024: 902).

During the year, the charity made redundancy / termination payments of £61,218 (2024: £10,299).

The number of employees who received annual equivalent emoluments (including benefits in kind of between £1,251 and £2,185 per person) in excess of £60,000 during the year were in the following bands:

	2025 No.	2024 No.
£60,000 – £69,999	–	1
£70,000 – £79,999	5	6
£80,000 – £89,999	2	1
£90,000 – £99,999	1	1
£120,000 – £129,999	–	1
£130,000 – £139,999	1	1
£150,000 – £159,999	1	–

Three of the above employees participated in the Teachers' Pension Scheme. During the year ended 31 August 2025 employer contributions for these staff members amounted to £66,579 (2024: Four employees £78,904). The other seven employees participated in the defined contribution pension scheme – total employer contributions for these staff members amounted to £65,054 (2024: Seven employees £58,823).

The remuneration of key management personnel for the group was:

	2025 £	2024 £
Total key management personnel remuneration	485,446	536,069

Key management personnel are defined as the Chief Executive, Deputy Chief Executive, Chief Operations Officer / Principal (until October 2024) and Chief People Officer. The remuneration figure includes gross salary, employer's National Insurance, employer's pension and benefits in kind.

Notes to the Financial Statements

For the year ended 31 August 2025

9. Individual profit and loss account

As permitted by Section 408 of the Companies Act 2006, the profit and loss account of the parent company is not presented as part of these Financial Statements.

The total income of the parent charitable company was £49,556,811 and net income, after accounting for a gain on investments of £326,524, was £2,883,983.

10a. Tangible fixed assets – group

	Freehold land and buildings £	Assets under construction £	Leasehold property improvements £	Motor vehicles £	Fixtures and equipment £	Total £
Cost						
At 1 September 2024	42,058,394	305,462	356,545	1,198,321	4,536,897	48,455,619
Additions	2,522,947	–	204,967	143,532	591,796	3,463,242
Disposals	(40,469)	–	–	(164,682)	(21,264)	(226,415)
Transfers	305,462	(305,462)	–	–	–	–
At 31 August 2025	44,846,334	–	561,512	1,177,171	5,107,429	51,692,446
Depreciation						
At 1 September 2024	13,759,665	–	232,716	869,083	3,046,082	17,907,546
Disposals	(40,382)	–	–	(163,388)	(20,775)	(224,545)
Charge for the period	1,257,262	–	49,849	74,638	475,736	1,857,485
At 31 August 2025	14,976,545	–	282,565	780,333	3,501,043	19,540,486
Net Book Value						
At 31 August 2025	29,869,789	–	278,947	396,838	1,606,386	32,151,960
At 31 August 2024	28,298,729	305,462	123,829	329,238	1,490,815	30,548,073

Included in the above within Fixtures and Equipment at cost is £443,036 (2024: £315,652) of Intangible software assets with depreciation charged on these assets during the year of £46,771 (2024: £18,761).

Notes to the Financial Statements

For the year ended 31 August 2025

10b. Tangible fixed assets – charity

	Freehold land and buildings £	Assets under construction £	Leasehold property improvements £	Motor vehicles £	Fixtures and equipment £	Total £
Cost						
At 1 September 2024	42,519,025	305,462	356,545	1,198,321	4,538,812	48,918,165
Additions	2,544,949	–	204,967	143,532	591,796	3,485,244
Disposals	(40,469)	–	–	(164,682)	(21,264)	(226,415)
Transfers	305,462	(305,462)	–	–	–	–
At 31 August 2025	45,328,967	–	561,512	1,177,171	5,109,344	52,176,994
Depreciation						
At 1 September 2024	13,759,665	–	232,716	869,083	3,046,082	17,907,546
Disposals	(40,382)	–	–	(163,388)	(20,775)	(224,545)
Charge for the period	1,257,262	–	49,849	74,638	475,736	1,857,485
At 31 August 2025	14,976,545	–	282,565	780,333	3,501,043	19,540,486
Net Book Value						
At 31 August 2025	30,352,422	–	278,947	396,838	1,608,301	32,636,508
At 31 August 2024	28,759,360	305,462	123,829	329,238	1,492,730	31,010,619

Included in the above within Fixtures and Equipment at cost is £443,036 (2024: £315,652) of Intangible software assets with depreciation charged on these assets during the year of £46,771 (2024: £18,761).

Notes to the Financial Statements

For the year ended 31 August 2025

11. Investments – group and charity

Cost or valuation	Group listed investments £	Charity investment in subsidiary £	Charity total £
At 1 September 2024	3,789,616	101	3,789,717
Additions	–	–	–
Disposals	–	–	–
Unrealised gain	326,524	–	326,524
Net Book Value			
At 31 August 2025	4,116,140	101	4,116,241

The historical cost of listed investments at 31 August 2025 was £1,817,250 (2024: £1,817,250).

At 31 August 2025 the investments comprise accumulation units in CCLA COIF Charities Investment Fund of £1,182,098 (2024: £1,191,720), Schroder Charity Equity Value Fund of £1,620,217 (2024: £1,389,444), and St James's Place Wealth Management split into three separate investment funds; Diversified Bond £461,198 (2024: £435,380), Global Equity £326,599 (2024: £288,822) and Strategic Income £526,028 (2024: £484,250).

Such investments are primarily held to provide a return where monies are not required immediately for the charity's activities and form part of the charity's reserves policy.

Shares in Subsidiary

The charity holds 101 ordinary shares of £1 each representing 100% of the allocated share capital of NSF Trading Limited (100 shares) and NSF Design and Build Limited (1 share), both entities are incorporated in England and Wales. The value of the investments is the cost of £101.

12. Debtors – amounts falling due within one year

	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
Trade debtors	1,131,244	1,459,511	1,127,815	1,457,651
VAT	13,896	24,476	14,867	8,451
Amount owed by subsidiary undertaking	–	–	276,084	105,172
Prepayments and accrued income	799,279	798,378	797,347	796,404
Other debtors	58,452	40,372	58,452	40,372
	2,002,871	2,322,737	2,274,565	2,408,050

Trade debtors are stated after impairment provision totalling £14,611 (2024: £15,621).

Notes to the Financial Statements

For the year ended 31 August 2025

13. Creditors – Amounts falling due within one year

	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
Trade creditors	1,242,727	1,478,144	1,242,727	1,374,766
Taxes and social security costs	790,734	585,595	790,734	585,595
Amount owed to subsidiary undertaking	–	–	–	156,815
Accruals	1,046,676	1,074,990	1,021,589	912,435
Deferred income	1,641,975	1,429,518	1,630,494	1,420,794
Pension	223,562	200,134	223,562	200,134
Other creditors	640,181	635,859	639,867	635,801
	5,585,855	5,404,240	5,548,973	5,286,340

Deferred income

	£
Deferred income at 1 September 2024	1,429,518
Resources deferred in the year	1,641,975
Amounts released from previous years	(1,429,518)
Deferred income at 31 August 2025	1,641,975

Deferred income relates to monies received in advance of the period or events to which they relate, the vast majority of which relates to student funding for fees / equipment for 2025–2026 financial year.

14. Share capital

The charity does not have a share capital as it is limited by guarantee. Each of the members is a guarantor to the extent of £1 in the event of the charity being wound up whilst they are members, or within one year of them ceasing to be members in respect of debts and liabilities contracted before they ceased to be a member.

Notes to the Financial Statements

For the year ended 31 August 2025

15. Restricted funds

	Balance at 1 September 2024 £	Income £	Expenditure £	Transfers £	Balance at 31 August 2025 £
Therapies Centre Star Appeal Development (Schroder Foundation – £50,000 September 2009)	34,917	–	–	(34,917)	–
Star Appeal / Development (The Henry Smith Charity – £125,000 May 2008 / £125,000 May 2011)	177,083	–	–	(177,083)	–
Cleeve Bungalow Residential Accommodation Project (Big Lottery Fund – £250,000 July 2006)	154,583	–	(5,000)	–	149,583
Education & Skills Funding Agency – Building Improvement Fund Capital Grant – Pittville Project (£2,209,746 2014–2015)	1,602,334	–	(28,620)	(1,573,714)	–
Committed Funds – various restricted gifts	103,267	219,804	(21,871)	(55,101)	246,099
Ledbury Road Hereford – various restricted gifts	100,000	484,791	–	(584,791)	–
	2,172,184	704,595	(55,491)	(2,425,606)	395,682

A number of the restricted funds detailed above relate to fundraised capital projects where the specified funder has required that the fund is separately noted and recorded.

Where a donation has been given and the asset is required to be held for a number of years, the fund has remained restricted and the appropriate depreciation has been charged against it accordingly.

As a result of timeline restrictions having been fulfilled and no further restrictions applying, the following fund transfers have been made to unrestricted funds this year:

- Therapies Centre Star Appeal Development £34,917
- Star Appeal / Development £177,083
- Education & Skills Funding Agency – Building Improvement Fund Pittville Project £1,573,714

In addition, the following transfers have also been made to unrestricted funds, representing restricted funding expensed on capital fixed asset purchases during the financial year:

- Committed funds £55,101
- Ledbury Road, Hereford £584,791

Notes to the Financial Statements

For the year ended 31 August 2025

15. Restricted funds (continued)

Comparative disclosure for year ended 31 August 2024	<i>Balance at 1 September 2023 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers £</i>	<i>Balance at 31 August 2024 £</i>
Therapies Centre Star Appeal Development (Schroder Foundation – £50,000 September 2009)	35,917	–	(1,000)	–	34,917
Star Appeal / Development (The Henry Smith Charity – £125,000 May 2008 / £125,000 May 2011)	182,083	–	(5,000)	–	177,083
Elizabeth House Residential Accommodation Project (Big Lottery Fund – £300,000 January 2000)	158,500	–	(158,500)	–	–
Cleeve Bungalow Residential Accommodation Project (Big Lottery Fund – £250,000 July 2006)	159,583	–	(5,000)	–	154,583
Education & Skills Funding Agency – Building Improvement Fund Capital Grant – Pittville Project (£2,209,746 2014–2015). The restriction ends in 2025.	1,661,525	–	(59,191)	–	1,602,334
Committed Funds – various restricted gifts	68,429	250,491	(111,850)	(103,803)	103,267
Ledbury Road Hereford – various other restricted gifts	5,000	223,000	–	(128,000)	100,000
Development Fund	–	613	–	(613)	–
	2,271,037	474,104	(340,541)	(232,416)	2,172,184

Notes to the Financial Statements

For the year ended 31 August 2025

16. Unrestricted funds

	Balance at 1 September 2024 £	Income £	Expenditure £	Transfers and investment gains £	Balance at 31 August 2025 £
General unrestricted funds	31,878,893	48,742,353	(46,943,861)	3,666,545	37,343,930
Designated funds – future development	4,192,441	–	–	(804,552)	3,387,889
Charity funds	36,071,334	48,742,353	(46,943,861)	2,861,993	40,731,819
Non-charitable trading funds	–	148,764	(60,903)	(87,861)	–
Group Consolidation adjustments	(462,546)	–	–	(22,002)	(484,548)
Group funds	35,608,788	48,891,117	(47,004,764)	2,752,130	40,247,271

	Balance at 1 September 2023 £	Income £	Expenditure £	Transfers and investment gains £	Balance at 31 August 2024 £
Comparative 2024					
General unrestricted funds	31,941,881	42,435,570	(41,306,020)	(1,192,537)	31,878,893
Designated Funds	2,201,147	–	–	1,991,294	4,192,441
Charity	34,143,028	42,435,570	(41,306,020)	798,756	36,071,334
Non-charitable trading funds	–	134,610	(67,576)	(67,034)	–
Consolidation adjustments	(455,267)	–	–	(7,279)	(462,546)
Group	33,687,761	42,570,180	(41,373,596)	724,443	35,608,788

Designated funds

The trustees have designated funds of £3,387,889 (2024: £4,192,441), representing:

	2025 £	2024 £
Future development at Ullenwood	3,387,889	2,605,228
Development at The Eveson Centre Hereford	–	499,034
369 Worcester Road, Malvern	–	8,179
Purchase of two properties adjoining the Ullenwood estate	–	1,080,000
	3,387,889	4,192,441

All designated funds, excluding the Future development at Ullenwood fund, were fully utilised during the financial year.

A transfer of £782,661 has been made to the Future development at Ullenwood fund, representing the trustees' decision to designate net unrestricted fundraising and net charity retail income for the 2024–2025 financial year towards the Phase 2 estates development plan.

Notes to the Financial Statements

For the year ended 31 August 2025

17. Analysis of net assets between funds of the group and charity

	Fixed Assets £	Investments £	Net Current Assets £	Long Term Liabilities £	Fund Balance £
Restricted funds	149,583	–	246,099	–	395,682
Designated funds	–	–	3,387,889	–	3,387,889
Unrestricted funds	32,486,925	4,116,241	740,764	–	37,343,930
Charity	32,636,508	4,116,241	4,374,752	–	41,127,501
Subsidiary's Reserves – NSF Trading Limited	–	(100)	100	–	–
Subsidiary's Reserves – NSF Design & Build Limited	–	(1)	1	–	–
Group consolidation adjustment	(484,548)	–	–	–	(484,548)
Group	32,151,960	4,116,140	4,374,853	–	40,642,953

Comparative 2024	Fixed assets £	Investments £	Net current Assets £	Long term liabilities £	Fund balances £
Restricted funds	1,968,917	–	203,267	–	2,172,184
Designated funds	–	–	4,192,441	–	4,192,441
Unrestricted funds	29,041,702	3,789,717	(952,526)	–	31,878,893
Charity	31,010,619	3,789,717	3,443,182	–	38,243,518
Subsidiary's Reserves – NSF Trading Limited	–	(100)	100	–	–
Subsidiary's Reserves – NSF Design and Build Limited	–	(1)	1	–	–
Consolidation	(462,546)	–	–	–	(462,546)
Group	30,548,073	3,789,616	3,443,283	–	37,780,972

18. Other financial commitments

At 31 August 2025 the group had future minimum lease payments under non-cancellable operating leases as follows:

Commitment expiring:	Property £	Other £	2025 Total £	2024 Total £
Within one year	290,486	122,473	412,959	232,253
One to five years inclusive	635,992	260,267	896,259	370,500
More than 5 years	45,000	–	45,000	–
	971,478	382,740	1,354,218	602,753

Notes to the Financial Statements

For the year ended 31 August 2025

19. Pension commitments

Defined contribution:

The group operates defined contribution schemes for its non-teaching employees. The assets are held separately from those of the charity in independently administered funds, and the amount charged to the SOFA was £693,122 (2024: £597,650). At the year-end there were outstanding contributions of £139,568 (2024: £124,033).

Defined benefit:

The group participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £750,072 (2024: £595,400) and at the year-end £83,994 (2024: £76,101) was accrued in respect of contributions to this scheme.

The TPS is an unfunded multi-employer defined benefits pension scheme governed by The Teachers' Pensions Regulations 2010 (as amended) and The Teachers' Pension Scheme Regulations 2014 (as amended). Members contribute on a 'pay as you go' basis with contributions from members and the employer being credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2020 and the Valuation Report was published in October 2023. The Valuation Report shows notional assets of £222.2bn and liabilities of £262bn, resulting in a scheme deficit of £39.8bn.

The employer contribution rate for the TPS is 28.6%, and employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 28.68%.

20. Capital commitments

At 31 August 2025 the group had capital commitments as follows:

	2025 £	2024 £
Land and buildings:		
Authorised not yet contracted for purchase of property – West Lodge	–	620,000
Purchase of property – 1 Ullenwood Farm Cottages	–	450,000
Authorised and contracted for – Dayforce HR System project	19,800	153,900
Authorised and contracted for – Eveson Centre, Hereford development	–	644,113

21. Related party transactions

The charity has two wholly owned subsidiary companies – NSF Trading Limited and NSF Design & Build Limited.

During the year a management charge was made by National Star Foundation to NSF Trading Limited of £11,446 (2024: £9,884). At the end of the year Gift Aid of £80,700 (2024: £65,582) was payable by NSF Trading Limited to National Star Foundation. The total year-end balance owed to National Star Foundation was £168,826 (2024: £105,172).

During the year income was received by NSF Design & Build Limited from National Star Foundation of £776,006 (2024: £322,611), this related to recharged building costs plus fees. During the year loan interest was charged by National Star Foundation to NSF Design & Build Limited of £4,558 (2024: £5,243) in respect of an intercompany loan agreement. At the year-end Gift Aid of £13,160 (2024: £965) was payable by NSF Design & Build Limited to National Star Foundation. The total year-end balance owed to National Star Foundation was £107,259 (2024: owed from National Star Foundation £156,815).

During the prior year, January 2024, the charity purchased the freehold interest of 369 Worcester Road, Malvern at a value of £550,000, where it operates long-term residential care provision. The property had previously been occupied under a leasehold agreement. The Chair of Trustees, Paul Styles (until resignation April 2024) declared a related party interest in this transaction, as the property landlord and owner was a family relation. Mr Styles withdrew from all discussions and decisions in relation to the property acquisition.

Up until 30 June 2025 (and all of the prior year) the charity's Chief Executive Officer, Lynette Barrett, served on the board of Natspec (the membership association for organisations which offers specialist further education and training for learners with learning difficulties and / or disabilities aged 16 to 25) as its Chair, and also served on the board of The Education & Training Foundation (in her capacity as Chair of Natspec). National Star is a member organisation of Natspec and also provides services on behalf of The Education and Training Foundation.

Notes to the Financial Statements

For the year ended 31 August 2025

21. Related party transactions (continued)

The Heart of Worcestershire College, in partnership with National Star, offers specialist education to support young adults with disabilities in building independence and life skills. Launched in September 2024, under a partnership agreement, the project was recognised nationally for its collaboration and innovation. A trustee of National Star is also a governor of The Heart of Worcestershire College.

During the year, National Star received student fee income of £279,753 (2024: £Nil) from The Heart of Worcestershire College. The trustee withdrew from all discussions and decisions in relation to the partnership arrangement and decision making.

During the year, National Star incurred refreshment cost charges of £129 (2024: £Nil) payable to The Heart of Worcestershire College.

22. Agency arrangements

The parent charity acts as an agent in distributing 16–19 year olds bursary funds from the Department for Education (DfE). Payments received and subsequent disbursements are excluded from the Statement of Financial Activities as the charity does not have control over the charitable application of funds.

Summary of Bursary Account	2025 £	2024 £
At 1 September 2024	57,820	42,339
Bursary receipt for distribution	31,542	32,097
Bursary payments / clawbacks	(29,629)	(16,616)
At 31 August 2025	59,733	57,820

The year end balance is included within Creditors: Amounts falling due within one year – other creditors.

23. Financial instruments – group

	2025 £	2024 £
Financial assets		
Financial assets measured at fair value	4,116,140	3,789,616

Financial assets measured at fair value consist of investments.

24. Analysis of changes in net debt

	At 1 September 2024 £	Cash-flows £	New operating leases £	Other non-cash changes £	At 31 August 2025 £
Cash	6,524,786	1,433,051	–	–	7,957,837
Cash equivalents	–	–	–	–	–
Overdrafts	–	–	–	–	–
	6,524,786	1,433,051	–	–	7,957,837
Loans falling due within one year	–	–	–	–	–
Loans falling due after more than one year	–	–	–	–	–
Total	6,524,786	1,433,051	–	–	7,957,837

Notes to the Financial Statements

For the year ended 31 August 2025

25. Consolidated statement of financial activities for the year ended 31 August 2024 (as originally reported)

	Unrestricted Funds £	Restricted funds £	Total Funds 2024 £
Income from:			
Donations and legacies	347,754	474,104	821,858
Charitable activities			
Student fees	30,708,548	–	30,708,548
Other charitable activities	9,702,284	–	9,702,284
ESFA capital grants	156,094	–	156,094
Teachers' Pension grant	201,317	–	201,317
Other trading activities			
Trading turnover – NSF Trading Limited	134,610	–	134,610
Investments	275,073	–	275,073
Other			
Other income	1,044,500	–	1,044,500
Total income	42,570,180	474,104	43,044,284
Expenditure on:			
Raising funds	321,768	–	321,768
Charitable activities	40,984,252	340,541	41,324,793
Other expenditure:			
NSF Trading Limited	59,145	–	59,145
NSF Design and Build Limited	8,431	–	8,431
Total expenditure	41,373,596	340,541	41,714,137
Net income before gains on investments	1,196,584	133,563	1,330,147
Net gains on investments	492,027	–	492,027
Net income	1,688,611	133,563	1,822,174
Transfer between funds	232,416	(232,416)	–
Net movement in funds	1,921,027	(98,853)	1,822,174
Reconciliation of funds:			
Total funds at 1 September 2023	33,687,761	2,271,037	35,958,798
Total funds at 31 August 2024	35,608,788	2,172,184	37,780,972

Note: the presentational change completed in 2025 has not impacted the presentational split of restricted and unrestricted funds.

Administrative and legal details

National Star Foundation is a company ('the Company') limited by guarantee and a registered charity ('the Charity'). National Star Foundation is governed by its Memorandum and Articles of Association (as Incorporated 20 August 1953 and last amended 9 February 2023). It operates a wide range of activities and programmes in pursuance of its charitable purposes, the largest of which is the operation of National Star College ('the College'). It uses National Star as a working name and operates two subsidiary companies; NSF Trading Limited (company number 01168043) and NSF Design and Build Limited (company number 08628807), which form the group ('the Group').

Company number

00522846 in England and Wales

Charity number

220239

Registered office

Ullenwood Manor, Ullenwood, Cheltenham, GL53 9QU.

Auditor

Crowe U.K. LLP, 4th Floor, St James House, St James' Square, Cheltenham, GL50 3PR.

Bankers

HSBC Bank, 2 The Promenade, Cheltenham, GL50 1LR.

Solicitors

Veale Wasbrough Vizards, Narrow Quay House, Narrow Quay, Bristol.

Investment managers

CCLA Investment Management Ltd, Cazenove Capital and St. James's Place Wealth Management.

John, age 40

Without National Star...

“John would never have been able to come to the wedding without the help of the Matrixcare team.”

John's brother Mark

When long-term resident John was invited to be part of his brother's wedding, the National Star team was determined to ensure it happened.

John, who lives at Matrixcare in Malvern, one of National Star's long-term care residences, sometimes struggles with transitioning to new environments and getting out of the house can be a challenge. He often responds well to a fresh face so one of the care team who is popular with John 'popped in' on the morning of the wedding to get John off the sofa and out the door.

The National Star team helped John travel to the venue and get ready, then supported him during the ceremony and stayed overnight in the hotel before returning back to Matrixcare.

The wedding was the first time that John had met members of his sister-in-law's wider family. He loved the party after the wedding and danced the night away with his brother Mark.

'It was touch and go whether John would come to the wedding but with help from the Matrixcare team, it happened! It made the day so special to have him there,' said John's brother Mark.

The bride and groom, Leanne and Mark, who live in Nottinghamshire, were keen to have John attend their wedding as a Groomsman so they organised their wedding breakfast to take place in Ledbury.

John's mum Maria said: 'It was extra-special for me especially as John and Mark lost their dad during Covid. Mark and I cannot thank the Matrixcare team enough.'



Together we can build a brighter future

At National Star we passionately believe that young people with disabilities have a right to live meaningful and fulfilling lives. Our teams of specialist experts work hard to ensure these young people have the best preparation for adulthood.

We can't do that without your help. National Star has not received government funding for capital development projects for more than a decade. Whilst most of our services are largely funded through statutory sources, we are dependent on our fundraising and other income generation activities to help pay for our specialist facilities and to enhance the experiences of the young adults with us.

Thanks to your support, in September 2025 we opened the new extension of The Eveson Centre, our education and therapy centre in Hereford. Now we will be able to support more young people in Herefordshire and beyond.

There is so much more to do. Help us ensure young adults with disabilities get the support and opportunities to develop their potential.



Ullenwood, Cheltenham, Gloucestershire, GL53 9QU

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nationalstar



thenationalstar



national-star



natstarcollege

www.nationalstar.org



National Star

Realising the aspirations
of people with disabilities

National Star is a working name of National Star Foundation which is registered in England and Wales, company number 00522846, charity number 220239. Registered office Ullenwood Manor, Ullenwood, Cheltenham, Gloucestershire, GL53 9QU

Accounts



National Star

Realising the aspirations
of people with disabilities



Annual Report and Accounts 2023 – 2024

Year ended 31 August 2024

National Star is a working name of National Star Foundation which is registered in England and Wales, company number 00522846, charity number 220239. Registered office Ullenwood Manor, Ullenwood, Cheltenham, Gloucestershire, GL53 9QU



Without National Star...

“I would not have developed my independence skills and confidence.”

Francis

Before starting at National Star in Hereford, a trip to the local shops was a huge challenge for Francis. His autism meant that he struggled with busy areas and unknown situations.

Two years on and Francis shops and cooks independently and manages his own medical needs. He has become a confident young adult who now feels in control of his anxiety.

‘The most important skill I have learned at college is independence as it proves, not just to me but to other people such as friends and family, that having special needs doesn’t mean I can’t look out for myself,’ says Francis.

One of Francis’ biggest achievements was travelling to London, for the first time, and making a speech at a House of Commons event on behalf of National Star in front of a large audience. An important part of Francis’ support has come from the emotional wellbeing team. They have helped him develop strategies to manage his anxiety. ‘I used to worry for days without telling anyone so that it became a big problem,’ says Francis. ‘Now that doesn’t happen. I can get things off my chest and that allows me to concentrate better.’

Francis also had speech and language therapy sessions to help him improve his communication skills. He has excelled at his work placements, including working with children with special needs at a local school. His ambition is to go on to mainstream further education to develop skills in retail and catering to get a job. He also hopes to move out of his family home into supported living.

‘National Star is a place where I feel I am understood. The wellbeing support has helped me build up my confidence, become more independent, have more faith and trust in others and to control and explain my emotions.’



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Amy, age 20

Without National Star...

“Amy would not have made such remarkable progress.”

Jane
Amy's mum

Amy accesses the world through touch. Working with National Star's specialist teams, Amy, who is registered deaf and blind, has made incredible progress in her first year at National Star.

Amy has CHARGE syndrome, a rare genetic condition, that has impacted on all of her senses, including her hearing, sight, taste and smell. She has multiple medical needs and uses a wheelchair to safely move about. Not only has Amy quickly settled into college life, but she is beginning to show awareness of her peers, communicating more and walking around campus with support. A team of multi-sensory impairment specialists, including the college's specialist tutor in vision impairments, advises the multi-disciplinary teams on how to make Amy's world accessible to her. This involves textures to feel, contrasting colours, and spotlighting which enables her to understand her environment. Amy hears by vibrations through her skull. By using a speaker held close to her head or a resonance board, Amy can feel and distinguish sounds and is included in activities.

'Her progress has been remarkable and there has been a huge difference in her movement and communication. She has grown up and her confidence has grown,' says her mum Jane.



Who we are

National Star is a charitable provider of exceptional education, personal development, accommodation, care and support services for young people and adults with complex needs, disabilities and learning difficulties. Every year, we work with hundreds of young people and adults from across the UK.

The charity started in 1967 with just 10 learners at its base in Ullenwood, Cheltenham. Since then, we have grown with a campus at Ullenwood that provides day and residential education and additional day education provision in Wales, Worcester and Hereford. We have long-term accommodation in Cheltenham, Gloucester, Malvern and Hereford. We now support and care for young people with more complex medical needs than we have done in the past. We also provide a range of work-based learning programmes.

The constant thread is National Star's belief in realising the aspirations of people with disabilities.

Our values

As we work, we are led by our values:



Ambition

(Having goals)

We support students, colleagues and residents to be the best they can be. We aim for excellence in everything we do. We look for ways to improve society so people with disabilities can live full and active lives.



Collaboration

(Working together)

We work with others to achieve more for people. We develop strong partnerships to grow and be sustainable. We encourage everyone to be passionate and enthusiastic, sharing what they know to improve their own life and that of others.



Integrity

(Open and honest)

We are open, honest, accountable, and transparent. What we do is central to our belief that people with disabilities should be in control of their own lives.



Respect

(Listening and understanding each other)

We recognise and are grateful for everyone's contribution. We are compassionate and promote a community where everyone can feel welcome, and success is celebrated.



Sustainability

(Caring for the environment and National Star's long-term future)

We aim to reduce our environmental footprint. We will follow a strategy of growth to secure the future of the charity and our work with people with disabilities.



Our clear aim

Everything National Star achieves is through collaboration. Our multi-disciplinary teams work with students, residents and their families to empower young people to achieve their goals. Education and therapy teams work with their care and nursing colleagues to find innovative approaches that suit the individual. After all, no two people are alike.

National Star's leadership team, governors and trustees, and employees bring their individual expertise, experience and energy.

We work with people with disabilities and their supporters to challenge stereotypes, raise aspirations and change attitudes.

The charity is passionate about sharing best practice. We collaborate with a wide range of stakeholders from local authorities, influencers and key opinion leaders, regulatory organisations, such as Ofsted, Estyn and the Care Quality Commission, and national bodies.

We're a diverse group brought together with a common belief and vision.

Our aim

Our aim as a leadership team is to realise the vision and mission set out in our strategy.

Our vision

A world in which people with disabilities are able to realise their potential as equal and active citizens in control of their lives.

Our mission

To realise the aspirations of people with disabilities through personalised learning, transition, support and care and accommodation services.

Chief Executive's and Chair's Statement

Seeing the potential

At National Star we passionately believe that people with disabilities have a right to lead meaningful and fulfilling lives and that they have an important contribution to make to their community and our society.

That belief is what drives us to be a leader in the sector and to ensure the voices of learners, residents and families are heard.

We know that no one organisation can achieve change, it must be collaborative. In 2023 – 2024 we worked hard to build partnerships, to reach out to others who share our vision and to ignite change.

Our objectives of growth and development were at the forefront for 2023 – 2024, alongside our ongoing commitment to provide the best quality education, care and support for young adults with complex needs and learning difficulties.

It was a year of incredible beginnings and some farewells. We said goodbye to Paul Styles, who retired as Chair of Trustees. We would like to pay tribute to his decades of commitment to the charity. He has played a key role in the many past achievements and ensuring we are in a strong position as we move forward with our strategy.

In September 2023 we opened Bradbury House and Scott House, our new specialist residence at our campus in Ullenwood. This £6.2 million accommodation is purpose-built to meet the most complex needs of young people and reflects the commitment and generosity of our donors, from individuals and community organisations to businesses and charitable trusts and foundations.

It also demonstrates National Star's belief in the importance of a young person's right to choose the form of education that best meets their aspirations. There are 56 independent specialist providers in the UK which meet a variety of needs and provide 1,058 places in residential education. We provide 10% of these residential spaces. There is a high demand for places as it provides the experience of moving from home to college, like any young adult, regardless of disability.

The economic environment continues to add increasing pressure to the special educational needs and disabilities (SEND) sector. With appropriate provision reducing as the call for these places, especially for young people with complex needs, continues to grow, it is creating more demand than the sector can easily meet.



Chair of Trustees, Nick Grinham with a National Star student

Maintaining levels of quality and care against a backdrop of rising costs and modest reserves has been a challenge, which has required careful efficient use of resources and securing increases in fee levels to maintain financial stability (see page 8).

It is the shared commitment of the entire National Star team that enables us to deliver such quality care and learning. The tremendous progress made and the aspirations described in this report are only possible because of the commitment and partnership of learners, residents, families and carers, employees, volunteers and the local communities. We have to be "all in" to make the biggest difference. The ethos of National Star has to be clear and shared by everyone.

The new year will bring new challenges including the impact to the charity of the increase in National Insurance contributions and increase in National Living Wage. We are committed to working with young people and families to ensure their voices are heard and their best interests are at the heart of all decisions made by government.

We believe young people with SEND should have the freedom to choose the support which best meets their needs and prepare them for their future. The current situation is making this increasingly challenging for them to do so.

We marked the end of the year with the 10th anniversary of Foundation House, our first long-term accommodation. We now have four long-term properties, but the demand continues to grow.

Next year promises to be exciting with the expansion of our education provision in Hereford and the launch of a new specialist service based at a mainstream college in Worcester.

For National Star, we, as CEO and Chair (as of September 2024), share a common vision and belief that people with disabilities have the right to lead meaningful lives.

There is so much more we need to do but we cannot achieve it without you. Help us ensure that all people with disabilities can be active citizens. The outcome will be a more inclusive society which will enrich all our lives.

Nick Grinham
Chair of Trustees

Lynette Barrett
Chief Executive



Chief Executive, Lynette Barrett with a National Star student

Our impact

During the year National Star supported learners and residents to achieve their goals, develop their skills and lead fulfilling lives by providing 818,526 hours of service.

1,064,531

Hours of service provided by National Star for young adults with disabilities and learning difficulties.

590

People benefitted from National Star's education, therapy and care services and community outreach programmes.

Education and therapy

252

Young adults with disabilities and learning difficulties accessed education and personal development programmes in 2023 – 2024.

69,775

Hours of education delivered in the past year.

44,672

Hours of therapy provided by National Star's multi-disciplinary team.

575

Hours of specialist input (visual and hearing).

Care services

703,504

Hours of care provided across all services.

61,744

Hours of respite care.

183,909

Hours of care for long-term residents.

Financial review 2023 – 2024

National Star has continued to operate on a sound financial basis despite the pressures from reductions in statutory funding, changes in high needs funding systems, and a competitive fundraising environment.

While the provision of most of the charity's services are funded by fees, it does not adequately cover the full underlying operational costs of the charity's services. This has been exacerbated by rising inflationary and employee costs. The charity is highly reliant on other income generation activities, including fundraising, to maintain the charity's high level of services and facilities.

The trustees consider the key financial performance indicators for the sustainability of the charity to be the cash flow generated from operating activities and the operating surplus. These, together with the other movements in income and costs, are considered below:

- The charity's overall income at £43m represented £2.9m growth on the previous year, with fee activities income at £30.7m showing an increase of £3.8m (2023: £26.9m), reflecting the increased complexity and needs of learners' disabilities alongside fee increases due to inflation. This is the charity's principal funding source and comes from the ESFA and local authorities.
- Income relating to other projects and charitable activities increased to £9.7m (2023: £9.5m), representing the diversification of additional activities and provision as detailed in note 3.
- Donation and legacy income for the year decreased to £822k (2023: £2.5m) reflecting reduced amounts received from trusts, legacies and major donors, plus ongoing challenges for fundraising appeals.
- Total expenditure has risen compared with the previous year to £41.7m (2023: £38.5m) with the rise in expenditure due to the learners' more complex requirements, the need for greater staffing levels to support them resulting in increased employee costs and the increasing range in provision of services as well as inflationary pressures.
- The group has recorded a surplus (net income before investment gains) of £1.3m (2023: £1.5m) mainly reflecting the contribution from fundraising.
- The group has a positive cash flow generated from operating activities of £1.5m (2023: negative £2.4m) after capital expenditure of £1.8m (2023: £6.4m).
- The group's total value of net assets at the end of the year was £37.8m (2023: £36.0m) of which £30.5m (2023: £31.1m) was represented in tangible fixed assets.

The financial instruments, being the financial assets and financial liabilities of the charity, comprise cash and other items such as trade debtors, trade creditors, which arise directly from its operations. The main purpose of these financial instruments is to finance the operations of the charity. Their nature means that they are not subject to price risk or liquidity risk.

Investment policy

The charity held investments during the year in Schroder Unit Trusts Charity Equity Fund, CCLA Investment Management Ltd COIF Charities Investment Fund, and investment funds with St. James's Place Wealth Management. These investments are subject to price risk arising on the underlying investment portfolio. The trustees maintain a finance and investment committee to oversee its investment policy and monitor performance against relevant industry benchmarks including the ARC Balanced Asset Charity index, UK RPI and Deposit rates.

The investment policy objectives in furtherance of the charity's objectives include obtaining an optimum financial return on investments in accordance with the charity's investment powers and attitude to risk, maintaining a responsible approach to investments and protecting capital in real terms.

The charity's trustees have agreed a 'medium' attitude towards risk, with a target total return in the range of 5.5% to 7.8% growth per annum (5 year average).

The overall investment portfolio on a period-end value to value basis saw total gains of £492k, or 14.9% (2023: gains of £150k, or 4.8%).

Reserves policy

The trustees consider that reserves are needed to enable the charity to operate effectively and responsibly; representing the funds that might be needed to support expenditure in the event of reduced income or changes in circumstances. Accordingly, the charity maintains a reserves policy and the trustees monitor the finances of the organisation through regular management accounts.

The reserves policy accounts for anticipated future income and its volatility, the needs of current and future beneficiaries and the levels of known liabilities. Its reserves enable the charity to fund unexpected expenditure or shortfalls in income, to support working capital requirements, to mitigate for risks and to be able to take advantage of change and opportunities.

The reserves are represented by the organisation's net current assets (free of restricted or designated funds) plus investments and alternative investment assets. The reserves policy states that these should equate to a value of not less than £3.3m (c.7.9% of our annual expenditure in 2023 / 2024). The charity's restricted and designated funds are detailed in notes 14 to 16 and capital commitments are shown in note 19 of the Financial statements. Note 15 details unrestricted funds of £31.9m after allowing for £4.2m of designated funds towards ongoing capital development and planned property acquisitions, of which £29m is represented as fixed assets deployed to support the charity's activities.

Our commitment to be there and to provide support is the main driver to the charity's policy concerning its reserves. While part of the reserves is earmarked for developing our facilities and resources, the remainder is to ensure that we can fund unexpected costs or shortfalls in income. Taken into context that the charity's expenditure in 2023 – 2024 was £41.7m, the level of reserves is a small percentage – just 7.9% – of what the charity spends on delivering services, or just under one month's operating costs.

After adjustment for £380k fixed assets available to the charity and not deployed in charitable activity, the charity had a reserves assessment as of 31 August 2024 of £3,317,190 (2023: £2,984,163). The trustees and directors consider that the overall level of available funds, taking account of the committed and designated funds identified and described above, together with ongoing capital development and capital commitments, is appropriate and in line with the charity's policy. The charity's trustees have commenced a review of the Reserves Policy in 2024, run in conjunction with its risk management, to consider the appropriate level of future reserves for the charity.

Subsidiary undertakings

Two subsidiary undertakings operated during the year. NSF Trading Limited (company number: 01168043) operated as the organisation's trading subsidiary for non-charitable purposes. NSF Design and Build Limited (company number 08628807) was established in 2013 and undertakes accommodation development projects on behalf of the charity. Both subsidiaries generated surpluses in the year after direct costs, administrative costs and audit fees (as detailed in notes 2a and 2b) which resulted in Gift Aiding a total of £66,547 (2023: £210,816) to the charity. Shareholdings are disclosed in note 10 to the Financial statements.

Related parties

The charity has related party transactions with its two wholly owned subsidiaries. Please see note 20 to the Financial statements for details.

Going concern statement

The trustees have reviewed the group and the charity's financial position, taking into account the satisfactory levels of reserves, amounts receivable, the annual plan and the financial plan, together with its systems of financial and risk management. We have prepared a number of scenarios that consider our position, sources of income, and planned expenditure. This includes ongoing understanding of the impact of inflationary and cost of living increases on operational costs and increased financial pressures faced by local authorities for SEND education and ongoing social care.

These scenarios consider fee increases which do not cover inflationary costs, delayed fee payments and potential bad debts involving local authorities which issue Section 114 notices (being unable to meet their expenditure). Sensitivity around these assumptions has also been considered in our forecasting. Results of this cash flow and sensitivity analysis indicate that the cash reserves and available financing of the charity are adequate to meet the charity's obligations as they fall due.

As a result of its review, the trustees believe that the group and the charity is well placed to manage operational and financial risk successfully. Accordingly, the trustees have a reasonable expectation that it has sufficient resources to continue in operational existence for the foreseeable future and therefore continue to adopt the going concern basis of accounting in preparing the annual consolidated Financial statements.

Adam, age 29

Without National Star...

“Adam would never have the quality of life he has now.”

Wendy
Adam's mum

Adam was one of the first young people to join National Star when we launched a day provision in Hereford in 2014.

The pilot project started with just six learners and was based at Hereford Academy. Now National Star owns 1 Ledbury Road which is the permanent home for seven adults with disabilities and 36 students accessing education, therapies and care at the Eveson Centre.

In just four years the number of young people attending National Star has grown by 50 per cent. The charity has launched a public appeal to expand facilities at the Eveson Centre to meet the growing need.

Adam, who has severe learning disabilities, autism and cerebral palsy, attended National Star for two years. When the college moved to Harrow Road in 2015 Adam settled in and flourished.

‘National Star was so supportive to Adam and to us as a family,’ says his mum Wendy. ‘He loved college. It was the first time people treated Adam as an adult and he became so much more grown up and outgoing.’

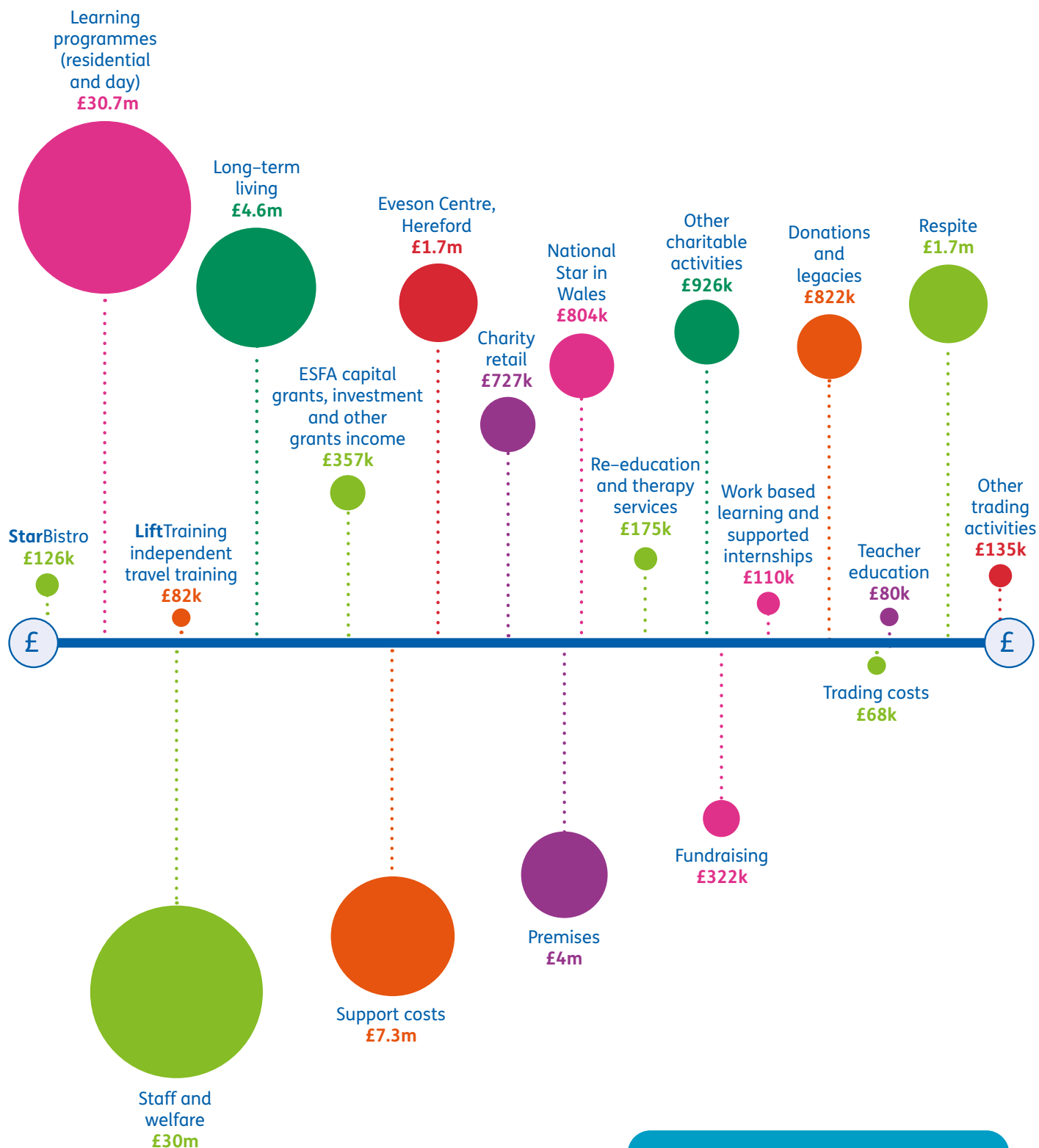
Following college Adam moved home for a few years and is now settled into residential care in Hereford. He loves to be busy and on the move. Adam loves music and singing and enjoys attending weekly music sessions in Hereford.

‘Moving Adam into his new home was the hardest thing I have ever done but it was the right thing for him,’ says Wendy. ‘National Star was an important part of his development to becoming an adult and the life he leads now.’



Financial review 2023 – 2024

How we raise our funds

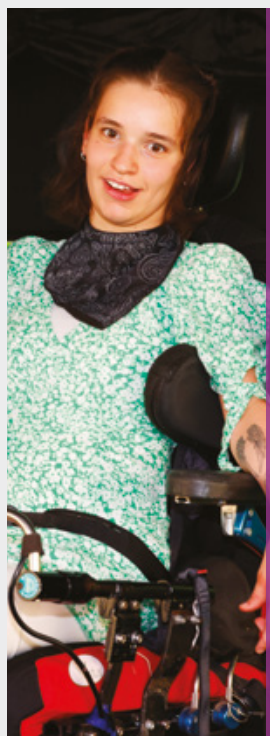


How we spend our funds

Our learners' contribution

Making a difference

Every year current and former National Star learners make a huge difference to their communities in many ways. These are just a few examples of young people who truly embody National Star's vision of being equal and active citizens.



Ella

In her first year Ella has made a huge impact to college life and received National Star's Making a Difference award. She appeared on BBC Wales to raise awareness of communication devices. She was also part of the interview panel for National Star's Chair of Trustees, as well as leading on presentations during colleague recruitment days. She participated in the college Student Voice event where she had the opportunity to pose questions to members of the leadership team and has been elected to the Student Union for 2024 – 2025.



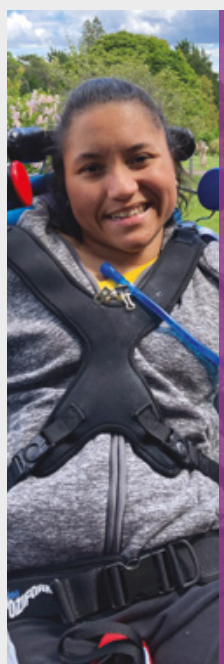
Georgie

Georgie won the Volunteers' Award at the Scottish Health Awards for helping others through entertainment and mentorship. The 28-year-old from NHS Tayside, who uses a communication device, brightens the days of hospital and care home patients with her radio request show in Perth. She has volunteered since leaving college in 2018. Every year she also helps around 200 medical students to understand people with complex needs and the best way to communicate and help those with communication aids. She mentors educational staff on inclusion and equality and how to cater for people with disabilities.



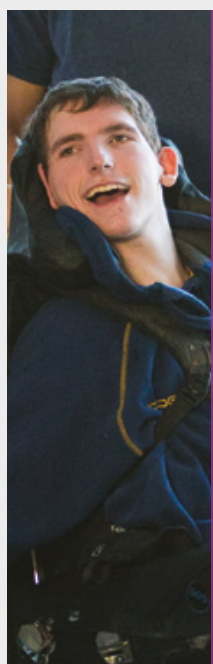
Chris, George and Sonny

The three students received the John Muir Award for their dedication and hard work with the Stroud Canal Restoration Project. To qualify for the award, each student needed to complete at least 25 hours' outdoor volunteering. Chris, George and Sonny collectively contributed more than 200 hours to the project.



Chelsea

Chelsea is passionate about improving standards of care for people with disabilities. She volunteered to work with Team Teach and National Star to create a series of training videos. Team Teach training supports positive behaviour cultures in education, child and adult services. The videos, which will be used worldwide, are the first ones Team Teach has created which include the thoughts and concerns of the young people at the centre of their care.



Jason

Jason, who uses an eye-gaze device to speak, is passionate about mentoring others who use different forms of technology to communicate. Since 2023 he has been a trustee of 1Voice – Communicating Together, a charity supporting AAC (augmentative and alternative communication) users.

'Jason's input has been invaluable, particularly advising the committee on website accessibility, contributing to event planning and collaborating with another trustee towards starting a regional group,' says Helen Dixon, Co-Chair, 1Voice. 'As 1Voice provides networking and social opportunities to AAC users, their families and supporters, it is vital our trustees include AAC users, professionals working with AAC users and family members.'

What we achieved



National Star provided 44,672 hours of therapy during the past 12 months

Education and therapy

National Star believes in the importance of providing a wide range of exceptional education and therapy services for young people with disabilities to enable them to become equal and engaged citizens.

Our aim

To deliver education and therapy services for young people with disabilities and medical needs, to enable them to access the most appropriate support in the right place, at the right time.

What we achieved

Every learning experience is unique at National Star to ensure it meets the needs and aspirations of the individual. Our multi-disciplinary approach means education, therapy, residential and nursing teams work together to support each learner.

The main education sites are Ullenwood and Greensteps in Cheltenham, Hereford, and Mamhilad in Wales, as well as partnerships with mainstream colleges and local authorities across England, providing work-based programmes into employment and independent travel training. During the year, 252 young adults benefitted from our education and personal development programmes.

National Star prepares young people for adulthood, whether that means securing paid work, contributing to society as a volunteer or being able to direct one's own care and plan and prepare balanced meals. There is a focus on supporting learners to develop

their confidence and communication skills, and to become active citizens in their community. An example is our ski experience which saw 10 learners put their newly acquired skills into action on a week-long experience to Andorra.

We believe that residential learning is an important part of our education offering because of the life skills learners master, alongside greater independence and confidence. In 2023 – 2024 we supported 106 residential learners.

National Star's education centre in Hereford, the Eveson Centre, continued to grow, with 36 learners accessing day education and supported internships in 2023 – 2024. The Hereford team launched an innovative Forest School for young adults with disabilities which the charity hopes to roll out in other locations. To meet growing demand in Hereford, work on an extension to the Eveson Centre started in July 2024.

There were 13 learners at National Star's Welsh education centre in Mamhilad in 2023 – 2024. They received £5,000 from The Torfaen Food Partnership Food4Growth, part of the Torfaen Food Resilience Programme. The money will enable the learners to grow fruit and vegetables at their campus and work with other community organisations.

Our **LiftTraining** programme helps people learn the skills to travel independently. During 2023 – 2024, we worked with 46 learners in East Sussex. Many local authorities have taken travel training in-house which has impacted on our **LiftTraining** programme.

Learner voice

Learner voice plays an integral part at National Star. Members of the Student Union (SU) give updates and presentations to governors and trustees. Current and former learners sit on the Advisory Board, as well as assisting at staff interviews.

In November 2023 and May 2024, the SU participated in the virtual Natspec Student Parliament which involved hundreds of students across the country. The Student Union has also influenced the development of National Star's social enterprise initiatives.

Learners now provide termly feedback on their college experiences. A range of activities have been adopted to ensure all learners can have their voices heard. This has led to an increased response rate and there will be further roll-out in 2024 – 2025.

The student representatives' groups were reviewed and enhanced with the introduction of Autism Reps to reflect the growing neurodiverse student community. Learning Reps and Residential Reps continue to drive the enhancement of the student experience within timetabled and extra-curricular life.

Community engagement

National Star employees and learners are passionate about breaking down barriers around disability. We do that in countless ways, including links and work placements with an extensive range of employers.

Our social enterprises provided real work opportunities for learners. Ullenwood day learners helped at the cafe at Tewkesbury Abbey. **StarBistro**, based at Ullenwood, is open to the public and provided learners with work experience in the kitchen and front of house.

Learners created a range of crafts in the Art Factory project sessions, which were sold in the **StarShop** at Ullenwood and at our charity shops. **StarPrint**, another social enterprise, provided work experience with young people producing a range of mugs, canvases and coasters for National Star and external customers.

We ran a range of adult community learning classes at Ullenwood, as well as community arts projects including Apt Dance, Ad-Apt Youth Dance and Apt Orche**Star**.

Learners also took part in a wide range of activities with the media and worked with National Star employees to share best practice with other organisations. See Sharing our Expertise, pages 16–17.

Therapy services

National Star offers diverse therapies tailored to enhance learners' lives at college and beyond. The teams offer physiotherapy, speech and language therapy and occupational therapy as well as aquatic therapy, music therapy, dramatherapy and emotional health and wellbeing services.

As a charity, it is important for us to share our facilities and expertise with the wider community and our service users. We do that through offering additional therapy services. Last year we provided more than 1,834 hours (2023: 1,289) of private therapy.

Ambitions

For the year ahead

- To establish a new pilot satellite education provision in Worcester, in partnership with the Heart of Worcestershire College and Worcestershire County Council.
- Develop further partnerships with mainstream further education colleges to create a wider reach.
- Introduce a simpler funding model for our services which reflects the flexibility of our multi-disciplinary approach and the high quality of our curriculum.
- Review and further improve high-quality education and therapy services across National Star, ensuring positive outcomes for learners and cost effectiveness.

What we achieved last year

- Secured agreement for a new day education provision in Worcester and commenced work to be ready to launch in 2024 – 2025.
- Sustained exceptional learning, teaching and therapeutic input across all National Star sites.
- Commenced work on the extension project at Hereford with the aim of learners moving into the space for the summer term 2025.
- Launched a review of existing facilities at Ullenwood to inform future development priorities to enhance student resources.

How we made a difference

96%

Of all learners who left in July 2024 received an accredited full award.

69,775

Hours of education delivered in the past year.

252

Young people accessed National Star's education and personal development programme.

575

Hours of specialist input (visual and hearing).

44,672

Hours of therapy provided by National Star's multi-disciplinary team.



Foundation House celebrated its 10th anniversary in 2024

Care services

National Star is committed to providing high-quality care for the young people and adults who depend on our services.

Their families also depend on our services as National Star provides care for residential learners as well as long-term accommodation and respite care.

Our aim

To provide a range of exceptional care services and long-term accommodation.

What we achieved

Residential learning

National Star provides residential specialist college places for young people with a range of disabilities and medical conditions. Our residential teams are experts at supporting learners, who are often leaving home for the first time in their lives.

The residential care and nursing teams work closely together and are part of our multi-disciplinary approach. This enables learning to continue beyond the classroom. It becomes an integral part of the college experience, embedded within their residential experience.

In 2023 – 2024, National Star had 106 residential learners based in accommodation at Ullenwood and Bradbury Gardens in Cheltenham. Many of those learners lived with us beyond term time,

with National Star supporting them during breaks and holidays.

In September 2023, new residential learner accommodation was opened at Ullenwood. Scott House and Bradbury House were designed to enable National Star to meet the increasing complex needs of learners.

All the houses have large communal areas for socialising, studying and developing life skills. Learners play an active role in their residences, deciding on what extra-curricular activities they want to take part in and what they would like to make National Star feel like home. The residential care teams support the learners to access education sessions and are an important part of the multi-disciplinary team. They provide continuity and the important link to home, ensuring families and carers keep in touch with what is happening at college.

Long-term accommodation

There is an incredible unmet need for person-centred long-term accommodation. National Star developed long-term accommodation in response to former National Star learners struggling to find suitable homes. Young adults want to live with their peers and to continue their personal development.

We marked the 10th anniversary of our first long-term care provision. Foundation House in Gloucester opened in August 2014. Residents and employees planned a range of events throughout August and September to mark the milestone.

National Star is now home to 32 adults with disabilities. We have additional long-term accommodation at Matrixcare in Malvern, Bradbury Gardens in Cheltenham and Ledbury Road in Hereford. Foundation House is rated Outstanding by the Care Quality Commission and the other three are rated as Good.

In November 2023, Herefordshire Council graded Ledbury Road as a Level 1 provision (a provision with no concerns). The inspectors commented on the homeliness and individualisation of the home, and the very positive and kind interaction with the residents.

As with the college accommodation, employees in all long-term residences work hard to keep residents safe and ensure individuals can access meaningful activities to have happy and fulfilling lives. Residents have a say in activities and are involved in the planning.

With the challenges in the health and social care sector, the demand for our long-term accommodation services continues to grow. In 2024, we purchased the freehold of our provision in Malvern with the ambitions of providing more places for young adults in the future.

Respite services

The demand for National Star's respite services reflects the shortage of accessible care in the community. It also reflects the increase of residential learners who remain at National Star for up to 52 weeks a year. It is vital for us to ensure continuity for learners and additional support for families as well as provide desperately needed breaks for families of former learners. Last year we provided 61,744 hours of respite care (2023: 50,911).

“As a parent your biggest worry is who can you trust. If you can trust Daisy is being taken care of, emotionally and physically, then you can rest easy and have a break. Daisy gets her independence, and we get ours and that is so important for all of us.

Daisy's parents Sharon and Carl about National Star respite services

How we made a difference

703,504 Hours of care provided.

32 Young people and adults live permanently in four National Star long-term residences.

61,744 Hours of respite care provided.

99% Of long-term residents who took part in a survey said they had no issues or were happy with the services they receive.



National Star provides a range of care services including long-term and respite

Ambitions

For the year ahead

- Expand our residential care provision in Malvern.
- Maximise capacity for respite in Gloucestershire.
- Explore opportunities to develop day services in Gloucestershire.
- Explore opportunities to create long-term accommodation in Wales.
- Work with other providers to ensure a wide range of accommodation options for learners leaving college.
- Focus on recruiting and retaining skilled and professional care staff within a competitive market.

What we achieved last year

- Opened the new residence (Bradbury House and Scott House) at Ullenwood in September 2023.
- Purchased the site of our long-term accommodation in Malvern in January 2024.
- Improved retention of employees and achieved a major reduction in the vacancy rate for care staff. The attrition rate for the charity fell to 16%.
- Introduced a new care management system which provides better quality and more timely reporting of information in all aspects of each person's care.



National Star is passionate about sharing its expertise and best practice

Sharing our expertise

As a centre of excellence, National Star is committed to sharing best practice and expertise across the UK.

Our aim

The charity is passionate about sharing best practice. National Star provides a range of professional development opportunities and training, consultancy and working collaboratively with other organisations, to develop capacity and improve quality of provision for people with disabilities.

What we achieved

In 2023 – 2024, National Star shared best practice through a range of opportunities and settings. Working in partnership with Team Teach, which provides behaviour support positive training within education and social care, we created a suite of innovative training videos.

Involving National Star employees and former students we produced a set of realistic and unscripted video scenarios and accompanying resources portraying less and more effective behaviour support practice. Included are interviews with the young people where they share their preferences, and offer valuable insights. The training materials will be used by other specialist schools, colleges, and care providers who support people with complex needs.

Learner voice is hugely important at National Star. The charity's Learner Voice Coordinator shared our best practice with other colleges in his seconded role as the Natspec (membership organisation for specialist providers) Learner Voice Coordinator.

Learners work with the National Star teams to share best practice. Students from the University of Wolverhampton, Worcestershire University, University of Gloucestershire and University Centre

Weston have all benefitted from speaking to National Star learners about their experiences and challenges.

We provided a range of training in the UK for The Education and Training Foundation (ETF). In March 2024, National Star held its second Reverse Jobs Fair, in partnership with the ETF as part of their Universal SEND programme funded by the Department for Education.

National Star also offered teacher education with participants from a range of specialist and mainstream further education colleges, with 60 people completing their training with us. We delivered qualifications to: Hartpury College, Clarkson Evans, Sense College, Loughborough, Activate College, Liverpool and the Royal National College for the Blind, Hereford.

Technological expertise

National Star has a wealth of knowledge about adaptive and assistive technology and how to personalise technology to enable young people to be more independent.

In January 2024, four learners, supported by four National Star experts, presented on the main stage of the Bett Show, the largest teaching technology conference in the world. Their theme was how technology has impacted on their lives.

Our Assistive Technologist worked with speech and language therapists, to enable three learners to have their own individual, regional voice on their electronic communication devices. In June, National Star delivered a presentation as part of a STEM initiative by the National Centre for Computing Education called 'I belong'. We also worked with the Unicorn School, Oxfordshire, on how to use more cost-effective, accessible technology and with Shipley College, Yorkshire, on how to unleash the power of voice assistant technology and its impact on young people with SEND.

National leaders

As one of the national leaders in specialist post-16 education, National Star was active in contributing to national reviews and research projects. Learners were supported to contribute to the Disability Action Plan consultation in the autumn 2023.

National Star is committed to lobbying government and associated civil organisations to improve the quality and choice of provision for young adults and to ensure that, following education, they can lead meaningful and purposeful lives. National Star's Chief Executive Lynette Barrett is also Chair of Natspec (membership organisation for specialist providers), ensuring that National Star is at the forefront of national discussions on further education provision for young people with complex disabilities.

In February, National Star supported a launch of the new Natspec manifesto at the House of Commons. One of the keynote speakers was a student from National Star in Hereford (see Francis' story, page 2).

Ensuring that SEND remains at the forefront of the political agenda was especially important during 2023 – 2024. A large hustings event was held at Ullenwood where learners were able to discuss their concerns and aspirations with 13 General Election candidates from across Gloucestershire. A similar event was staged at National Star in Hereford.

We are passionate about enabling learners to have a voice in the media. In February 2024, National Star hosted a special BBC 5 Live Drive programme at Ullenwood. It was guest edited by two learners and involved other learners and families. It focused on the barriers young people face leaving education and received a huge response from listeners.

National Star has been working with charity the Together Trust on a large national research project to highlight the challenges young people face when they finish education. The findings will be launched in 2024 – 2025.

National Star is committed to working collaboratively with other charities and organisations to improve support and services in the sector. In the past year we have worked with Leonard Cheshire, Sheiling College, the Seashell Trust and Fairfield College to name but a few.

How we made a difference

Took a leading role in raising awareness of the issues facing young people with disabilities and their families.

Shone a light on the talent and achievements of young people with disabilities through a wide variety of media opportunities and research projects.

Strengthened relationships with mainstream further education colleges so that we can support more young people with SEND.

Ambitions

For the year ahead

- Work with the Education and Training Foundation, Sector Leaders Steering Group, to drive professionalism in further education and skills through effective and inspiring leadership.
- Launch a report on a national research project, developed in partnership with the Together Trust, to drive change for life after education.
- Further develop a training and consultancy service to share National Star expertise.
- Work with the Education and Training Foundation's Universal SEND Services Programme to deliver events and networking activities to support people with SEND into employment and support businesses to make this happen.
- Contribute to government consultations and enable learners and their families to be involved with all proposals that will personally impact on them.

What we achieved last year

- Created a suite of training videos in partnership with international trainers Team Teach to promote best practice.
- Launched a national research project in partnership with the Together Trust on what happens to young people with SEND after they leave education.
- Supported four learners to present on the main stage of Bett UK 2024, the world's largest EdTech event.
- National Star delivered a presentation as part of a STEM initiative by the National Centre for Computing Education called 'I belong'.
- Staged a General Election hustings which involved 13 candidates talking to learners about their concerns.
- Provided valuable data and insight to national reviews including the Disability Action Plan.

“Working collaboratively to create training videos helps us to showcase the incredible work of National Star and use this expertise to develop practice across other sectors and services.”

Jonathan Newport, Global Director and Chief Learning Officer at Team Teach

Chair of Governors' Statement

Safeguarding those in our care

National Star's approach to safeguarding is straightforward – it is everyone's responsibility to ensure the safety of the vulnerable young people and adults using our services.

The charity promotes an open-door policy for any employee, learner or resident who has concerns about safeguarding. The number of reported incidents demonstrates how learners and employees feel safe to express concerns and the strong culture within National Star. National Star's safeguarding team collate information on all referrals, regardless of whether they meet the internal or external safeguarding threshold. We do this so that employees do not feel they need to decide about whether something is a safeguarding concern or not.

Most of the investigations carried out by National Star's safeguarding team are low level concerns which often only require employee management supervision and / or refresher training. In the past year there were 425 potential incidents, the same number as 2022 – 2023, with 22 (2023: 21) referred to other external agencies such as Gloucestershire Safeguarding, the home area local authority and the Care Quality Commission. Of those, four were referrals related to incidents occurring while the person was not in the care of National Star.

Safeguarding is high on the charity's agenda, ensuring employees have a good understanding and there are regular discussions at team meetings. This starts when they join the charity and continues through their career with us. In the 2023 – 2024 employee survey, 92% (2023: 91%) of employees felt safeguarding arrangements are effective. The level of reported potential incidents reflects the improved employee awareness.

Our safeguarding team works closely with colleagues, learners and families to ensure appropriate training and delivery on the Prevent agenda, Fundamental British Values and Safe, Healthy Relationships. This is woven throughout learners' education through differentiated teaching and learning opportunities, both in the classroom and beyond.

National Star has strong relationships with Gloucestershire Safeguarding Children and Adults' teams. We continue to meet the high standards required from Gloucestershire's Safeguarding Board's annual audit.

National Star works with learners individually to help them to stay safe, both on and offline, out of the classroom. In the 2023 – 2024 Student Perception of College survey, 90% of learners who completed the survey felt safe at college all or most of the time during the year.

National Star developed an app for learners to enable them to better understand safeguarding and offer an easy way to contact the safeguarding team with any concerns. This includes the addition of a QR code that links learners straight to the National Star safeguarding site. Learners and residents can view up-to-date and relevant safeguarding information and contact the safeguarding team.

We also piloted a new role, called a Specialist Facilitator, which is someone within residence who supports the improvement of standards of care, culture and peer mentoring. The intention was to further embed high quality practice and reduce the number of low-level concerns. The pilot has been so successful that the position will be rolled out within all residences over the next year.

During an Ofsted inspection in January 2023, inspectors found National Star's arrangements for safeguarding effective. In their report they stated that National Star's designated safeguarding lead and their deputies 'implement comprehensive safeguarding policies to keep students and apprentices safe, including an appropriate safe recruitment process to ensure that staff are suitable to work with young people and vulnerable adults'.

The safety of our learners and residents will remain our highest priority and we will constantly review and look to ways to improve our arrangements to keep individuals safe.



Nikki Richardson
Chair of Governors



Nikki Richardson, Chair of Governors,
with a National Star student



Without National Star...

“I could never be as independent as I am.”
Xenon

Xenon moved into Foundation House, National Star's first long-term living provision, when it opened in 2014. It has been his home since, and employees have supported Xenon to achieve volunteer placements and further develop his independence.

The pandemic impacted a great deal on Xenon's mental wellbeing and his self-confidence. Now a special project is enabling Xenon to regain that control of his life and to flourish.

Xenon's keyworker at Foundation House, David, wanted to explore how smart technology could improve Xenon's life and the others he lived with. 'I wanted to be able to do more things for myself, such as opening and shutting a blind, without needing to ask for help,' said Xenon.

With David's support, Xenon, by using simple switches and voice command, manages his own emails, controls his TV, lights and blinds and shops online.

That technology success has also aided Xenon's wellbeing. He is getting less anxious about going out. 'Before it was stressful going into town, now I get to know my routes and plan and I feel more confident,' says Xenon.

'Xenon's willingness to try the new technology has made him a role model for others here at Foundation House,' says David. 'They have seen what Xenon can do on his own and how he was willing to try the smart technology and that has inspired them to want to increase their own independence.'

How we achieved it



Our people

National Star employees are the charity's most valuable asset, and the reason National Star is able to provide high-quality services. Recruiting and retaining those highly skilled, talented and committed employees is critical to the survival and growth of the charity.

The shortage of skilled workers in the care and health sector continued to impact the charity in 2023 – 2024. National Star undertook pay reviews for specific roles and offered a range of rewards and benefits to support existing employees and help recruit new ones. We started to see a reduction in attrition through a number of engagement initiatives and a longer-term attraction and retention strategy.

The charity's professional development and training team provided more than 14,728 hours of training through face-to-face sessions and eLearning. There are currently 91 people working on a range of apprenticeships, degrees and management qualifications. In 2024, National Star's in-house training team were named Training Team of the Year in the C2S South West Business Awards. The charity has 1,259 employees (as of 31 August 2024), many of whom work part-time or term-time. They are representative of, and drawn from, the surrounding local communities, with 7.5% declaring a disability and 15.9% declared as ethnic minorities, which was in line with the charity's Equality and Diversity targets. The gender split is 74% female and 26% male. We operate an Equal Opportunities policy and are a disability confident employer in respect of all employees and prospective employees.

The charity maintains fair employment practices in the recruitment, selection, retention and training of all employees. All employees are subject to necessary Disclosure and Barring Service (DBS) checks, full reference checks following the Keeping Children Safe in Education guidelines and safeguarding training. The charity has done much work to enhance its Equality and Diversity and has also appointed a Wellbeing Advisor. All employees are represented through the Link Group, an employee consultation group working with and for colleagues across the organisation. The charity's whistleblowing policy and procedures also encourage employees to raise any concerns they may have.

Directors engage with employees through the governance structure. The Board of Governors has delegated oversight responsibility for the operational aspects of National Star's activities.

Inspection outcomes by local authorities, Ofsted, Estyn and the Care Quality Commission confirm that the processes and people are in place to maintain a very high standard of provision.

National Star has an open policy in seeking and encouraging employee views. Feedback, positive and negative, from the annual employee survey and other forms of communications helps National Star to build on its good working environment.

In 2024, the team at National Star in Wales were shortlisted in the Special Educational Needs category in the South Wales School and Education Awards 2024.

Ambitions

For the year ahead

- Review and improve the People strategy so that National Star continues to attract, retain and motivate the right talent.
- Implement a new resource management system.
- Continuously review how we listen to employees and get feedback.
- Ensure we have the right employees in the right place at the right time providing the right service.

What we achieved last year

- Appointed a wellbeing lead and further strengthened the physical and mental wellbeing offer for employees.
- Reviewed processes and how technology can be made more user friendly and time efficient.
- Reviewed how we listen to employees and get feedback.
- Introduced Colleague Recognition Awards.
- Launched a colleague buddying and mentoring process.
- Values and behaviour – new values created and embedded in interviewing and performance management.



Corporate fundraising and community support enable the charity to provide specialist equipment and facilities.



Income generation

The fundraising and charity retail teams raised vital funds this year to support the charity and increase awareness of what we do.

In June 2024, the fundraising team launched a public appeal as part of our Building a Brighter Future campaign. The appeal will help fund the expansion of the Eveson Centre, our education and therapy centre in Hereford. Construction started in July 2024 and will be completed in Spring 2025. By 31 August 2024, more than £470,000 in cash and pledges had been secured.

We opened another charity shop in Cirencester, bringing our total to five, and saw retail sales increase to £727,449 (2023: £503,935). More people joined as shop volunteers with the number of volunteer hours growing by 60% during the financial year.

Whilst most of the charity's services are largely funded through statutory sources, we are dependent on our fundraising and other income generation activities to help fund our specialist facilities and to enhance the resources and experiences for those who depend on what we provide.

Fundraising

The generosity of supporters is vital, and this past year National Star raised £712,260 in voluntary income. Donations come from a range of trusts, foundations and supporters. Two direct mail appeals were successfully launched to our donors, four events were held, and we continued to promote our legacy programme.

Trusts and foundations

Gifts from trusts and foundations made up 38% of the charity's total voluntary income for the year. Twenty-three trusts and foundations supported the charity, with 12 trusts providing funds for our capital appeal for the Eveson Centre, while 17 others (including unrestricted) supported several projects and equipment needs.

Major gifts

Major gifts comprised of 24% of the charity's total voluntary income for the year. Through the kindness of major donors, we have been able to purchase the sensory equipment for the aquatic therapy pool and to partly fund an Innwalk Pro, a piece of vital equipment

designed to improve the fitness of people with disabilities, as well as using donations for future development projects.

Events, corporate partners and community support

Events, corporate fundraising and community support raised 15% of the charity's total voluntary income for the year. Events staged by the charity included the Sunrise Walk, a fire walk, a golf day and a Wingwalk. We ran two campaigns which focused on individual challenges.

Support from the community came from an extensive range of groups, businesses, schools and individuals doing a variety of different activities, for which we are incredibly grateful.

In 2023 – 2024 a partnership with Cheltenham College raised more than £20,000. The money funded 11 Mollie Suits, a high-tech body suit designed to reduce spasticity to make movement easier and safer, and five drum kits, the remainder will be going towards funding other equipment.

Corporate partners provided invaluable support. Our corporate supporters included Coombes: Everitt, Bevan Chartered Surveyors, Advanced Removals, Take Five Healthcare, Hoburne, Wagada, Cheltenham Beer Week, Outside Clinic, EDF and HCR.

Individual giving including Gifts in Wills

Gifts from individuals, in the form of donations, Gifts in Wills, gifts in memory of a loved one and taking part in the National Star Lottery generated 21% of total voluntary income. Gifts in Wills, however big or small, make a huge difference to the work we do.

The Kathryn Rudd Opportunity Fund was launched. When Kathryn Rudd, a former Principal sadly died, it was her wish to leave a legacy to National Star, to celebrate and support young people with complex disabilities. To date the fund has raised over £41,000 and has part-funded an Innwalk Pro. The fund will continue to help to fund life-changing specialist equipment.

Through regular communications, such as mailing appeals, twice-yearly **StarNews**, and an annual supporter Thank You event, donors see the incredible difference their support has made whilst appreciating the charity's continued need to raise funds to support the much-needed specialist equipment and facilities.

Charity retail

Charity retail continues to expand and plays a critical role in generating income for National Star. These shops generated sales of £727,449 (2023: £503,935) including £33,302 (2023: £26,603) of Gift Aid from Gift Aided sales. Gift aid raised 2% of the charity's total voluntary income. Our 99 volunteers donated more than 16,500 hours to our shops. One of the most popular ranges in the shops are the learner-made crafts from Art Factory and printed products from **StarPrint**. Both are social enterprises run by National Star.

Social enterprises

The charity is passionate about sharing its accessible facilities where it can. Last year it hosted 187 external bookings to other user groups. Gloucestershire charity Allsorts also regularly accessed our pool at Ullenwood.

The focus of **StarGlamping**, **StarGolf** and **StarBistro** is to provide meaningful work experience and learning outcomes for the learners. **StarBistro** and its strong link with the community was recognised by receiving a 'highly commended' in the restaurant category of the Cotswold Slow Travel Awards 2024. The British Asparagus Festival was launched in collaboration with **StarBistro** in April 2024.

StarGolf continued to work with Cotswold Hills Golf Club with the Ladies in Golf Partnership, which enables players to become members at **StarGolf** while on Cotswold Hills' waiting list. In the past year, 4,370 rounds of golf were played. This was a decrease from the year before as the course was shut for 56 days due to bad weather and flooding. Learners support the club by welcoming golfers and helping with general course tidying. Learners are involved in setting up the glamping pods for visitors and dealing with queries. There were 292 nights booked in the pods over the past year. Details about **StarBistro** can be found in the Education and Therapy section on pages 12–13.

Ambitions

For the year ahead

- Continue phased opening of further charity shops.
- Upgrade the supporter database to further support the work we do.
- Strengthen the levels of legacy and regular giving fundraising activity.
- Maintain high levels of donor stewardship and individual donor support.
- Continually review our fundraising activities.
- Continue to hold face-to-face supporters and fundraising events.
- Develop a fundraising plan for future phases of Building a Brighter Future for additional learner accommodation at Ullenwood.
- Complete the appeal for the expansion of the Eveson Centre, our education and therapy centre in Hereford.

What we achieved last year

- *Opened our fourth shop in Gloucestershire bringing our total to five.*
- *Successfully held a supporter event and four fundraising events.*
- *Launched a capital appeal to extend the facilities of the Eveson Centre in Hereford.*
- *Commenced a review of future development priorities for our Building a Brighter Future programme.*

Thank you for your support

National Star is grateful to all the people and organisations that have supported the charity. Together we have made a huge difference to the lives of young people with complex disabilities. The challenge is to meet the growing demand for National Star's specialist support. By raising awareness of the impact of our work, by working closely with supporters and by engaging new ones, National Star will strive to meet that demand.

Fundraising practices

We have high standards about the way our fundraising is undertaken, and how we communicate with supporters and the public as set out in our Supporter Promise. Fundraising activities are carried out in accordance with the Code of Fundraising Practice, and we comply with the law as it applies to charities and fundraising. We are members of the Fundraising Regulator's voluntary regulation scheme and display the Fundraising Regulator badge on all our fundraising materials.

To ensure volunteers and third parties uphold these standards when undertaking fundraising on our behalf, we make sure they have the information and tools needed to be compliant. Our complaints process is clear and easily accessible. Complaints received are recorded and investigated in line with the charity's complaints policy. In 2023 – 2024 we received no complaints about our fundraising activities carried out by the charity or someone on behalf of the charity.

We had a Commercial Participation Agreement with the Cheltenham Beer Week Committee from 9 September 2023 to 18 September 2023. All profits from the sale of the promotional beer were donated to National Star and another local charity.

Our fundraisers are aware of the need to be sensitive and careful when engaging with vulnerable people, and our approach reflects this. We never put pressure on anyone to make a gift, and if people do not want to give or wish to stop giving, we respect their decision. We do not engage in doorstep fundraising and we don't use services of external call centres or sales canvassing companies to support our fundraising activities. We never sell or pass on supporter details to other organisations.

We make it as easy as possible for people to contact us to opt-out of receiving communications from us, or to change the method of communication, including working with the Fundraising Preference Service.

Registered with



FUNDRAISING
REGULATOR

Plans for the future



National Star's success – and future growth – depends on the quality of our employees and facilities

Maximising our impact

National Star is passionate that young people with disabilities have a right to high-quality provision. While we support hundreds of young people and their families every year, there are more who would benefit from our support.

Our success, and future growth, depends on the quality of our services. That can only be achieved by continuing to invest in our employees, infrastructure and facilities, and evolving our services to reflect the changing needs of the people we work with and the wider sector.

Our five-year strategy (up to 2028) focusses on our five priorities:

1. Education and therapy

Our aim

To deliver and grow our education and therapy services so more young people with disabilities and medical needs can access the most appropriate support in the right place, at the right time.

How will we do this?

- Review the curriculum and delivery model to further develop the multi-disciplinary education experience and learner outcomes.
- Introduce a simpler funding model which reflects flexibility of delivery which underpins a high-quality curriculum.
- Expand our education and therapy facilities in Hereford.
- Start the next phase of creating further specialist environments at Ullenwood.

2. Care services

Our aim

To grow our long-term accommodation, respite and care services.

How will we do this?

- Expand residential care provision at National Star's long-term accommodation in Malvern.
- Maximise capacity for respite and develop day services in Gloucestershire.
- Deliver long-term accommodation and / or respite in Wales.
- Work with other providers to increase the housing and care opportunities when transitioning from college.

3. People

Our aim

To sustain and grow a highly skilled workforce and to share specialist expertise.

How will we do this?

- Continuous improvement that attracts, retains and motivates the right talent.
- Further development of sector leading training programmes.
- Expand National Star's external training and consultancy offer.

4. Fundraising

Our aim

To grow and strengthen our fundraising to enhance the resources and experiences for those who depend on our services.

How will we do this?

- Expand the network of charity retail outlets and their net income contribution.
- Grow our fundraising community and donor base.
- Strengthen the levels of legacy and regular giving fundraising activity.
- Maintain high levels of donor stewardship and individual donor support.
- Develop the Capital Fundraising programme to contribute to the Building a Brighter Future development phases.

5. Technology

Our aim

To optimise the use of technology for students, residents and employees.

How will we do this?

- Add modern service integrations to ensure single source of information and data management.
- Further develop robust data classification and retention.
- Develop management information via dashboards and automated reporting across the organisation.
- Expand centralised Key Performance Indicators management.
- Increase students and residents' use of technology to facilitate learning and independence.

To read more about National Star's strategy, visit www.nationalstar.org/growthstrategy

Principal risks and uncertainties

National Star's Board of Trustees is responsible for ensuring that effective and adequate risk management and internal control systems are in place to identify and manage the key risks to the charity.

Risk management process

The Board of Directors and Trustees are responsible for overseeing the risk management process. This process involves a consistent approach to identifying, assessing and mitigating the risks facing our charity to ensure they do not exceed the level of risk we are willing to accept. It is designed to manage, rather than eliminate, risks to our charitable objectives and to provide reasonable assurance against material risks.

The processes in place regarding risk management include:

- A comprehensive risk management framework that considers the key strategic risks and their inherent level of risk, together with the relevant internal controls and assurances, as well as sources of external assurance sources. This enables the current level of residual risk to be assessed and actions to be established to achieve a desired target level of risk. The risks are regularly reviewed by the leadership team, other risk 'owners' and the Head of Risk and Compliance and are documented in a risk register.
- The Risk and Assurance Committee review the framework and receives regular reports from the Head of Risk and Compliance and the Chief Executive on the effectiveness of controls.

Managing key strategic risks

Throughout the year, National Star identified the following as areas of key organisational risk and several mitigating actions were developed and implemented:

- Maintain sufficient and appropriate employee levels: To mitigate the risk of losing valuable employees and to support them during this period of high costs of living, the leadership team and trustees agreed to award a cost-of-living increase above the rate of inflation and implement exceptional payments, other incentives and pay increases. These combined actions, along with greater opportunities for additional training and career development have enabled the charity to improve employee recruitment and retention. Recruitment marketing continues to be a priority.
- Sustain high quality student programmes and appropriate recruitment of learners: There was an overall formal review of curriculum across all four key education pathways to ensure content and delivery met the needs of learners and was cost effective. An action plan was developed and the first phase of the new changes to the curriculum and how it is delivered will be rolled out in September 2024. Development of a new employee tracker system driven by learner need was introduced to enable managers to ensure the right support was being provided in the right place and at the right time.
- Sustain standards of medical and personal care and the ability to meet therapy needs: There is a weekly review of mandatory employee training, regular compliance visits and quarterly performance management. A new leading edge care management system was introduced which provides timely care management, reporting and compliance. Medical error reporting was reviewed, and a new dashboard will be developed to enable more robust trend monitoring.

- Ensure acceptable safeguarding standards: To mitigate risk of unacceptable safeguarding standards, the organisation ensures learner / resident voice is at the centre of all activities and is monitored through regular surveys and interviews. Safeguarding is embedded into the curriculum. Safeguarding training data is reviewed quarterly, and training is audited for quality. A new role of National Lead for Quality and Safeguarding has been introduced to bring quality and safety together and a Head of Safeguarding has been appointed with a handover period from the former Safeguarding Lead.
- Ensure security of core IT against breaches and failure: There was an ongoing assessment of resilience and performance of technology and its security and a review of ongoing safeguards and controls to ensure our IT systems and information is protected from breaches. Mandatory data protection training for employees was maintained and monitored. Further projects and new systems are assessed to ensure they are fit for purpose.
- Ensure accommodation and facilities are fit for purpose: The organisation recognises the need for accommodation and facilities to be appropriate for the changing cohort of learners and their complex disabilities. To mitigate that risk there was a rolling survey programme for condition of buildings and suitability for current and future cohorts. The findings informed planned maintenance and improvement programmes, including capital projects.
- Ensure sufficient funding to deliver services: The organisation recognised the importance of maintaining a range of income streams across service delivery and charitable fundraising to mitigate risk. It endeavours to manage finances responsibly and ensure effectiveness and efficiency. The organisation also focussed on securing appropriate increases in fees where required and to maintain good working relationships with funders.

Our risk profile going forward

The uncertainties of public funding and policy direction of a new government and increased cyber security threats are among the key potential risks to be managed and mitigated by the charity. These are detailed below and include:

- The potential impact on our income from the financial instability of local authorities and available public funding to match inflationary cost increases in existing learner placements in the short-term and to fund future placements in the long-term.
- The integrity of our information security with the increased risk of cyber attacks. The charity deals with high levels of very personal data and the impact of a cyber attack could pose a serious risk to the charity.
- The historical and cumulative effects from high inflationary periods and wage cost increases have left some placements within long-term accommodation at under-funded levels. It has been challenging to negotiate with local authorities to increase fees to meet this under-funding.
- The potential impact on our operational costs as a result of the government proposal to increase employer contributions to National Insurance and the increase in the National Living Wage for 2025.
- The impact on our capital development programme and maintaining the quality of facilities, due to the pressures on fundraising and other income generation activities, affected by the economic climate and pressures on future funding levels.



Without National Star...

“Lucy would not have dreamed of leaving home and becoming independent.”

David and Lesley
Lucy's parents

When Lucy started at National Star, she could not manage any busy environment, going to a supermarket or a coffee shop was too distressing. Her transition to secondary school was traumatic with Lucy often refusing to even go into the building.

Her parents David and Lesley never imagined that Lucy, who has cerebral palsy and autism, would ever leave home. National Star has transformed Lucy's life. She has gone from needing one-to-one support to going to classes on her own. She moved from Lake House, a residence designed for students who prefer quiet spaces and always need support, into one of the on-campus independence flats. She decided for herself that she didn't want to return home, but to live independently.

Lucy, who uses a wheelchair she calls 'Daisy', has settled into specialist supported living in her home county of Devon. She can manage her own medical care, do her own shopping, meet her mum for coffee and spend more time in the community. Lucy even has her own YouTube channel.

'Lucy has this amazing exuberance and joy of living, but the conditions must be right for her to thrive. National Star provided that perfect environment for her,' say her parents.

With the support of her core team, including emotional wellbeing services, Lucy developed strategies to manage her anxiety. This has enabled her to be more in control of her emotions and manage new and busy environments.

'It has been the biggest change,' say David and Lesley. 'She is now able to recognise when she is getting anxious and angry and regulate her behaviour. She can express her concerns and take positive action before a situation becomes too much for her.'

'National Star has made Lucy. She has realised that she can be independent and is doing so much more for herself. We are so incredibly proud of her and what she achieved at National Star.'

Environmental, social and governance

Structure and management

In accordance with the Memorandum and Articles of Association (as incorporated 20 August 1953 and last amended 9 February 2023), the members of the company are those persons who are appointed and hold office as the charity's trustees and directors of the company.

New trustees / directors are considered based on their skills and relevant experience alongside the balance of existing skills and experience amongst the board, and regular training is provided.

A specialist consultant was appointed to lead the recruitment process for a new chair of trustees, to succeed Paul Styles upon his retirement from the Board in 2024. The process including initial selection and interviews, a stakeholder day where candidates met students, employees, governors and trustees, and a final panel interview. Nick Grinham became Chair Designate in July 2024 and became Chair on 1 September 2024.

The charity indemnifies its directors and officers against the consequences of any neglect or default on their part through an indemnity insurance policy. The trustees have given consideration of guidance provided in the Governance Code and undertaken a review of governance structures and members.

Committees of the Board

Twelve trustees served on the main board during the year, all volunteers from a range of professional backgrounds and sectors. The board was chaired by Paul Styles until April 2024 when Margaret Sheather was appointed Interim Chair (April – August 2024) before Nick Grinham took over the role on 1 September 2024. Three further trustees and two governors retired during the period.

Trustees are not remunerated for their role, though they are entitled to be paid out-of-pocket expenses (see note 8 to the Financial statements). The trustees are also the company directors. The board delegates certain powers in connection with the charity's governance and administration through its committee structure. This delegation is controlled by requiring the committees to report back regularly to the board, ensuring that all decisions made under delegated powers are ratified by the full board. A number of board members serve on the committees within the governance structure in order to provide expertise, scrutiny and governance oversight of each committee.

All committees operate under agreed terms of reference, provide meeting minutes and report to the board on key areas of work undertaken. Other working project groups are adhoc as required.

The board meets quarterly. Trustees, governors and committee members also receive regular operational updates from the Chief Executive. All trustees and governors have an open invitation to other governance meetings.

Board of Governors

The Board of Governors has delegated oversight responsibility for the operational aspects of National Star programmes and activities, including safeguarding, quality and achievements. Two students sit on the board as student governors.

The Board of Governors meets quarterly and operates within terms of reference agreed by the Board of Trustees.

Finance and Investment Committee

The Finance and Investment Committee meets quarterly and is responsible for the oversight of the charity's financial affairs. The committee has a duty to keep a watching brief and provide advice, where appropriate, on potential and actual financial opportunities and threats, liaising with the Risk and Assurance Committee as appropriate.

Risk and Assurance Committee

The Risk and Assurance Committee meets quarterly and is responsible for reviewing the charity's risk assessment, risk management and internal control systems and processes. It may investigate any areas of concern or perceived risk. It acts as the corporate recipient of any information in line with the whistleblowing policy and to ensure that appropriate action is taken.

Advisory Board

The Advisory Board is made up of student governors, an adult learner representative, Student Union President, former learners and members of the community, and acts as a consultative and representative group of the charity's beneficiaries to help inform the charity's plans and as part of its stakeholder engagement.

Nominations and Remuneration Committee

This committee includes representatives of trustees and governors and is responsible for the recruitment and succession planning of trustees and governors as well as reviewing and recommending senior staff remuneration.

Chief Executive

Day-to-day management of the charity is delegated to the Chief Executive, supported by the Deputy Chief Executive, Chief Operations Officer / Principal, Chief People Officer and a leadership team. Following the resignation of the Chief Operations Officer (COO) / Principal on 31st October 2024, the Director of Learning Programmes took on the Principal's duties. The COO post will be left unfilled while a review of the role and the structure of the senior leadership team is undertaken. The board set the pay for key management personnel (as detailed in note 8) by relation to industry standards and organisations of a similar size and activity.

Public Benefit

The trustees confirm that they have complied with the requirements and duty in Section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit; 'Charities and Public Benefit' and that the extensive charitable purposes and provision of the charity, particularly in the areas of education and disability services (as detailed in pages 12–17), are for the public benefit.

Subsidiary undertakings

Two subsidiary undertakings operated during the year. NSF Trading Limited (company number 01168043) operated as the organisation's trading subsidiary for non-charitable purpose trading. NSF Design and Build Limited (company number 08628807) undertakes accommodation and facilities development projects on behalf of the charity. Both subsidiaries generated surpluses in the year after direct costs, administrative costs and audit fees (as detailed in notes 2a and 2b to the Financial statements) which resulted in Gift Aiding a total of £66,547 (2023: £210,816) to the charity. Shareholdings are disclosed in note 10 to the Financial statements.

Trustees (Directors)

Name of Trustees / Directors	Risk and Assurance Committee	Finance and Investment Committee	Governor	Advisory Board	Nominations and Remuneration Committee
Nick Grinham (Appointed Chair of Trustees Sept 2024) Chair Designate (July 2024)					●
Frances Allcock (Chair of the Nominations and Remuneration Committee)					●
Peter Barefoot		●			
Liz Cadman (Chair of the Risk and Assurance Committee) (Retired August 2024)	●				
Brian Chatfield (Retired April 2024)		●			
Chris Hallam (Chair of the Finance and Investment Committee)		●			
Robert Haymon-Collins			●	●	
Chas Howes			●		
Jane Matheson (Deputy Chair of Governors) (Interim Chair of Finance and Investment)	●		●		
Nikki Richardson (Chair of Governors)			●		●
Matt Shayle	●				
Margaret Sheather (Interim Chair of Trustees April 2024 – August 2024)					●
Paul Styles (Chair) (Retired April 2024)					●
Steve Wynne (January – April 2024)					●

Trustees' duty to promote the success of the Charity (Section 172 statement)

Trustees as directors of the company have a duty to promote its success and, in doing so, are required by section 172(1) of the Companies Act 2006 to have regard to various specific factors, including:

- The likely consequences of decisions in the long-term.
- The interests of employees.
- The need to foster relationships with third party stakeholders.
- The impact of the organisation's operations on the community and the environment.
- The desirability of the organisation maintaining a reputation for high standards of business conduct.
- Maintaining a reputation for high standards of conduct.

Day-to-day management is delegated to the Chief Executive and the leadership team, who are required to act in furtherance of the charity's purpose and organisational strategy and to ensure that activities are carried out in compliance with policies approved by the board. The trustees and governors review strategies to assess progress and to identify areas of focus for the following year and beyond. Policies are reviewed periodically by the board or on its behalf by board committees.

Other Governors, Advisory Board and Committee Members

Name of other Governors, Advisory Board and Committee Members	Governor	Parent Governor	Student Governor	Staff Governor	Advisory Board	Risk and Assurance Committee
Kim Anderson		●				
Elliot Caswell					●	
Mike Cooke					●	
Lyn Dance	●					
Lisa Devine (from January 2024)			●			
Andrew Evans (Chair of Advisory Board)	●				●	
Jason Felce					●	
Margaret Goldie	●					
Chris Harber	●					●
Sue Hawkins (Until October 2023)			●			
Andrea Lewis (Governor until July 2024. Remains on the Advisory Board)	●				●	
Chris Ratcliffe (Retired January 2024)	●					
Jack Reeve			●		●	
Andrea Riga					●	
Laith Ritchie (Retired July 2024)			●		●	
Lara Rowlands	●					
Jak Ryding (from September 2024)			●		●	
Francesca Vismara				●		

The board receives regular updates on the organisation's performance and progress with its strategic objectives of the charity. The board and its committees keep under review the charity's principal risks and its risk appetite, considering emerging risks and regularly reviewing changes in the charity's risk profile and responses. By ensuring that management act in accordance with the strategy and in compliance with specific policies, the board and its committees obtain assurance that in promoting the success of the charity, due regard is given to the factors set out in Section 172.

The leadership team regularly report to the board and its committees on key stakeholder relations and engagement activities, current issues and relevant feedback received from interaction with stakeholders.

The likely consequences of any decision in the long term

The charity's strategy is based on its ambition to deliver and further develop high-quality, relevant education, care and support services for people with disabilities. Trustees and management continued to review the long-term strategic plan and areas of potential development of the charity's learning, education and care services. The trustees' consideration of all aspects of the future direction of the charity's work is informed by the feedback received from engagement with stakeholders.

The desirability of the charity maintaining a reputation for high standards of business conduct

Trustees have responsibility for setting the charity's culture, values and standards, and ensuring that its obligations to its stakeholders are met. The charity has in place a range of policies and processes that promote corporate responsibility and ethical behaviour. Areas covered include fundraising (National Star's fundraising practices are discussed on page 22), safeguarding, equal opportunities and whistleblowing. All these policies are reviewed periodically and updated as necessary by the board or the relevant committee and are subject to periodic review of compliance.

The board and its committees regularly review guidance from the Charity Commission and other regulatory authorities and take on board any recommendations regarding good practice. The charity's core activities support vulnerable young adults and maintaining very high safeguarding processes is central to its operations.

It is essential that public trust in the charity is maintained and not damaged because of accepting donations from inappropriate sources. The board has approved a policy that enables trustees to refuse a donation which may be considered unethical.

Engaging with stakeholders

Through regular engagement with key stakeholders, trustees, governors and the leadership team maintain an understanding of stakeholders' needs that informs how the charity defines its organisational objectives, policies and strategy. The board's decision-making process considers the impact of potential decisions on relevant stakeholders, and the board obtains assurance that proper consideration is given by its committees to stakeholder interests through regular reports from each committee.

Service users

These are the young people and adults who use the charity's services and their families. Learner voice is very important to National Star. There is an active elected Student Union which was consulted over the year about a range of issues. Members provide updates to the Board of Governors and are involved in staff employee and training. Feedback from learners and service users informs organisational improvements. Learners and parent governors have a voice on the Board of Governors and parents, learners and former learners are involved with the Advisory Board. The care and education teams continuously review learners' progress and residents' support to ensure they, and their families and carers, are kept informed and that the service users have an active say in their lives. Learners also work with governors and trustees on their strategy day. Regular virtual Family and Carer Forums are held throughout the year.

Local authorities and other funding bodies

National Star's core income comes from fees paid by local authorities, the NHS and the Education and Skills Funding Agency (ESFA). The charity works closely with these bodies to ensure it is meeting the needs of the young people in its care.

The charity also works closely with local authorities to provide local provision.

SEND education and care communities

National Star is committed to sharing best practice and its expertise. It consults and works closely with a range of professional bodies and specialist organisations to develop resources and share knowledge in the UK. National Star continued to work with The Education Training Foundation to support the development of high-quality programmes and practice across the further education sector. The charity contributes to the Natspec (the membership association for organisations which offers specialist further education and training for learners with learning difficulties and / or disabilities) practitioner network.

Key opinion leaders and other influencers

National Star works closely with key opinion leaders and influencers – both Parliamentarians and national bodies. For example, we work closely with the Department for Education, NHS England, NHS Wales, Public Health England, Ofsted, VODG, Estyn, Association of Colleges, Natspec and the Care Quality Commission to help shape and inform policy to secure the best outcomes for young people with complex disabilities and learning difficulties. We strive to work in partnership with other SEND bodies in pursuing shared policy outcomes.

Supporters

National Star consults its supporters about its fundraising activities in several ways. The charity engages with supporters on a regular basis through tailored communications to specific audiences. This includes face-to-face visits, telephone and virtual conversations, and written communications. Several supporters are invited to share in celebratory events at National Star, providing them with the opportunity to meet beneficiaries and their families. National Star employees visit many community groups and organisations to talk about the charity's work and its fundraising needs.

Employees

The leadership team, with the support of the trustees, provide employees with information on matters of concern to them through various channels of communications, including National Star's intranet, the employee consultation group (LINK) and regular updates from the Chief Executive, the Chair of Trustees, the Chair of Governors and other senior managers. There are a range of regular staff communications to ensure all employees are kept informed. An annual colleague survey was carried out in June 2024, which resulted in actions led by the leadership team. The trustees and the Board of Governors are kept informed about employee relations and regularly review employee feedback and employment policies.

Supporting the Environment

Sustainability and supporting the environment are important to National Star. Everyone, from learners to employees, are encouraged to play a part in addressing climate change.

During 2023 – 2024, National Star moved closer to its sustainability goals by installing solar panels on the new Ullenwood residence, Scott and Bradbury House and the Ullenwood View residence.

The amount of energy generated by these new solar installations will be closely monitored before we give the green light to plans for additional solar panels being installed on the Anderson building in 2024 – 2025.

Investment continues to be made in upgrading our lighting to low energy LED alternatives across the National Star estate.

Additional electric vehicle charge points were installed for colleagues and visitors and the National Star colleague minibus service, which picks up staff from across Cheltenham and Gloucester, is also helping to reduce our Scope 2 emissions.

There are many green spaces at National Star, from the fields and orchard at Ullenwood, Wessington Court Farm at Hereford, to allotments, green roofs on residential buildings and the gardens at long-term residences in Malvern, Cheltenham, Hereford and Gloucester. All are vital parts of a wider ecological network in the communities where we live, learn and work.

National Star's new Biodiversity Action Plan outlines the charity's intentions for how we plan to improve biodiversity on our estate. It includes a set of objectives to help us to deliver and protect biodiversity at all National Star sites and contribute to local, regional and national biodiversity targets.

We were one of only three further education colleges nationally to secure Gold Hedgehog Friendly Campus status in 2023 – 2024. Students participated in auditing the number of hedgehogs living at Ullenwood and discovered that the hedgehog population across campus is thriving.

This report is provided in accordance with The Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018, which came into force from 1st April 2019. As a large charitable company, National Star is required to provide the following information for the Group in relation to its UK energy use, associated greenhouse gas emissions, intensity ratio and energy efficiency actions.

Methodology

Our reporting methodology was based on the UK Government's Environmental Reporting Guidelines, 2019. Our calculations were based on the UK Government GHG Conversion Factors for Company Reporting (2024). All emissions calculations are derived from activity data representing the Group, including its subsidiary undertakings. Parameters include those emissions for which National Star has operational control. The reporting period is 1 September 2023 to 31 August 2024.

Streamlined Energy and Carbon Reporting

Type of Emission	Scope	Activity	Unit	2023/24	2023/24	2023/24	2023/24	2022/23	2022/23	2022/23	2022/23
				Quantity	kWh Energy	tCO2e	% of total	Quantity	kWh Energy	tCO2e	% of total
Direct	1	Services – Biomass	kWh	2,500,900	2,500,900	28	4%	2,530,000	2,530,000	27	3%
		Services – Gas	kWh	533,665	533,665	98	13%	753,639	753,639	139	17%
		Services – Oil	litres	28,447	336,836	90	12%	28,158	333,414	89	11%
		Services – LPG	litres	9,212	66,874	14	2%	8,867	64,370	14	2%
		Owned Vehicles	litres – diesel	62,363	655,460	157	21%	61,279	643,886	154	19%
		Owned Vehicles	litres – petrol	975	9,165	2	0%	837	7,920	2	0%
Energy Indirect	2	Services – Electricity	kWh	1,593,278	1,593,278	330	43%	1,728,909	1,728,909	358	44%
Other Indirect	3	Personal Vehicles	miles	153,611	185,657	43	6%	143,434	165,805	38	5%
Total Gross Emissions (tCO2e)						762				821	
Total Energy Consumed (kWh)					5,881,836				6,227,943		

Intensity Metric Ratio:	2023/24	2022/23
Number of Employees (FTEs)	902	904
Tonnes of CO2e Per Employee	0.84	0.91

Statement of trustees' responsibilities

The trustees (who are directors of National Star Foundation for the purpose of company law) are responsible for preparing the Trustees' Report (including the Strategic Report) and the Financial statements in accordance with applicable law and generally accepted accounting practice (United Kingdom Accounting Standards).

Company law requires the trustees to prepare Financial statements for each financial year. Under company law, the trustees must not approve the Financial statements unless they are satisfied that they give a true and fair view of the situation of the charity and the group and of the incoming resources, including the income and expenditure of the charity and the group for that period.

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

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Statement of Recommended Practice: Accounting and Reporting by Charities as revised in 2019.
- Make reasonable and prudent judgements and estimates.
- State whether applicable UK accounting standards, comprising FRS102, 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 and charity will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show the charity's transactions, disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the Financial statements comply with the Companies Act 2006 and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the charity and the group and for taking reasonable steps to prevent and detect fraud, and other irregularities.

In so far as each of the trustees of the charity at the date of approval of this report is aware, there is no relevant audit information needed by the charity's auditor in connection with preparing the audit report of which the charity's auditor is unaware. Each trustee has taken all of the necessary steps in order to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

The trustees confirm that they have had regard to the Charity Commission's guidance on public benefit and report on the charity's objectives and achievements on pages 12 to 17. The reference and administrative details on page 55 form part of the Trustees' Report.

By order of the Board of Trustees, the Annual Report (incorporating the Strategic Report) has been approved by the Board of Trustees and signed on its behalf by:



Nick Grinham
Chair of Trustees
4 February 2025

Will, age 22

Without National Star...

“William would not have become so confident and independent.”

Anthony and Ros
Will's parents

Will has gone from a being a very quiet young man who struggled to voice his concerns to being the centre of student life at National Star in Hereford.

Not only has Will completed his Gold Duke of Edinburgh Award at National Star, he became one of the charity's first students to take part in the DoFE Young Leaders' programme. He supported other students completing their awards and helped plan activities.

With National Star's support Will was also able to complete a course at Hereford College of Arts and his work was included in an exhibition.

Will has improved his communication skills and has the confidence to voice his concerns by working with the emotional wellbeing specialists, speech and language therapist and learning team. It has been at National Star's Forest School where Will has flourished. Will has developed his independence, sense of responsibility and ability to work with others.

'Will's confidence has grown during his time at college,' said his parents Anthony and Ros. 'National Star has given him the opportunity to try different things and because of that he is more inquisitive and willing to try new experiences.'

Will works as a volunteer at National Star's charity shop in Hereford and hopes to take further courses at Hereford College of Arts.



Independent auditors' report

Opinion

We have audited the Financial statements of National Star Foundation ('the charitable company') and its subsidiaries ('the group') for the year ended 31 August 2024 which comprise the Consolidated Statement of Financial Activities, Consolidated Balance Sheet, Charity Balance Sheet, Consolidated Statement of Cash Flows and notes to the Financial statements, including 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 the charitable company's affairs as at 31 August 2024 and of the group's 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 Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's or the group'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 trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the Financial statements and our auditor's report thereon. 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 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.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the Trustees' Report, which includes the Directors' Report and the Strategic Report prepared for the purposes of company law, for the financial year for which the Financial statements are prepared is consistent with the Financial statements; and
- The Strategic Report and the Directors' Report included within the Trustees' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Directors' Report included within the Trustees' Report.

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

- Adequate and proper accounting records have not been kept; or
- The Financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 30, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the Financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of Financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the Financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a of as

Independent auditors' report

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 charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the Financial statements

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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the Financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group 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 Companies Act 2006, the Charities Act 2011, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the Financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the operations were CQC Regulations for service providers and managers, Ofsted, General Data Protection Regulation (GDPR), taxation legislation 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. Our audit procedures to respond to these risks included enquiries of management and the Finance & Investment Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and Ofsted, and reading minutes of meetings of those charged with governance.

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. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the Financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

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



Tara Westcott

Partner, Social Purpose and Non Profits
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
4th Floor
St James House
St James' Square
Cheltenham
GL50 3PR

Date: 20 February 2025

National Star Foundation

Consolidated statement of financial activities

(Incorporating an income and expenditure account for the year ended 31 August 2024)

	Note	Unrestricted funds £	Restricted funds £	Total funds 2024 £	Total funds 2023 £
Income from:					
Donations and legacies	4/14	347,754	474,104	821,858	2,484,433
Charitable activities					
Student fees		30,708,548	–	30,708,548	26,949,888
Other charitable activities	3	9,702,284	–	9,702,284	9,453,774
ESFA capital grants		156,094	–	156,094	189,011
Teachers' Pension Grant		201,317	–	201,317	146,613
Adult Social Care Infection Control Grant		–	–	–	1,033
Other trading activities					
Trading turnover					
– NSF Trading Limited	2a	134,610	–	134,610	149,803
Investments		275,073	–	275,073	139,799
Other					
Other income	5	1,044,500	–	1,044,500	543,525
Total income		42,570,180	474,104	43,044,284	40,057,879
Expenditure on:					
Raising funds	6	321,768	–	321,768	324,784
Charitable activities	6/14	40,984,252	340,541	41,324,793	38,126,601
Other expenditure					
NSF Trading Limited	2a	59,145	–	59,145	67,628
NSF Design and Build Limited	2b	8,431	–	8,431	10,929
Total expenditure		41,373,596	340,541	41,714,137	38,529,942
Net income before gains on investments		1,196,584	133,563	1,330,147	1,527,937
Net gains on investments	10	492,027	–	492,027	149,834
Net income		1,688,611	133,563	1,822,174	1,677,771
Transfer between funds	14	232,416	(232,416)	–	–
Net movement in funds		1,921,027	(98,853)	1,822,174	1,677,771
Reconciliation of funds:					
Total funds at 1 September 2023	14/15/16	33,687,761	2,271,037	35,958,798	34,281,027
Total funds At 31 August 2024	14/15/16	35,608,788	2,172,184	37,780,972	35,958,798

The notes on pages 37 to 54 form part of these Financial statements.

National Star Foundation

Consolidated balance sheet

As at 31 August 2024

Company Number: 00522846

	Note	2024 £	2023 £
Fixed assets			
Tangible assets	9a	30,548,073	31,080,058
Investments	10	3,789,616	3,297,589
		34,337,689	34,377,647
Current assets			
Debtors: amounts falling due within one year	11	2,322,737	1,758,691
Cash at bank and in hand		6,524,786	5,063,139
		8,847,523	6,821,830
Liabilities			
Creditors: amounts falling due within one year	12	(5,404,240)	(5,240,679)
Net current assets		3,443,283	1,581,151
Total net assets		37,780,972	35,958,798
The funds of the group			
Restricted funds	14	2,172,184	2,271,037
Unrestricted funds	15	35,608,788	33,687,761
Total group funds		37,780,972	35,958,798

The charity net income in the year was £1,829,453 (2023: £1,827,021) before group consolidation.

These Financial statements were approved and authorised for issue by the Board of Trustees on 4 February 2025 and signed on its behalf by:



Nick Grinham
Director

The notes on pages 37 to 54 form part of these Financial statements.

National Star Foundation

Charity balance sheet

As at 31 August 2024

Company Number: 00522846

	Note	2024 £	2023 £
Fixed assets			
Tangible assets	9b	31,010,619	31,535,325
Investments	10	3,789,717	3,297,690
		34,800,336	34,833,015
Current assets			
Debtors: amounts falling due within one year	11	2,408,050	1,885,346
Cash at bank and in hand		6,321,472	4,764,977
		8,729,522	6,650,323
Liabilities			
Creditors: amounts falling due within one year	12	(5,286,340)	(5,069,273)
		3,443,182	1,581,050
Net current assets		3,443,182	1,581,050
Total net assets		38,243,518	36,414,065
The funds of the charity			
Restricted funds	14	2,172,184	2,271,037
Unrestricted funds	15	36,071,334	34,143,028
Total charity funds		38,243,518	36,414,065

These Financial statements were approved and authorised for issue by the Board of Trustees on 4 February 2025 and signed on its behalf by:



Nick Grinham
Director

The notes on pages 37 to 54 form part of these Financial statements.

National Star Foundation

Consolidated statement of cash flows

For the year ended 31 August 2024

Reconciliation of net income to net cash inflow from operating activities

	2024 £	2023 £
Net income for the reporting period	1,822,174	1,677,771
Adjustments for:		
Depreciation charges	1,591,988	1,598,141
Interest from investments	(275,073)	(139,799)
Gains on investments	(492,027)	(149,834)
Profit on sale of fixed assets	(275,362)	(270)
(Increase) / Decrease in debtors	(564,046)	1,200,038
Increase / (Decrease) in creditors	163,561	(352,158)
Net cash provided by operating activities	1,971,215	3,833,889
Cash flows from financing activities		
Repayment of borrowings	–	(13,629)
Net cash used in financing activities	–	(13,629)
Cash flows from investing activities		
Interest from investments	275,073	139,799
Proceeds from the sale of property, plant and equipment	978,506	270
Purchase of property plant and equipment	(1,763,147)	(6,367,018)
Net cash used in investing activities	(509,568)	(6,226,949)
Change in cash and cash equivalents in the reporting period	1,461,647	(2,406,689)
Cash and cash equivalents at the beginning of the reporting period	5,063,139	7,469,828
Cash and cash equivalents at the end of the reporting period	6,524,786	5,063,139
Analysis of cash and cash equivalents		
Cash in hand	6,524,786	5,063,139
Notice deposits (less than 3 months)	–	–
	6,524,786	5,063,139

The notes on pages 37 to 54 form part of these Financial statements.

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2024

1. Accounting policies

a) Charity information

National Star Foundation is a registered charity (charity number: 220239) and was incorporated as a private company limited by guarantee in England and Wales (company number: 00522846) on 20 August 1953. The address of its registered office is Ullenwood Manor, Ullenwood, Cheltenham, Gloucestershire, GL53 9QU. This is also the registered address of NSF Trading Limited and NSF Design and Build Limited.

b) Accounting convention

The consolidated Financial statements have been prepared under the historical cost convention, as modified by the revaluation of investments.

The consolidated Financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Companies Act 2006 and the Charities Act 2011.

National Star Foundation meets the definition of a public benefit entity under FRS 102.

c) Going concern

The group and charity has cash resources and has no requirement for external funding. The trustees have reviewed the position carefully with a view to ensuring the ongoing provision of care for the students and residents as well as employment of staff. The charity currently holds significant cash balances supplemented, if needed, by an overdraft facility. Demand for places remains strong for the academic year 2024 – 2025. Conservative cash flow modelling with sensitivity analysis indicates that the cash reserves of the charity are adequate to meet the charity's obligations as they fall due. Accordingly, the trustees believe that financial resources are sufficient to ensure the charity will continue as a going concern for the foreseeable future, being at least 12 months from the date of approval of the Financial statements and have therefore prepared the Financial statements on a going concern basis.

d) Consolidated Financial statements

These Financial statements consolidate the charity and its subsidiary undertakings NSF Design and Build Limited and NSF Trading Limited to 31 August 2024, all inter group sales and profits have been eliminated on consolidation.

Net income of £1,829,453 (2023: £1,827,021) was attributable to the charity for the year. The charity has also taken advantage of the exemption available to a qualifying entity in FRS 102 from the requirement to present a charity only Statement of Cash Flows and certain disclosures about the charity's Financial instruments within the consolidated financial statements.

No separate Statement of Financial Activities ("SOFA") has been prepared for the charity alone as permitted by Section 408 of the Companies Act 2006.

e) Fund accounting

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

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors. The aims of the restricted funds are set out in the notes to the Financial statements.

f) Income

All income is included in the SOFA when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2024

1. Accounting policies (continued)

Donations and gifts represent amounts receivable during the year, together with any associated tax refund and do not include the value of any pledges secured for future donations.

Fees are accounted for in the SOFA in the year in which the service is provided.

Grants (including government grants) are included in the Financial statements on an entitlement basis. The balance of income received for a specific purpose but not expended in the year is shown in the relevant funds on the Balance Sheet. Where entitlement occurs before income is received, the income is accrued.

Where income is received in advance of the charity having entitlement to the fund the income is deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution.

All capital grants received are recognised in the SOFA and credited to a separate restricted fund where there are restrictions on the future use of the fund. Any depreciation charged on that element of the cost of assets funded by grants is charged to restricted funds.

g) Expenditure

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them. Expenditure on raising funds include all fundraising, financing and trading costs of the subsidiaries.

All expenditure is accounted for on an accruals basis. Overheads and other costs not directly attributable to particular functional activity categories are apportioned over the relevant categories on the basis of management estimates of the amount attributable to that activity in the year on a basis consistent with use of the resources. The irrecoverable element of VAT is included with the item of expense to which it relates.

Governance costs are included within support costs and include strategic planning costs for the charity's future development, external audit and all costs of complying with constitutional and statutory requirements, such as costs of Board and Committee meetings and for preparing statutory Financial statements and satisfying public accountability.

h) Pension costs

The charity contributes to the Teachers' Pension Scheme at the advised rates. As it is not possible to separately identify the assets and liabilities of the Teachers' Pension Scheme, it is accounted for as if it were a defined contribution scheme. The charity's contributions to the scheme are charged in the financial statements as they accrue.

With regard to non-teaching employees, contributions are made to the charity's defined contribution pension scheme. All contributions are charged to the SOFA as they become payable in accordance with the rules of the schemes.

i) Tangible fixed assets

All expenditure above £500 for ICT and £1,000 for all other assets for the acquisition, enhancement, production and installation of fixed assets and all fixed assets received by way of donation are capitalised. Tangible fixed assets are stated in the Balance Sheet at cost less depreciation and impairment, or at estimated value at date of donation less depreciation in respect of donated assets.

Depreciation is calculated to write off the cost or valuation less estimated residual value of tangible assets over their estimated useful lives at the following rates:

Freehold land	Not depreciated
Freehold buildings	2% – 10%
Leasehold property improvements	20% (or over the lease term)
Fixtures and equipment	10% – 20%
ICT	10% – 25%
Motor vehicles	10% – 25%

Assets in the course of construction are included at cost. Depreciation on these assets is not charged until they are brought into use.

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2024

1. Accounting policies (continued)

j) Investments

Investments are stated at market value at the Balance Sheet date. All gains and losses relating to investments are accounted for in the SOFA. Investments in subsidiaries are held at cost.

k) Debtors

Short-term debtors are initially measured at the settlement price, less any impairment. Prepayments are valued at the amount prepaid net of any trade discounts.

l) Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions with a short maturity of three months or less.

m) Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Short term creditors are initially measured at the settlement amount.

n) Financial instruments

National Star Foundation 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.

o) Operating leases

Rentals payable under operating leases are charged to the SOFA on a straight line basis over the lease term.

p) Taxation

National Star Foundation is a registered charity, and as such is entitled to tax exemptions on all its income and gains, properly applied for its charitable purposes.

q) Judgements in applying accounting policies and key sources of estimation uncertainty

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

The items in the Financial statements where these estimates and judgements have been made include the following:

i) Useful economic lives of tangible assets

The annual depreciation charges for the tangible assets are sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on economic utilisation and the physical condition of the assets. See note 9 for the carrying amount of the tangible assets and note 1i for the useful lives for each class of asset.

ii) Useful economic lives of intangible assets

Intangible assets are stated at their historical cost and amortised on a straight-line basis over their expected useful economic lives. The useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates, based on economic utilisation associated with the specific asset. Intangible assets are derecognised on disposal or when no future economic benefits are expected from their use. Intangible assets include software purchased from third parties and related software implementation costs. See note 9 for the cost amount of intangible assets.

iii) Impairment of debtors

The Group makes an estimate of the recoverable value of trade and other debtors. When assessing impairment of trade and other debtors, management considers factors including the current credit rating of the debtor, the ageing profile of debtors and historical experience. See note 11 for the net carrying amount of the debtors and associated impairment provision.

iv) Income provision

The charity has a provision for some elements of income in relation to learners and service users who left through the year or were absent for part of the year. When assessing the level of provision required, the charity has considered levels of fee income, services provided, availability of placement and pattern of attendance, as well as relevant funding guidance.

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2024

2. Results of subsidiaries

a) NSF Trading Limited

The charity owns 100% of NSF Trading Limited (company registration number: 01168043), which predominantly lets out the National Star Foundation facilities and undertakes the charity's trading activities. It has a signed ordinary resolution to Gift Aid its taxable profits to the charity. Its trading results, extracted from its audited financial statements, were:

	2024 £	2023 £
Turnover	134,610	149,803
Cost of sales	(55,414)	(62,358)
Gross profit	79,196	87,445
Other income	–	–
Administrative expenses	(13,614)	(16,833)
Operating profit	65,582	70,612
Taxation	–	–
Profit after taxation	(65,582)	70,612
Retained earnings at start of period	–	–
Gift Aid donation to National Star Foundation	(65,582)	(70,612)
Retained earnings at end of period	–	–
Reserves		
Profit and loss reserves	–	–
Share capital	100	100
Shareholder's funds	100	100

The trading company made a Gift Aid donation of £65,582 (2023: £70,612) to the charity within nine months of the year end, with the result that it has a £nil annual corporation tax liability.

b) NSF Design and Build Limited

The charity owns 100% of NSF Design and Build Limited (company registration number: 08628807), which was set up to manage capital projects on behalf of National Star Foundation. It has a signed ordinary resolution to Gift Aid its taxable profits to the charity. Its trading results, extracted from its audited Financial statements, were:

	2024 £	2023 £
Turnover	322,611	5,188,907
Cost of sales	(313,215)	(5,037,774)
Gross profit	9,396	151,133
Administrative expenses	(8,431)	(10,929)
Operating profit	965	140,204
Taxation	–	–
Profit after taxation	965	140,204
Retained earnings at start of period	–	–
Gift Aid donation to National Star Foundation	(965)	(140,204)
Retained earnings at end of period	–	–
Reserves		
Profit and loss reserves	–	–
Share capital	1	1
Shareholder's funds	1	1

The trading company made a Gift Aid donation of £965 (2023: £140,204) to the charity within nine months of the year end, with the result that it has a £nil annual corporation tax liability.

3. Other charitable activities

Other Charitable Activities income of £9,702,284 (2023: £9,453,774) arises from a range of activities undertaken during the year including:

	2024 £	2023 £
Foundation House	1,738,034	1,571,394
Eveson Centre, Hereford	1,662,734	1,982,217
Hereford long-term residence	1,247,370	1,091,568
LiftTraining	82,125	249,032
Respite Provision	1,734,979	1,411,330
StarBistro	126,359	117,859
Steps into Work	109,934	212,884
Bradbury Gardens long-term residence	1,143,426	1,039,919
Mamhilad (Wales)	803,986	649,370
Matrixcare (Malvern)	480,730	430,652
Teacher Education	80,255	126,963
Re-education / Therapy Services	175,388	108,272

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2024

4. Donations and legacies

	Unrestricted funds £	Restricted funds £	2024 Total funds £	2023 Total funds £
Donations	257,225	474,104	731,329	2,278,450
Legacies	68,598	–	68,598	193,890
Other voluntary income	21,931	–	21,931	12,093
	347,754	474,104	821,858	2,484,433

In addition, the charity received a Government ESFA Building Conditions Grant of £156,094 (2023: £189,011), a Teachers' Pension grant of £201,317 (2023: £146,613), and no Adult Social Care Infection Control Grant (2023: £1,033). There were no unfulfilled conditions or other contingencies attached to these grants.

£2,113,220 of income from donations in the prior year related to restricted funds (2023: £818,844). All other income from donations and legacies in the prior year related to unrestricted funds.

5. Other income

	Unrestricted funds £	Restricted funds £	2024 Total funds £	2023 Total funds £
StarShop and student shops	40,499	–	40,499	33,160
Transport	236	–	236	220
Profit on sale of fixed assets	275,362	–	275,362	270
Charity retail	727,449	–	727,449	503,935
Other income	954	–	954	5,940
	1,044,500	–	1,044,500	543,525

All other income in the prior year related to unrestricted funds.

6. Analysis of expenditure

	Staff costs £	Other costs £	Depreciation £	Total 2024 £	Total 2023 £
Charitable activities					
Teaching and welfare	27,519,308	1,320,230	1,157,181	29,996,719	27,813,937
Premises	894,235	2,985,797	155,686	4,035,718	3,631,197
Support costs	4,710,138	2,303,097	279,121	7,292,356	6,681,467
	33,123,681	6,609,124	1,591,988	41,324,793	38,126,601
Raising funds					
Other	156,620	165,148	–	321,768	324,784
Trading costs	41,552	26,024	–	67,576	78,557
	33,321,853	6,800,296	1,591,988	41,714,137	38,529,942

Included within support costs are the following governance costs:

	2024 £	2023 £
Auditor's remuneration (gross)		
– Audit	41,400	29,415
– Non audit	6,318	7,423
Trustees' / directors' meeting costs	3,272	2,134
	50,990	38,972

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2024

7. Net income

	2024 £	2023 £
Net income is stated after charging / (crediting) the following:		
Depreciation	1,591,988	1,598,141
Auditor's remuneration (net)		
– audit	34,500	24,512
– non audit	5,265	6,186
Profit on sale of fixed assets	(275,362)	(270)
Bank loan interest	–	117
Operating lease payments		
– land and buildings	236,630	212,780
– other	77,825	58,068

8. Employee costs and key management personnel remuneration

	2024 £	2023 £
Wages and salaries	29,799,551	27,770,611
Social security costs	2,329,252	2,054,106
Other pension costs	1,193,050	1,080,732
	33,321,853	30,905,449

Included in the above are agency and subcontractor costs of £2,189,516 (2023: £3,062,257) in relation to National Star Foundation & NSF Trading Limited.

During the year, the trustees received £nil (2023: £nil) remuneration and no retirement benefits were accruing. No trustee received reimbursed expenses during the year (2023: £nil).

The average headcount of employees was:

	2024 No.	2023 No.
Charitable activities	1,222	1,213
Cost of generating funds – fundraising office	4	4
	1,226	1,217

After taking account of part-time employees the annual full-time equivalent number was 902 (2023: 904).

During the year, the charity made redundancy / termination payments of £10,299 (2023: £13,021).

The number of employees who received annual equivalent emoluments (including benefits in kind of between £86 and £2,164 per person) in excess of £60,000 during the period were in the following bands:

	2024 No.	2023 No.
£60,000 – £69,999	1	4
£70,000 – £79,999	6	4
£80,000 – £89,999	1	1
£90,000 – £99,999	1	–
£110,000 – £119,999	–	1
£120,000 – £129,999	1	1
£130,000 – £139,999	1	–

Four of the above employees participated in the Teachers' Pension Scheme. During the year ended 31 August 2024 employer contributions for these staff members amounted to £78,904 (2023: £65,845). The other seven employees participated in the defined contribution pension scheme – total employer contributions for these staff members amounted to £58,823 (2023: £50,649).

The remuneration of key management personnel for the group was:

	2024 £	2023 £
Total key management personnel remuneration	536,069	471,180

Key management personnel are defined as the Chief Executive, Deputy Chief Executive, Chief Operations Officer / Principal and Chief People Officer. The remuneration figure includes gross salary, employer's National Insurance, employer's pension and benefits in kind.

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2024

9a. Tangible fixed assets – group

	Freehold land and buildings £	Assets under construction £	Leasehold property improvements £	Motor vehicles £	Fixtures and equipment £	Total £
Cost						
At 1 September 2023	36,583,438	6,370,174	328,965	1,136,381	3,708,938	48,127,896
Additions	808,634	305,462	30,070	61,940	557,041	1,763,147
Disposals	(1,382,446)	–	(2,490)	–	(50,488)	(1,435,424)
Transfers	6,048,768	(6,370,174)	–	–	321,406	–
At 31 August 2024	42,058,394	305,462	356,545	1,198,321	4,536,897	48,455,619
Depreciation						
At 1 September 2023	13,370,139	–	202,461	790,178	2,685,060	17,047,838
Disposals	(682,453)	–	(2,490)	–	(47,337)	(732,280)
Charge for the period	1,071,979	–	32,745	78,905	408,359	1,591,988
At 31 August 2024	13,759,665	–	232,716	869,083	3,046,082	17,907,546
Net Book Value						
At 31 August 2024	28,298,729	305,462	123,829	329,238	1,490,815	30,548,073
At 31 August 2023	23,213,299	6,370,174	126,504	346,203	1,023,878	31,080,058

Included in the above within Fixtures and Equipment at cost is £315,652 (2023: £292,647) of Intangible software assets with depreciation charged on these assets during the year of £18,761 (2023: £11,907).

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2024

9b. Tangible fixed assets – charity

	Freehold land and buildings £	Assets under construction £	Leasehold property improvements £	Motor vehicles £	Fixtures and equipment £	Total £
Cost						
At 1 September 2023	37,036,790	6,370,174	328,965	1,136,381	3,710,853	48,583,163
Additions	815,913	305,462	30,070	61,940	557,041	1,770,426
Disposals	(1,382,446)	–	(2,490)	–	(50,488)	(1,435,424)
Transfers	6,048,768	(6,370,174)	–	–	321,406	–
At 31 August 2024	42,519,025	305,462	356,545	1,198,321	4,538,812	48,918,165
Depreciation						
At 1 September 2023	13,370,139	–	202,461	790,178	2,685,060	17,047,838
Disposals	(682,453)	–	(2,490)	–	(47,337)	(732,280)
Charge for the period	1,071,979	–	32,745	78,905	408,359	1,591,988
At 31 August 2024	13,759,665	–	232,716	869,083	3,046,082	17,907,546
Net Book Value						
At 31 August 2024	28,759,360	305,462	123,829	329,238	1,492,730	31,010,619
At 31 August 2023	23,666,651	6,370,174	126,504	346,203	1,025,793	31,535,325

Included in the above within Fixtures and Equipment at cost is £315,652 (2023: £292,647) of Intangible software assets with depreciation charged on these assets during the year of £18,761 (2023: £11,907).

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2024

10. Investments – group and charity

Cost or valuation	Charity listed investments £	Charity investment in subsidiary £	Charity total £
At 1 September 2023	3,297,589	101	3,297,690
Additions	–	–	–
Disposals	–	–	–
Gains on investments	492,027	–	492,027
Net Book Value			
At 31 August 2024	3,789,616	101	3,789,717

The historical cost of listed investments at 31 August 2024 was £1,817,250 (2023: £1,817,250).

At 31 August 2024 the investments comprise accumulation units in CCLA COIF Charities Investment Fund of £1,191,720 (2023: £1,071,441), Schroder Charity Equity Value Fund of £1,389,444 (2023: £1,157,870), and St. James's Place Wealth Management split into three separate investment funds; Diversified Bond £435,380 (2023: £390,950), Global Equity £288,822 (2023: £243,544) and Strategic Income £484,250 (2023: £433,784).

Such investments are primarily held to provide a return where monies are not required immediately for the charity's activities and form part of the charity's reserves policy.

Shares in Subsidiary

The charity holds 101 ordinary shares of £1 each representing 100% of the allocated share capital of NSF Trading Limited (100 shares) and NSF Design and Build Limited (1 share), both entities are incorporated in England and Wales. The value of the investments is the cost of £101.

11. Debtors – amounts falling due within one year

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Trade debtors	1,459,511	1,189,358	1,457,651	1,138,236
VAT	24,476	34,740	8,451	6,549
Amount owed by subsidiary undertaking	–	–	105,172	206,973
Prepayments and accrued income	798,378	499,388	796,404	498,383
Other debtors	40,372	35,205	40,372	35,205
	2,322,737	1,758,691	2,408,050	1,885,346

Trade debtors are stated after impairment provision totalling £15,621 (2023: £30,898).

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2024

12. Creditors – Amounts falling due within one year

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Trade creditors	1,478,144	1,607,272	1,374,766	1,540,747
Taxes and social security costs	585,595	532,667	585,595	532,667
Amount owed to subsidiary undertaking	–	–	156,815	–
Accruals	1,074,990	929,075	912,435	837,041
Deferred income	1,429,518	1,481,951	1,420,794	1,470,228
Pension	200,134	169,716	200,134	169,716
Other creditors	635,859	519,998	635,801	518,876
	5,404,240	5,240,679	5,286,340	5,069,273

Deferred income	2024 £
Deferred income at 1 September 2023	1,481,951
Resources deferred in the year	1,429,518
Amounts released from previous years	(1,481,951)
Deferred income at 31 August 2024	1,429,518

The value of deferred income relates to income that has been received during the year that relates to future periods, such as ESFA element 1&2 funding, respite funding and LIFT income.

Creditors – amounts falling due after one year

£nil (2023: £nil).

As part of the organisation's response to its risk management processes, the organisation continues to hold an overdraft facility with HSBC to support any cash flow pressures that may result from a disruption to services and to mitigate risk. The facility of £2.5m is secured against the organisation's assets by way of a Debenture and was not used in the reporting period.

13. Share capital

The charity does not have a share capital as it is limited by guarantee. Each of the members is a guarantor to the extent of £1 in the event of the charity being wound up whilst they are members, or within one year of them ceasing to be members in respect of debts and liabilities contracted before they ceased to be a member.

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2024

14. Restricted funds

2024	Balance at 1 September 2023 £	Income £	Expenditure £	Transfers £	Balance at 31 August 2024 £
Therapies Centre Star Appeal Development (Schroder Foundation – £50,000 September 2009)	35,917	–	(1,000)	–	34,917
Star Appeal / Development (The Henry Smith Charity – £125,000 May 2008 / £125,000 May 2011)	182,083	–	(5,000)	–	177,083
Elizabeth House Residential Accommodation Project (Big Lottery Fund – £300,000 January 2000)	158,500	–	(158,500)	–	–
Cleeve Bungalow Residential Accommodation Project (Big Lottery Fund – £250,000 July 2006)	159,583	–	(5,000)	–	154,583
Education and Skills Funding Agency – Building Improvement Fund Capital Grant – Pittville Project (£2,209,746 2014–2015). The restriction ends in 2025.	1,661,525	–	(59,191)	–	1,602,334
Committed Funds – various restricted gifts	68,429	250,491	(111,850)	(103,803)	103,267
Ledbury Road Hereford – various other restricted gifts	5,000	223,000	–	(128,000)	100,000
Development fund	–	613	–	(613)	–
	2,271,037	474,104	(340,541)	(232,416)	2,172,184

A number of the restricted funds detailed above relate to fundraised capital projects where the specified funder has required that the fund is separately noted and recorded. Where a donation has been given and the asset is required to be held for a number of years, the fund has remained restricted and the appropriate depreciation has been charged against it. The nature of the funding is identified in the schedule details above.

Where the funder's restrictions have been fulfilled and no further restrictions apply, the funds have been transferred to unrestricted funds as shown in the note.

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2024

14. Restricted funds (continued)

Comparative disclosure for year ended 31 August 2023	Balance at 1 September 2022 £	Income £	Expenditure £	Transfers £	Balance at 31 August 2023 £
Therapies Centre Star Appeal Development (Schroder Foundation – £50,000 September 2009)	36,917	–	(1,000)	–	35,917
Star Appeal / Development (The Henry Smith Charity – £125,000 May 2008 / £125,000 May 2011)	187,083	–	(5,000)	–	182,083
Elizabeth House Residential Accommodation Project (Big Lottery Fund – £300,000 January 2000)	164,500	–	(6,000)	–	158,500
Cleeve Bungalow Residential Accommodation Project (Big Lottery Fund – £250,000 July 2006)	164,583	–	(5,000)	–	159,583
Education and Skills Funding Agency – Building Improvement Fund Capital Grant – Pittville Project (£2,209,746 2014–2015). The restriction ends in 2025.	1,717,929	–	(56,404)	–	1,661,525
Committed Funds – various restricted gifts	63,013	149,409	(119,729)	(24,264)	68,429
Ledbury Road Hereford – various restricted gifts	5,000	–	–	–	5,000
Development fund	73,643	1,963,812	(817)	(2,036,638)	–
	2,412,668	2,113,221	(193,950)	(2,060,902)	2,271,037

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2024

15. Unrestricted funds

2024	Balance at 1 September 2023 £	Income £	Expenditure £	Transfers and investment gains £	Balance at 31 August 2024 £
General unrestricted funds	31,941,881	42,435,570	(41,306,020)	(1,192,537)	31,878,893
Designated Funds – future development	2,201,147	–	–	1,991,294	4,192,441
Charity	34,143,028	42,435,570	(41,306,020)	798,756	36,071,334
Non-charitable trading funds	–	134,610	(67,576)	(67,034)	–
Consolidation adjustments	(455,267)	–	–	(7,279)	(462,546)
Group	33,687,761	42,570,180	(41,373,596)	724,443	35,608,788

Designated funds

At the year end the trustees have designated funds of £4,192,441 (2023: £2,705,228) representing £2,705,228 for future development at Ullenwood, £399,034 balance of designated funds for the development at Eveson Centre Hereford, £1,080,000 for the purchase of two properties adjoining the Ullenwood estate and a balance of £8,179 on the designated funds for 369 Worcester Road, Malvern).

Comparative disclosure for year ended 31 August 2023	Balance at 1 September 2022 £	Income 2023 £	Expenditure 2023 £	Transfers and investment gains 2023 £	Balance at 31 August 2023 £
General unrestricted funds	27,245,178	37,794,855	(38,257,435)	5,159,283	31,941,881
Designated Funds – future development	4,929,198	–	–	(2,728,051)	2,201,147
Charity	32,174,376	37,794,855	(38,257,435)	2,431,232	34,143,028
Non-charitable trading funds	–	149,803	(78,557)	(71,246)	–
Consolidation adjustments	(306,017)	–	–	(149,250)	(455,267)
Group	31,868,359	37,944,658	(38,335,992)	2,210,736	33,687,761

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2024

16. Analysis of net assets between funds of the group and charity

	Fixed Assets £	Investments £	Net Current Assets / Liabilities £	Long Term Liabilities £	Fund Balance £
2024					
Restricted funds	1,968,917	–	203,267	–	2,172,184
Designated funds	–	–	4,192,441	–	4,192,441
Unrestricted funds	29,041,702	3,789,717	(952,526)	–	31,878,893
Charity	31,010,619	3,789,717	3,443,182	–	38,243,518
Subsidiary's Reserves – NSF Trading Limited	–	(100)	100	–	–
Subsidiary's Reserves – NSF Design & Build Limited	–	(1)	1	–	–
Consolidation	(462,546)	–	–	–	(462,546)
Group	30,548,073	3,789,616	3,443,283	–	37,780,972

Comparative disclosure for year ended 31 August 2023	Fixed assets £	Investments £	Net current assets / liabilities £	Long term liabilities £	Fund balances £
Restricted funds	2,197,607	–	73,430	–	2,271,037
Designated funds	–	–	2,201,147	–	2,201,147
Unrestricted funds	29,337,718	3,297,690	(693,527)	–	31,941,881
Charity	31,535,325	3,297,690	1,581,050	–	36,414,065
Subsidiary's Reserves – NSF Trading Limited	–	(100)	100	–	–
Subsidiary's Reserves – NSF Design and Build Limited	–	(1)	1	–	–
Consolidation	(455,267)	–	–	–	(455,267)
Group	31,080,058	3,297,589	1,581,151	–	35,958,798

17. Other financial commitments

At 31 August 2024 the group had future minimum lease payments under non-cancellable operating leases as follows:

Commitment expiring:	Property £	Other £	2024 Total £	2023 Total £
Within one year	202,253	30,000	232,253	209,687
One to five years inclusive	362,895	7,605	370,500	297,175
	565,148	37,605	602,753	506,862

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2024

18. Pension commitments

Defined contribution:

The charity operates defined contribution schemes for its non-teaching employees. The assets are held separately from those of the charity in independently administered funds, and the amount charged to the SOFA was £597,650 (2023: £589,884).

Defined benefit:

The charity participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £595,400 (2023: £490,848) and at the year-end £76,101 (2023: £62,038) was accrued in respect of contributions to this scheme.

The TPS is an unfunded multi-employer defined benefits pension scheme governed by the Teachers' Pensions Regulations 2010 (as amended) and the Teachers' Pension Scheme Regulations 2014 (as amended). Members contribute on a "pay as you go" basis with contributions from members and the employer being credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2020 and the Valuation Report was published in October 2023.

Following the McCloud judgement, the remedy proposed that when benefits become payable, eligible members can select to receive them from either the reformed or legacy schemes for the period 1 April 2015 to 31 March 2022. The actuaries have assumed that members are likely to choose the option that provides them with the greater benefits, and in preparing the 2020 valuation have valued the 'greater value' benefits for groups of relevant members.

The valuation confirmed that the employer contribution rate for the TPS would increase from 23.6% to 28.6% from 1 April 2024. Employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 28.68%.

19. Capital commitments

At 31 August 2024 the group had capital commitments as follows:

	2024 £	2023 £
Authorised and contracted for – Eveson Centre, Hereford development	644,113	–
Authorised and contracted for – Dayforce HR system project	153,900	–
Authorised but not contracted for – Purchase of Property: West Lodge	620,000	–
Authorised but not contracted for – Purchase of Property: 1 Ullenwood Farm Cottages	450,000	–

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2024

20. Related party transactions

As stated in Note 1 to the Financial statements, the charity has two wholly owned subsidiary companies – NSF Trading Limited and NSF Design and Build Limited.

During the year a management charge was made by National Star Foundation to NSF Trading Limited of £9,884 (2023: £11,563). At the end of the year Gift Aid of £65,582 (2023: £70,612) was payable by NSF Trading Limited to National Star Foundation. The total year-end balance owed to National Star Foundation was £105,172 (2023: £106,169).

During the year income was received by NSF Design and Build Limited from National Star Foundation of £322,611 (2023: £5,188,908), this related to recharged building costs plus fees. At the year-end Gift Aid of £965 (2023: £140,204) was payable by NSF Design and Build Limited to National Star Foundation. The total year-end balance owed by National Star Foundation was £156,815 (2023: £108,804 owed to National Star Foundation).

In January 2024 the charity purchased the Freehold interest of 369 Worcester Road, Malvern at a value of £550,000, where it operates long-term residential care provision. The property had previously been occupied under a leasehold agreement. The Chair of Trustees, Paul Styles (to April 2024) declared a related party interest in this transaction, as the property landlord and owner was a family relation. Mr Styles withdrew from all discussions and decisions in relation to the property acquisition.

During the year the charity's Chief Executive Officer, Lynette Barrett, served on the board of Natspec (the membership association for organisations which offers specialist further education and training for learners with learning difficulties and / or disabilities aged 16 to 25) as its chair, and also served on the board of The Education & Training Foundation (in her capacity as Chair of Natspec). National Star is a member organisation of Natspec and also provides services on behalf of The Education & Training Foundation.

21. Agency arrangements

The charity acts as an agent in distributing 16–19 year olds bursary funds from the Education & Skills Funding Agency (ESFA). Payments received from the ESFA and subsequent disbursements are excluded from the SOFA as the charity does not have control over the charitable application of funds.

Summary of Bursary Account	2024 £	2023 £
At 1 September 2023	42,339	33,489
Income from ESFA	32,097	31,629
Bursary payments	(16,616)	(22,779)
At 31 August 2024	57,820	42,339

22. Financial instruments – group

	2024 £	2023 £
Financial assets		
Financial assets measured at fair value	3,789,616	3,297,589

Financial assets measured at fair value consist of investments.

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2024

23. Analysis of changes in net debt

	At 1 September 2023 £	Cash-flows £	New operating leases £	Other non-cash changes £	At 31 August 2024 £
Cash	5,063,139	1,461,647	–	–	6,524,786
Cash equivalents	–	–	–	–	–
Overdrafts	–	–	–	–	–
	5,063,139	1,461,647	–	–	6,524,786
Loans falling due within one year	–	–	–	–	–
Loans falling due after more than one year	–	–	–	–	–
Operating lease obligations	(506,862)	52,856	(148,748)	–	(602,754)
Total	4,556,277	1,514,503	(148,748)	–	5,922,032

24. Post balance sheet events

Subsequent to the year ending 31 August 2024, the charity purchased West Lodge, Ullenwood for £620,000 on 12 November 2024 and purchased 1 Ullenwood Farm Cottages for £450,000 on 17 December 2024.

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2024

25. Consolidated statement of financial activities for the year ended 31 August 2023

	Note	Unrestricted Funds £	Restricted funds £	Total Funds 2023 £	Total Funds 2022 £
Income from:					
Donations and legacies	4/14	371,212	2,113,221	2,484,433	2,407,933
Charitable activities					
Student fees		26,949,888	–	26,949,888	24,456,997
Other charitable activities	3	9,453,774	–	9,453,774	8,271,064
ESFA capital grants		189,011	–	189,011	137,902
Teachers' Pension grant		146,613	–	146,613	128,277
Adult Social Care Infection Control Grant		1,033	–	1,033	127,293
Workforce Recruitment and Retention Grant		–	–	–	414,066
Other trading activities					
Trading turnover – NSF Trading Limited	2a	149,803	–	149,803	150,729
Investments		139,799	–	139,799	25,861
Other					
Other income	5	543,525	–	543,525	285,416
Total income		37,944,658	2,113,221	40,057,879	36,405,538
Expenditure on:					
Raising funds	6	324,784	–	324,784	321,648
Charitable activities	6/14	37,932,651	193,950	38,126,601	35,806,821
Other expenditure:					
NSF Trading Limited	2a	67,628	–	67,628	58,162
NSF Design and Build Limited	2b	10,929	–	10,929	3,797
Total expenditure		38,335,992	193,950	38,529,942	36,190,428
Net (expenditure) / income before (losses) / gains on investments		(391,334)	1,919,271	1,527,937	215,110
Net gains / (losses) on investments	10	149,834	–	149,834	(131,459)
Net income		(241,500)	1,919,271	1,677,771	83,651
Transfer between funds	14	2,060,902	(2,060,902)	–	–
Net movement in funds		1,819,402	(141,631)	1,677,771	83,651
Reconciliation of funds:					
Total funds at 1 September 2022	14/15/16	31,868,359	2,412,668	34,281,027	34,197,376
Total funds at 31 August 2023	14/15/16	33,687,761	2,271,037	35,958,798	34,281,027

Administrative and legal details

National Star Foundation (formerly the National Star Centre for Disabled Youth) is a company ('the Company') limited by guarantee and a registered charity ('the Charity'). National Star Foundation is governed by its Memorandum and Articles of Association (as Incorporated 20 August 1953 and last amended 9 February 2023). It operates a wide range of activities and programmes in pursuance of its charitable purposes, the largest of which is the operation of National Star College ('the College'). It uses National Star as a working name and operates two subsidiary companies; NSF Trading Limited (company number 01168043) and NSF Design and Build Limited (company number 08628807), which form the group ('the Group').

Company number

00522846 in England and Wales

Charity number

220239

Registered office

Ullenwood Manor, Ullenwood, Cheltenham, GL53 9QU.

Auditors

Crowe U.K. LLP, 4th Floor, St James House, St James' Square, Cheltenham, GL50 3PR.

Bankers

HSBC Bank, 2 The Promenade, Cheltenham, GL50 1LR.

Solicitors

Veale Wasbrough Vizards, Narrow Quay House, Narrow Quay, Bristol.

Investment managers

CCLA Investment Management Ltd, Cazenove Capital and St. James's Place Wealth Management.

Jack, age 22

Without National Star...

“I would never have got a paid job.”

”
Jack

Work-based learning student Jack has turned his love of transport into a paid job.

For the past two years, National Star's job coaches have set up various work placements for Jack which combined his passion for transport and his attention to detail.

He completed a range of placements that included being part of the housekeeping team at the Double Tree Hilton Hotel in Cheltenham.

When he started a placement with the transport team at National Star, Jack realised he had found his vocation. He showed such flair and enthusiasm for the job that he applied and was successful in securing a permanent role.

Jack also won the annual Work Skills Award at National Star.

Work-based Learning Manager Nicola Noah said: 'Jack has worked very hard at all his placements. He is a very different person to the shy, young man who joined National Star two years ago. We are so full of pride for all that he has achieved.'

'It's amazing to have a paid job. It's the thing that I love,' says Jack. 'National Star helped me to learn about being on time and teamwork.'



We're building a better future

We passionately believe that young people with disabilities have a right to live meaningful and fulfilling lives.

Not only does the individual and their families benefit but so do all of us. Having a more inclusive society makes our communities better places to live.

In June 2024, we launched a public appeal to help fund the expansion of the Eveson Centre, our education and therapy centre in Hereford.

Since our opening in 2020, the number of learners attending the Eveson Centre had grown by 50%. We were running out of room.

By 31 August 2024, more than £470,000 in cash and pledges had been secured, reflecting the commitment and generosity of our donors, our partners and the National Star team.

Construction is due to be completed in Spring 2025. It will mean that we can support more young people in Hereford.

'National Star is amazing because they give me so many opportunities,' says Heather, a learner at Hereford.



Ullenwood, Cheltenham, Gloucestershire, GL53 9QU

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www.nationalstar.org



National Star

Realising the aspirations
of people with disabilities

National Star is a working name of National Star Foundation which is registered in England and Wales, company number 00522846, charity number 220239. Registered office Ullenwood Manor, Ullenwood, Cheltenham, Gloucestershire, GL53 9QU

Accounts



National Star

Realising the aspirations
of people with disabilities



Annual Report and Accounts 2022 – 2023

Year ended 31 August 2023

National Star is a working name of National Star Foundation which is registered in England and Wales, company number 00522846, charity number 220239. Registered office Ullenwood Manor, Ullenwood, Cheltenham, Gloucestershire, GL53 9QU



Without National Star...

“I would never have realised my potential and achieved what I have.”

Student Chelsea

When Chelsea started at National Star, she relied on others to get around, couldn't easily access IT independently and would get anxious about people she didn't know well providing her care. Now she can drive her powerchair using head switches, independently use a computer or iPad with switches and confidently direct people on how she wants her care provided.

She was Student Union President for two years, speaking up for her peers, and became an ambassador for National Star.

‘Enabling young people to realise their aspirations is absolutely what National Star did for Chelsea. She has exceeded all our expectations thanks to the amazing experiences at National Star,’ said her parents Alison and Barbara.

Whatever was offered Chelsea threw herself into it, whether it was the ski experience to Andorra, trialling new equipment in physiotherapy or taking part in board of governors' meetings.

‘I've done a lot more than I ever imagined,’ said Chelsea, who has cerebral palsy and autism. She said she has developed a greater compassion for others to be more tolerant.

Access to physiotherapy, said her parents, has enabled Chelsea to become the most physically fit she has ever been and has improved her ability to contribute to her movement. Working with the Emotional Wellbeing Service team has helped Chelsea learn to manage her anxieties.

‘Chelsea has learned so much and she is equipped for the life we hope she will have,’ said her parents.

Chelsea's advice to new students is: ‘Take every opportunity you can at National Star. Make the most of it.’



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Eddie, age 22

Without National Star...

“Eddy really is a changed person.”

Shane
DEYA Brewery

Thanks to the support of National Star and the team at a craft brewery, Eddy has achieved his dream – a paid job.

It started with a month of voluntary work at DEYA Brewery in Cheltenham. He was supported by his job coach from National Star. He got on so well that DEYA offered him paid work. Two years on, Eddy continues to work in the warehouse picking and packing orders received through DEYA's online shop.

‘When Eddy first arrived, he was quite shy, not very talkative and relied heavily on his job coach,’ said Shane Pargeter, Warehouse Manager at DEYA. ‘Now he works independently and can solely take care of his job. He’s a very funny and clever character with an amazing memory. He is well suited to the job he does.’

Eddy's confidence has soared since working at DEYA thanks to the fantastic support of the team around him and travel training that has enabled him to travel to and from work independently.

‘Once he started to do things on his own, we could sense a huge feeling of pride and achievement in himself. He really is a changed person,’ said Shane.



Who we are

National Star is a charitable provider of exceptional education, personal development, accommodation, care and support services for young people and adults with complex disabilities and learning difficulties. Every year, we work with hundreds of young people and adults from across the UK.

The charity started in 1967 with just 10 learners at its base in Ullenwood, Cheltenham. Since then we have grown with a

campus at Ullenwood and day education provision in Wales and Hereford. We have long-term living accommodation in Cheltenham, Gloucester, Malvern and Hereford. We now support and care for young people with more complex medical needs than we have done in the past. We also provide a range of work outcome programmes and independent travel training in several locations across England and Wales.

The constant thread is National Star's belief in realising the aspirations of people with disabilities.

Our vision

A world in which people with disabilities are able to realise their potential as equal and active citizens in control of their lives.

Our mission

To realise the aspirations of people with disabilities through personalised learning, transition, support and care and accommodation services.

Our values

- Collaboration
- Ambition
- Respect
- Integrity
- Sustainability

What we do

National Star provides and maintains exceptional programmes and services for a wide range of young people and adults with disabilities and learning difficulties.

The education programmes are offered on a residential and day basis. Our range of programmes enable us to support young people with varying needs.

In addition, the expertise and knowledge of staff has enabled us to expand the work of the charity by developing additional services in the key areas of personal development and care and by supporting other organisations, in the UK and overseas.

Our strategy focuses on three key charitable activities: education and personal development; accommodation and care services, and support services.

Education and personal development

National Star provides high quality education and personal development programmes for a wide range of learners with complex disabilities and learning difficulties.

Accommodation and care services

National Star provides a range of care, therapies and accommodation services, including the provision of short and long-term living, short breaks and respite care.

Support services

National Star provides a range of support services for individuals and their families, as well as delivering professional development opportunities, training and consultancy.

Our impact

811,197

Hours of service provided by National Star in 2022 – 2023 to young people with disabilities and learning difficulties.



Education and personal development

479 Young people accessed National Star's education and personal development programmes.



71,336 Hours of education delivered in the past year.

92% Of learners fully achieved their personal learning goals.



Accommodation and care



32 Young people and adults live permanently in four National Star long-term residences.

695,335

Hours of care provided.



44,526 Hours of therapy provided by National Star's multi-disciplinary teams.

Chief Executive's and Chair's Statement

Building a brighter future

The year 2022–2023 saw National Star's post-pandemic objectives of growth and development at the forefront, alongside our ongoing commitment to providing young people and adults with complex needs and learning difficulties, quality education, care and support.

In July 2022, National Star took a leap of faith and launched its Building a Brighter Future public appeal to help fund a new specialist residence at our campus in Ullenwood. This £6.2 million, 13-bedroom complex is designed to meet the needs of the most complex young people. Construction started in the summer of 2022 and was completed in 12 months, ready for learners to move in for the September 2023 term. Securing the necessary funds during a period of economic uncertainty represented a challenge, but this important project was successfully fully funded by its completion. This incredible achievement reflects the commitment and generosity of our donors, from individuals and community organisations to businesses and charitable trusts and foundations.

The completion of the new residence marked the end of a busy year. In January we had an Ofsted inspection. Inspectors recognised the staff's 'very high expectations' and 'clear vision' for the young people they teach. Support provided by 'well qualified' staff was a common theme throughout the inspectors' report. We received an overall Good rating with Outstanding grading for behaviour and attitudes under the Ofsted Education Inspection Framework (EIF). Following a Care Quality Commission (CQC) direct monitoring visit, we maintained our Outstanding rating for the residential care at Ullenwood.

The economic environment continues to add increasing pressure to the special educational needs and disabilities (SEND) sector. Unprecedented cost of living increases has meant that many providers of specialist care and education have closed or reduced their services. With appropriate provision reducing as the need for these places, especially for young people with complex needs, continues to grow, it is creating more demand than the sector can meet.



Chief Executive Lynette Barrett with a National Star student



Chairman Paul Styles with a National Star student

Difficulty in recruiting and retaining employees in critical roles such as health and social care is an ongoing battle and requires continued investment in time and financial resources from the charity.

According to the Department for Education SEND Survey data (January 2023), there are 141,169 young adults (aged between 16–24) with Education, Health and Care Plans (EHCP), an increase of 8,393 from 2022. Local authorities placed 81,007 young people with EHCPs in further education – 7,654 (10%) of those are in specialist colleges.

We believe young people with SEND should have the freedom to choose the support which best meets their needs and prepare them for their future. The current situation is making this increasingly challenging for them to do so. That commitment to be there and to provide support is the main driver to the charity's policy concerning its reserves. While part of the reserves are earmarked for developing our facilities and resources, the remainder is to ensure that we can fund unexpected costs or shortfalls in income. Taken into context that the charity's expenditure was £38.5m, the level of reserves is a small percentage of what the charity spends on delivering services.

It is the commitment of the entire National Star team, from senior managers to facilitators who provide care and support, that enables us to deliver such quality care and learning. We thank them for their outstanding efforts.

Completing the first phase of the Building a Brighter Future campaign was a huge achievement, however, there is more for us to do. Recognising the growing need and demand for our services, we now must focus on future priorities for our development, providing additional accommodation and facilities for young people with complex needs. We need your help to fund this project. Together we can Build a Brighter Future.

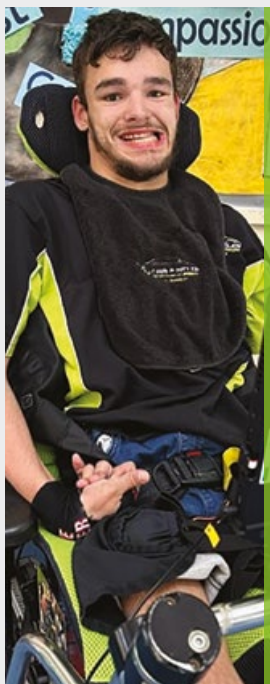
Paul K Styles
Chair of Trustees

Lynette Barrett
Chief Executive

Our learners' contribution

Making a difference

Every year current and former National Star learners make a huge difference to their communities in myriad ways. These are just a few examples of young people who truly embody National Star's vision of being equal and active citizens.



Cain

When Cain left National Star, he was determined to change perceptions of disability. Working with his PA Helen, they launched 'Racing through barriers of disability.' In 18 months, Cain gave more than 70 talks at primary schools in Gloucestershire and Worcestershire. The feedback from schools was amazing. The project has now finished but it has provided Cain with the opportunity to develop his communication skills and grow in confidence.



Molly

Molly's passion for art has seen her involvement in a range of community activities. She's a volunteer teaching assistant at a specialist secondary and post-16 school in Wiltshire. She was a volunteer at ArtCare at Salisbury District Hospital and at a charity shop. She is currently developing plans for an art club in her hometown that would support young teenagers, which she hopes to launch in 2024. Molly has also raised £547 for National Star in two different challenges and has volunteered her time to help National Star create training videos.



Sam

Sam is campaigning to make the familiar disabled Blue Badge sign more inclusive for people with non-visible disabilities. His new alternative logo has been adopted by Cheltenham Festivals. Cheltenham Borough Council, Cheltenham BID, Cheltenham Chamber of Commerce and Visit Cheltenham printed 1,000 window stickers and they are being displayed by businesses and organisations. Other communities and organisations have approached him about his campaign. 'Only a small percentage of people with disabilities use a wheelchair,' said Sam. 'It's time for a change and I'm proud that my hometown is leading the way.'



Francesca

Since leaving National Star in 2020, Francesca has supported the charity in a wide variety of ways. She serves on the Advisory Board and has been involved in family and carer forums, sharing her experiences. She has attended events at National Star, acting as an ambassador, and she has mentored new students, helping them understand what college will be like.



Adam

Adam, a former National Star student, set a new world record by doing the fastest journey from Land's End to John O'Groats in an electric wheelchair. Adam has cerebral palsy and his wheelchair was upgraded by the Mercedes Formula One team to help him complete the route. He finished the 874-mile journey in 22 days, six hours and 16 minutes. Adam said National Star taught him to grab every opportunity that comes his way – and to use his initiative to make his own opportunities.

Financial review 2022 – 2023

National Star has continued to operate on a sound financial basis despite the pressures from reductions in statutory funding, changes in high needs funding systems, and a competitive fundraising environment.

While the provision of most of the charity's services are funded by fees, it does not adequately cover the full underlying operational costs of the charity. This has been exacerbated by rising inflationary costs. The charity is highly reliant on other income generation activities, including fundraising, to maintain the charity's high level of services and facilities.

The trustees consider the key performance indicators for the sustainability of the charity to be the cash flow generated from operating activities and the operating surplus. These together with the other movements in income and costs are considered below:

- The charity's overall income at £40.1m represented £3.7m growth on the previous year, with fee activities income at £26.9m showing an increase of £2.4m (2022: £24.5m), reflecting the increased complexity and needs of learners' disabilities alongside fee increases due to inflation. This is the charity's principal funding source and comes from the ESFA and local authorities.
- Income relating to other projects and charitable activities increased to £9.5m (2022: £8.3m), representing the diversification of additional activities and provision as detailed in note 3.
- Donation and legacy income for the year increased to £2.5m (2022: £2.4m including a one-off £1.3m legacy) reflecting the increased amounts received from trusts, legacies and major donors in support of Building a Brighter Future appeal.
- Total expenditure has risen compared with the previous year to £38.5m (2022: £36.2m) with the rise in expenditure due to the learners' more complex requirements, the need for greater staffing levels to support them resulting in increased staff costs and the increasing range in provision of services as well as inflationary pressures.
- The group has recorded a surplus (net income before investment gains) of £1.5m (2022: £215k), reflecting the contribution from fundraising.
- The group has a negative cash flow generated from operating activities of £2.4m (2022: positive £358k) after capital expenditure of £6.4m (2022: £1.6m).
- The group's total value of net assets at the end of the year was £36.0m (2022: £34.3m) of which £31.1m (2022: £26.3m) was represented in tangible fixed assets.

The financial instruments, being the financial assets and financial liabilities of the charity, comprise cash and other items such as trade debtors, trade creditors, which arise directly from its operations. The main purpose of these financial instruments is to finance the operations of the charity. Their nature means that they are not subject to price risk or liquidity risk.

Investment policy

The charity held investments during the year in Schroder Unit Trusts Charity Equity Fund, CCLA Investment Management Ltd COIF Charities Investment Fund, and investment funds with St. James's Place Wealth Management. These investments are subject to price risk arising on the underlying investment portfolio. The trustees maintain a finance and investment committee to oversee its investment policy and monitor performance against relevant industry benchmarks.

The investment policy objectives in furtherance of the charity's objectives include obtaining an optimum financial return on investments in accordance with the charity's investment powers and attitude to risk, maintaining a responsible approach to investments and protecting capital in real terms.

The charity's risk attitude in relation to its investments is described as 'modest'.

The overall investment portfolio on a period-end value to value basis saw total gains of £150k, or 4.8% (2022: losses of £131k, or 3.1%).

Reserves policy

The trustees consider that reserves are needed to enable the charity to operate effectively and responsibly; representing the funds that might be needed to support expenditure in the event of reduced income or changes in circumstances. Accordingly, the charity maintains a reserves policy and the trustees monitor the finances of the organisation through regular management accounts.

The reserves policy accounts for anticipated future income and its volatility, the needs of current and future beneficiaries and the levels of known liabilities. Its reserves enable the charity to help fund unexpected expenditure or shortfalls in income, to support working capital requirements, to mitigate for risks and to be able to take advantage of change and opportunities.

The reserves are represented by the organisation's net current assets (free of restricted or designated funds) plus investments and alternative investment assets. The reserves policy states that these should equate to a value of not less than £3.3m, (c. 8.5% of our annual expenditure). The charity's restricted and designated funds are detailed in notes 14 to 16 to the Financial statements. Note 15 details unrestricted funds of £31.9m after allowing £2.2m of designated funds towards ongoing capital development, of which £29.3m is represented as fixed assets deployed to support the charity's activities.

After adjustment for £380k fixed assets available to the charity and not deployed in charitable activity the charity had a reserves assessment as of 31 August 2023 of £2,984,163 (2022: £3,278,991). Whilst the level of free reserves is less than the current reserves policy requirement of £3.3m, the trustees and directors consider that the overall level of available funds, taking account of the designated funds identified and described above, is appropriate and in line with the charity's policy.

Subsidiary undertakings

Two subsidiary undertakings operated during the year. NSF Trading Limited (company number: 01168043) operated as the organisation's trading subsidiary for non-charitable purpose trading. NSF Design & Build Limited (company number 08628807) was established in 2013 and undertakes accommodation development projects on behalf of the charity. Both subsidiaries generated surpluses in the year after direct costs, administrative costs and audit fees (as detailed in notes 2a and 2b) which resulted in Gift Aiding a total of £210,816 (2022: £98,175) to the charity. Shareholdings are disclosed in note 10 to the Financial statements.

Related parties

The charity has related party transactions with its two wholly owned subsidiaries. Please see note 20 to the Financial statements for details.

Going concern statement

The trustees have reviewed the group and the charity's financial position, taking into account the levels of reserves, amounts receivable, the annual plan and the financial plan,

together with its systems of financial and risk management. We have prepared several scenarios that consider our position, sources of income, and planned expenditure. This includes ongoing understanding of the impact of inflationary and cost of living increases on operational costs and increased financial pressures faced by local authorities for SEND education and ongoing social care. These scenarios consider fee increases which do not cover inflationary costs, delayed fee payments and potential bad debts involving local authorities which issue Section 114 notices (being unable to meet their expenditure. Sensitivity around these assumptions has also been considered in our forecasting. Results of this cash flow and sensitivity analysis indicate that the cash reserves of the charity are adequate to meet the charity's obligations as they fall due.

As a result of its review, the trustees believe that the group and the charity is well placed to manage operational and financial risk successfully. Accordingly, the trustees have a reasonable expectation that it has sufficient resources to continue in operational existence for the foreseeable future and therefore continue to adopt the going concern basis of accounting in preparing the annual consolidated Financial statements.

John, age 38

Without National Star...

“John wouldn't have the quality of life he is able to enjoy at Matrixcare.”

Maria
John's mum

At 38, John is still able to surprise his mother. With the support of the team at Matrixcare, National Star's long-term living community in Malvern, John went to visit his mum in their hometown. It was the first time in 12 years that he had returned to his hometown.

John, who has Down's Syndrome, loves to walk but is reluctant to use any form of transport. 'He's always developed strong likes and dislikes,' said his mother, Maria. 'Once he gets an idea in his head, he can be very stubborn.'

The team at Matrixcare started to work with John for travelling on a train. By building up his confidence and developing a routine, John got on a train to travel to Evesham to meet his mum for lunch.

'It was quite emotional when I met him at the station. I was so proud of him and it demonstrates how much he trusts and likes the team at Matrixcare,' said Maria. 'Now that he has done it once I hope he will do it again!'

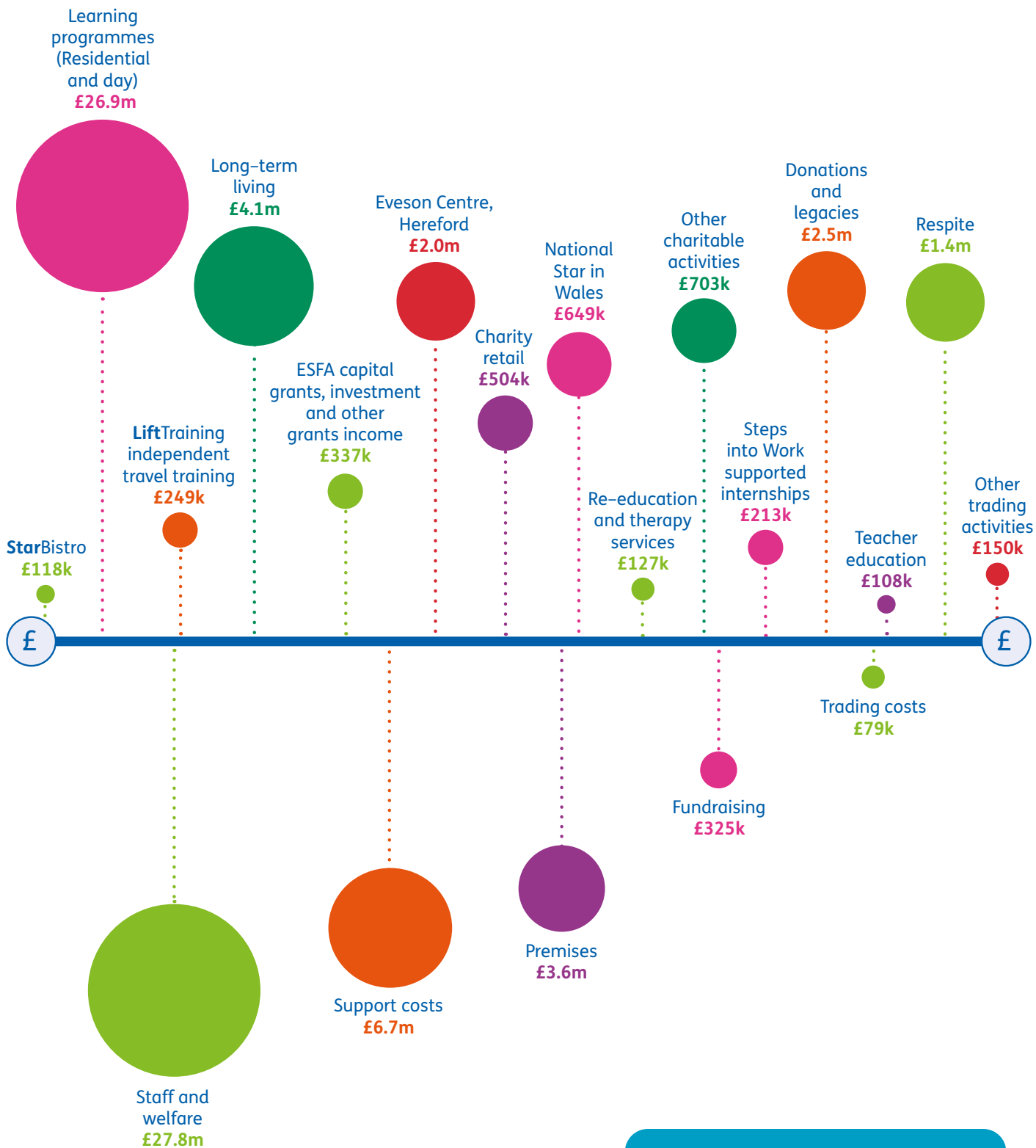
When John was born, his family was told that he would not survive. 'He has proven them all wrong and has brought such joy to all our family,' said Maria.

'I was recently widowed and now, more than ever, I am so thankful John is settled at Matrixcare. The staff are wonderful to him, and I don't have to worry about his future.'



Financial review 2022 – 2023

How we raise our funds



How we spend our funds



Without National Star...

“I would not be as confident as I am now. I am stronger both physically and emotionally and am ready to face the future.”

Student Liam

Before Liam started at National Star in Hereford, leaving the house and mixing with people made him anxious. He didn't leave his home for two years and trying to fit into mainstream school was a crisis point for him. 'I felt very isolated and insular,' explained Liam. 'National Star has given me methods to deal with anxiety.'

What attracted him to National Star in Hereford was the farm dog Fred. 'I just find being around animals is easier than humans,' said Liam. 'You don't have to worry about what you say.'

During his two years at National Star, Liam went from finding it difficult to eat with his peers to leading life skills sessions and delivering a presentation to students and staff. He maintained a work placement in a charity eBay shop. After leaving college he now volunteers two days a week on the till of a busy charity shop and is hoping to get paid work.

In 2020 Liam was admitted to hospital with liver failure. His ill health and his medication had a dramatic impact on his fitness and weight. He came up with a routine to improve his fitness and stuck to it. He lost more than 60kg and goes to the gym three times a week. He was highly commended in National Star's award for outstanding personal development.

'Before I started college, I couldn't walk to the end of the road because I'd turn white – you could literally see the blood drain from me. Now I feel much more confident and all round happier.'

and 'clear vision' for the young people they teach. Support provided by 'well qualified' staff was a common theme throughout the inspectors' report. We received an overall Good rating with Outstanding grading for behaviour and attitudes under the Ofsted Education Inspection Framework (EIF).

There were 12 learners at National Star's Welsh education centre in Mamhilad in 2022 – 2023. In October 2022, Estyn inspectors (the Welsh equivalent of Ofsted) carried out its first full inspection at our day education centre since we opened in 2016. The inspectors said staff at National Star provide a calm, happy and nurturing environment and that 'the college is very effective in supporting learners to develop their own self-advocacy skills'.

Our **Lift** Training programme helps people learn the skills to travel independently. During 2022 – 2023, we worked with 62 learners in Derbyshire, East Sussex and Cambridgeshire.

Learner voice

Learner voice plays an integral part at National Star. Members of the Student Union (SU) give updates and presentations to governors and trustees. Current and former learners sit on the Advisory Board, as well as assisting at staff interviews.

In November 2022 and April 2023, the SU participated in the virtual Natspec Student Parliament which involved hundreds of students across the country. Learners have been actively involved in the planning and decoration of the new specialist residence at Ullenwood. They were also consulted on the charity's future strategy and played an active role in the creation of the college's new Equality, Diversity and Inclusion curriculum.

The SU has been sharing experiences with their peers at the University of Worcester. It is the beginning of a long-term relationship in which peers will be able to work together on projects and share knowledge.

Community engagement

National Star staff and learners are passionate about breaking down barriers around disability. We do that in countless ways, from selling tea and cake in a community café in Gloucester, to planting trees as part of a community project.

Our social enterprises provided real work opportunities for learners. Ullenwood day learners helped at cafes at the Folk Museum in Gloucester and at Tewkesbury Abbey. **StarBistro**,

based at Ullenwood, is open to the public and provided learners with work experience in the kitchen and front of house.

Learners created a range of crafts in the Art Factory project sessions, which were sold in the **StarShop** at Ullenwood and at our charity shops. **StarPrint**, another social enterprise, provided work experience with the young people producing a range of mugs, canvasses and coasters for National Star and external customers.

We ran a range of adult community learning classes at Ullenwood, as well as community arts projects including Apt Dance, Ad-Apt Youth Dance and Apt Orche**Star**.

National Star focuses on supporting learners to become active citizens in their communities. They volunteer for countless organisations and charities. The Duke of Edinburgh's Award programme is an important part of that. In 2022 – 2023, 15 learners from Ullenwood and Hereford completed either Gold, Silver or Bronze Awards.

Ambitions

For the year ahead

- Implement the next stage of development at Hereford to ensure we have sufficient appropriate teaching and therapy space to meet growing demand.
- Review and further improve high-quality learning and teaching across all National Star provision, ensuring positive outcomes for learners and cost effectiveness.
- To establish a new pilot satellite education provision, potentially through partnerships with general further education providers.
- Review existing facilities at Ullenwood and create development programmes to enhance student resources.

What we achieved last year

- *Sustained exceptional learning and teaching across all National Star sites.*
- *Introduced transition events in Hereford and Wales.*
- *Sourced additional temporary teaching space at Hereford.*
- *Introduced a new learning programme with a more sensory approach to meet learners' needs and aspirations.*

How we made a difference

92%

Of learners who left in July 2023 received an accredited full award.

71,336

Hours of education delivered in the past year.

479

Young people accessed National Star's education and personal development programme.

92%

Of learners fully achieved their personal learning goals.

87%

Of learners who took part in a student perception survey said college was either fantastic or good.



National Star is a permanent home for 32 young adults with a range of complex needs

Accommodation and care services

National Star is committed to providing high-quality care for the young people and adults who depend on our services.

Their families also depend on our services as National Star provides care for residential learners and respite, as well as long-term living and therapy services.

Our aim

To provide a range of exceptional care, therapies and accommodation services.

What we achieved

Residential learning

National Star provides residential specialist college places for young people with a range of disabilities and medical conditions. Our residential teams are experts at supporting learners, often leaving home for the first time in their lives.

The residential care and nursing teams work closely together and are part of our multi-disciplinary approach. This enables learning to continue beyond the classroom. It becomes an integral part of the college experience, embedded within their residential experience.

In 2022 – 2023, National Star had 106 residential learners based in accommodation at Ullenwood and Bradbury Gardens in Cheltenham, as well as Elizabeth House, Gloucester. Many of

those learners lived with us beyond term time, with National Star supporting them during breaks and holidays.

National Star took the decision that Elizabeth House no longer met the needs of some learners with the most complex disabilities and in the summer of 2022 started building a new residence at Ullenwood. Elizabeth House was sold in 2023. In preparation for the move to the new Scott House and Bradbury House in September 2023, the teams worked with learners to help them get to know the space before the move. Learners played an active role in making decisions on the final look of the new accommodation and were able to stay a few nights to get to know the new space.

All the houses have large communal areas for socialising, studying and developing life skills. Learners work together to plan evening and weekend social activities in their houses. This may include themed food nights, shopping and theatre trips.

Learners play an active role in their residences, deciding on what extra-curricular activities they want to take part in and what they would like to make National Star feel like home. The residential care teams support the learners to access education sessions and are an important part of the multi-disciplinary team. They provide continuity and the important link to home, ensuring families and carers keep in touch with what is happening at college.

In July 2023, the Care Quality Commission carried out a direct monitoring inspection at our residential learning provision at Ullenwood. The result was that we maintained our Outstanding rating at Ullenwood.

Long-term living

National Star developed long-term living in response to former National Star learners struggling to find suitable homes. Young adults want to live with their peers and to continue their personal development.

We do just that by providing long-term living at Foundation House in Gloucester, Matrixcare in Malvern, Bradbury Gardens in Cheltenham and Ledbury Road in Hereford. Foundation House is rated Outstanding by the Care Quality Commission and the other three are rated as Good. These long-term accommodations were home to 32 adults last year. With the challenges in the health and social care sector, the demand for our long-term living services continues to grow.

As with the college accommodation, employees in all long-term living houses work hard to keep residents safe and ensure individuals can access meaningful activities to have happy and fulfilling lives. Residents themselves have a say in activities and are involved in the planning.

Respite

The demand for National Star's respite services reflects the shortage of accessible care in the community. It also reflects the increase of residential learners who remain at National Star for up to 52 weeks a year. It is vital for us to ensure continuity for learners and additional support for families. Last year we provided 50,911 hours of respite care.

Therapy services

National Star is fortunate to have purpose-built therapy facilities and teams of highly skilled professionals who are passionate about what they do. As a charity, it is important for us to share these facilities and expertise with the wider community and our service users. We do that through offering additional therapy services. Last year we provided more than 1,289 hours of private therapy, including aquatic therapy, physiotherapy, occupational therapy, speech and language therapy and emotional wellbeing support.

How we made a difference

44,526

Hours of therapy provided by National Star's multi-disciplinary teams.

32

Young people and adults live permanently in four National Star long-term residences.

695,335

Hours of care provided.

Ullenwood maintains its Outstanding rating from the Care Quality Commission.

50,911

Hours of respite care provided.

“

The staff at National Star are all amazing, it's the little details of care that impress me. They don't just care for Issy without asking her what she wants, they ensure she makes her own choices and has control over her life.

Heather, Issy's mum

”

Ambitions

For the year ahead

- Open and establish the new residence at Ullenwood for the 2023 – 2024 academic year.
- Explore opportunities to create long-term living accommodation in Wales.
- Review provision of long-term living in Worcestershire.
- Focus on recruiting and retaining skilled and professional care staff within a competitive market.
- Secure appropriate funding levels to sustain long-term residential living.

What we achieved last year

- Improved retention of employees and achieved a major reduction in the vacancy rate for care staff.
- Maintained our Outstanding rating with the Care Quality Commission for our Ullenwood provision.
- Finished the academic year at Elizabeth House and carried a smooth transition of teams and learners to the new residence at Ullenwood.



Residential students develop their independence skills



National Star is committed to sharing its expertise

Sharing our expertise

As a centre of excellence, National Star is committed to sharing best practice and expertise across the UK.

Our aim

National Star provides a range of support services for individuals and their families, as well as delivering professional development opportunities and training, consultancy and working collaboratively with other organisations to develop capacity and improve quality of provision for people with disabilities.

What we achieved

In 2022 – 2023, National Star shared best practice through a range of opportunities and settings. Our National Lead for Safeguarding supported the specialist sector by contributing to consultations with Natspec (the membership association for specialist providers).

Learner voice is hugely important at National Star. The charity's Learner Voice Coordinator shared our best practice with other colleges in his seconded role as the Natspec Learner Voice Coordinator. In November 2022, one of National Star's tutors took part in a Natspec Learner Voice practitioners' event on how to engage young people with PMLD (profound and multiple learning disabilities). In June 2023, three members of National Star and a member of a Student Union delivered a Learner Voice workshop at Natspec's national conference.

We provided a range of training in the UK for The Education and Training Foundation (ETF). We also offered teacher education with participants from a range of specialist and mainstream

further education colleges, with 54 people completing their training with us. We delivered training in Kirkby (Liverpool), Loughborough, Devon, Kettering and Luton.

Working with the ETF and Weston College, National Star's Chief Executive and Chief Operations Officer delivered a webinar in March on how SEND managers can maximise quality.

In June, National Star held its first Reverse Jobs Fair, in partnership with the ETF as part of their Universal SEND programme funded by the Department for Education. More than 40 National Star learners created displays and presentations that showcased their talents to employers.

Technological expertise

National Star has a wealth of knowledge about adaptive and assistive technology and how to personalise technology to enable young people to be more independent.

In January 2023, a group of learners led a demonstration on inclusion in esports at the Bett Show, the largest teaching technology conference in the world. This was in association with the British Esports Association. National Star also hosted a panel discussion on the SEND review.

A group of learners took part in the Cheltenham Science Festival in June 2023. They planned and organised a stand on assistive technology as part of the arcade for children. They demonstrated how to build and move a robot by controlling a computer with your eyes and how to play esports with a variety of technologies. The arcade was visited by thousands of school children during the festival.

National leaders

As one of the national leaders in specialist post-16 education, National Star was active in contributing to national reviews and research projects in 2022 – 2023.

National Star's Chief Executive Lynette Barrett is also Chair of Natspec, ensuring that National Star is at the forefront of national discussions on further education provision for young people with complex disabilities. National Star is one of six specialist colleges working closely with the Department for Education as policy is developed for the SEND education reforms in the new SEND Improvement Plan.

National Star proactively seeks therapeutic innovations which can enhance learners' lives. In 2023, we were the first UK specialist college to trial the Mollii Suit, an innovative therapy technology designed to improve functional movement and mobility.

The full-body garment delivers targeted relief to up to 40 muscle groups through neurostimulation, which is well documented for management of spasticity. Many learners report that they find treatments for spasticity, such as botox or surgery, painful. The suit offers a pain-free and non-invasive way of managing spasticity.

Seven learners were involved in the National Star trial with the physiotherapy team. For an hour, every other day, the learners wore the suit with its impact lasting up to 48 hours. The regime was integrated into learners' daily routines and, as part of our multi-disciplinary approach, residential teams played a key role in this research. The results were encouraging, and further research will be carried out in 2023 – 2024 with the hope of raising money to purchase our own suits.

In April 2023, 13 learners were involved in a five-week pilot to trial the Innowalk Pro, a cross trainer designed for people who use wheelchairs. The physiotherapy team leading the project wanted to evaluate how the technology would improve learners' cardiovascular fitness and enable them to exercise in standing positions. The results were very positive with learners

showing a major improvement in fitness, better fatigue management, strength and mobility and mental wellbeing (See Shannon's story, page 30).

Ambitions

For the year ahead

- Further develop a partnership with Team Teach, which provides positive behaviour training within education and social care.
- Develop a training and consultancy service to share National Star expertise.
- Launch and complete a national research project in partnership with the Together Trust on what happens after young people with disabilities leave education.
- To work with learners to develop and deliver a presentation on the mainstage of Bett UK 2024, the world's biggest EdTech event.
- Work with the Education and Training Foundation's Centres for Excellence (CfE) to deliver SEND training for people working within further education and businesses and companies.

What we achieved last year

- *Provided valuable data and insight to national reviews and consultations, including the All-Party Parliamentary Group on Cerebral Palsy.*
- *Completed a project with Erasmus + and the EU on disability employment.*
- *Carried out pilot projects and collected data on new innovative technology within physiotherapy.*
- *Worked with other national charities to raise the profile of young people with disabilities and the challenges they and their families face.*
- *Contacted all MPs raising concerns about the cost of living crisis on social care.*

How we made a difference

Strengthened relationships with mainstream further education colleges so that we can support more young people with SEND.

Supported a learner to launch an alternative blue badge that embraces visible and non-visible disabilities. (See Sam's story, page 7).

Shared best practice in safeguarding and learner voice through our Natspec partnership.

Took a leading role in raising awareness of the issues facing young people with disabilities and their families.

Shone a light on the talent and achievements of young people with disabilities through a wide variety of media opportunities and research projects.

Supported learners to host a stand at the Cheltenham Science Festival's Arcade, which was visited by more than 25,000 school children.

Chair of Governors' Statement

Safeguarding those in our care

National Star's approach to safeguarding is straightforward – it is everyone's responsibility to ensure the safety of the vulnerable young people using our services.

The charity promotes an open-door policy for any employee, learner or resident who has concerns about safeguarding. The number of reported incidents demonstrates how learners and employees feel safe to express concerns and the strong culture within National Star.

In the summer term of 2021, an employee raised a safeguarding concern which was promptly investigated. We shared our findings with the Gloucestershire Safeguarding Adults team, the local authority, Care Quality Commission and Gloucestershire police. The two employees were dismissed following a formal disciplinary process.

We worked closely with the family and supported them throughout the investigation. The young person has remained with us and is happy and progressing well. We made several changes, including increased management and leadership in residences and enhanced training and mentoring of new employees.

In July 2023, two men admitted ill-treating or wilfully neglecting a young person in their care. The pair had tampered with the young person's communication device, causing them distress.

This incident demonstrates how our open-door policy for employees and learners is working. We have taken action to ensure this was a one-off and we have further strengthened our safeguarding processes.

National Star's safeguarding team collate information on all referrals, regardless of whether they meet the internal or external 'safeguarding' threshold. We do this so that employees do not feel

they need to decide about whether something is a safeguarding concern or not.

Most of the investigations carried out by National Star's safeguarding team are low level concerns which often only require employee management supervision and / or refresher training. In the past year the number of potential incidents which met external reporting requirements dropped 4.5%. Of the 425 (315, 2021 – 2022) reported incidents, 21 (30, 2021 – 2022) were referred to other external agencies such as Gloucestershire safeguarding, the home area local authority and the Care Quality Commission. Of those, three were referrals related to incidents occurring while the person was not in the care of National Star.

Safeguarding is high on the charity's agenda, ensuring employees have a good understanding and there are regular discussions at team meetings. This starts when they join the charity and continues through their career with us. In the 2022 – 2023 staff survey, 91% of staff felt safeguarding arrangements are effective. The increased number of reported potential incidents reflects the improved employee awareness.

National Star has strong relationships with Gloucestershire Safeguarding Children and Adults' teams. We continue to meet the high standards required from Gloucestershire's Safeguarding Board's annual audit.

National Star works with learners individually to help them to stay safe, both in and out of the classroom. In the 2022 – 2023 Student Perception of College survey, 96% of learners who completed the survey felt safe at college all or most of the time.

A new learner safeguarding phone app and QR code have been developed in partnership with the Student Union. Learners and residents can download the app and view up to date and relevant safeguarding information and contact the safeguarding team.

During an Ofsted inspection in January 2023, inspectors found National Star's arrangements for safeguarding effective. In their report they stated that National Star's designated safeguarding lead and their deputies 'implement comprehensive safeguarding policies to keep students and apprentices safe, including an appropriate safe recruitment process to ensure that staff are suitable to work with young people and vulnerable adults'.



Nikki Richardson
Chair of Governors



Nikki Richardson, Chair of Governors,
with a National Star student



Without National Star...

“Rachel would not have been able to move away from home and have the independent life she dreamed of.”

Rachel's mum Kelly

National Star has enabled Rachel to fulfil her ambition of moving away from home and her parents into her own place. 'It's a massive achievement for Rachel. Thanks to National Star, she is able to take charge of what she needs and wants which we never thought she would do,' said her mum Kelly.

Rachel, who uses a powerchair, has severe vision impairment and cerebral palsy. She depended on others for everything from being supported to get up in the morning to checking her emails and turning on her TV.

That lack of control had a huge impact on her behaviour and Rachel would be upset for days. With the support of the Emotional Wellbeing Service team, Rachel can now regulate her emotions and manage her anxiety.

The team worked with Rachel to find the latest technology and equipment to enable her to be more in charge of her own life. She can answer and send emails independently by using Speaking Emails.

Thanks to smart technology, Rachel can control her TV, listen to music when she chooses and control the lighting in her room, from changing the colours and intensity of the light to opening the curtains. She also uses an AI (artificial intelligence) app which describes food products, reads printed material and can even give a description of a person.

Rachel took part in a pilot project using the Mollie Suit, which has built-in electro-stimulation and aims to reduce pain and make movement easier. It had a huge impact on her, enabling her to be able to sit up in bed without support and grip a cup.

'Rachel is now so grown up and so determined to be independent,' said mum Kelly. 'She's an absolute star.'

How we achieved it



National Star's greatest asset is the employees and their breadth of skill and expertise

Our people

National Star employees are the charity's most valuable asset, and the reason National Star is able to provide high-quality services. Recruiting and retaining those highly skilled, talented and committed employees is critical to the survival and growth of the charity.

The rising cost of living and the shortage of skilled workers in the care and health sector continued to impact the charity in 2022 – 2023. National Star introduced a range of rewards and benefits to support existing employees and help recruit new ones. We also focused on enabling people to develop their skills.

The charity's professional development and training team provided more than 16,150 hours of training through face-to-face sessions and eLearning. There are currently 94 people working on a range of apprenticeships, degrees and management qualifications.

The charity has 1,227 employees (as of 31 August 2023), many of whom work part-time or term-time. They are representative of and drawn from the surrounding local communities, with 7.4% declaring a disability and 9.39% declared as ethnic minorities, which was in line with the charity's Equality and Diversity targets. The gender split is 76.7% female and 23.3% male.

We operate an Equal Opportunities policy and are a disability confident employer in respect of all employees and prospective employees. The charity maintains fair employment practices in the recruitment, selection, retention and training of all employees. All employees are subject to necessary Disclosure and Barring Service (DBS) checks and safeguarding training.

The charity has done much work to enhance its Equality and Diversity, including appointing an Equality, Diversity and Inclusion Lead. All employees are represented through the LINK Group, an elected employee consultation group working with and for colleagues across the organisation. Its responsibilities were reviewed last year. The charity's whistleblowing policy and procedures also encourage employees to raise any concerns they may have.

Directors engage with employees through the governance structure. The Board of Governors has delegated oversight responsibility for the operational aspects of National Star's activities.

Inspection outcomes by local authorities, Ofsted, Estyn and the Care Quality Commission confirm that the processes and people are in place to maintain a very high standard of provision.

National Star has an open policy in seeking and encouraging employee views. Feedback – positive and negative – from the annual employee survey helps National Star to build on its good working environment.

In 2022 – 2023 National Star was shortlisted as Employer of the Year at the National Learning Disabilities and Autism Awards, won Best Place to Work at the Circle2Success business awards in Gloucestershire and National Star in Wales won Third Sector Business of the Year at the Torfaen and Monmouthshire Business Awards.

Ambitions

For the year ahead

- Appoint a wellbeing lead and further strengthen the physical and mental wellbeing offer for employees.
- Review processes and how technology can be made more user friendly and time efficient. This includes the introduction of a new HR system.
- Review how we listen to employees and get feedback.
- Focus on actions to further reduce attrition and increase employee retention.
- Ensure we have the right employees in the right place at the right time providing the right service.

What we achieved last year

- Promoted career development with a career progression section of the employee intranet and ran an online careers progression event.
- Set up a task force to look at ways to further enhance the charity's Equality, Diversity and Inclusion.
- Held our first employee long-service awards evening.
- Generated a recruitment and retention strategy with a team focused on actions to reduce attrition, which is currently below that of the industry.



Jack Thorne and Rachel Mason at the opening of the new specialist residence at Ullenwood

Income generation

It has been an incredibly successful year for the fundraising and charity retail teams, raising vital funds to support the charity and increasing awareness of what we do.

The fundraising team, in July 2022, launched a public appeal as part of our Building a Brighter Future campaign to help fund the building of a new £6.2 million specialist residence at the campus in Ullenwood. Construction started in the summer of 2022 and was completed in summer 2023, ready for learners to move in for the new term in September 2023. Securing the necessary funds for this important project during a period of economic uncertainty represented a challenge, but the project was fully funded by its completion. The new 13-bedroom complex was officially opened in October 2023 by supporters Jack Thorne and Rachel Mason.

We opened two further charity shops and saw retail sales almost double to £503,935. The number of shop volunteers almost trebled from 32 to 88 and the number of volunteer hours doubled during the financial year.

Whilst most of the charity's services are largely funded through statutory sources, we are dependent on our fundraising and other income generation activities to help fund our specialist facilities and to enhance the resources and experiences for those who depend on what we provide.

Fundraising

The generosity of supporters is vital and this past year National Star raised an exceptional £2.4m in voluntary income, with the Building a Brighter Future campaign being our primary focus and raising £1.9m of voluntary income, particularly from a range of trusts, foundations and supporters. Two direct mail appeals were successfully launched to our donors, three events were held and we continued to promote our legacy programme. We were named Charity of the Year at the Gloucestershire Business Awards in October 2023 and shortlisted in the same category in the SoGlos Business Awards.

Trusts and foundations

Gifts from trusts and foundations made up 80% of the charity's total voluntary income for the year. Thirty-seven trusts and foundations supported the charity, with 26 of those providing vital funds for our main capital appeal, Building a Brighter Future, while 11 others supported a number of projects and equipment needs. Two trusts each gave twice during the year to the Building a Brighter Future fund and a third trust gave two gifts to different projects.

Major gifts

Major gifts comprised 3.8% of the charity's total voluntary income for the year. Most of these gifts supported the Building a Brighter Future appeal. Through the kindness of major donors, we have also been able to purchase our own mobile aerial dance rig. Having our own rig means that the facility can be used more frequently throughout the year by learners and staff. The rig enables young people with disabilities to experience movement.

Events, corporate partners and community support

Events, corporate fundraising and community support raised 4% of the charity's total voluntary income for the year. Events staged by the charity included the Sunrise Walk and Go Far, Be a Star which focused on individual challenges, both of which supported our Building a Brighter Future appeal. We also staged a Comedy, Curry and Quiz evening with comedian Lost Voice Guy.

Support from the local community came from an extensive range of groups, businesses, schools and individuals who staged golf events, held concerts and fetes and aided collections.

Corporate partners provided invaluable support. Our corporate supporters included The Property Centre, Speller Metcalfe, Benefact, DEYA Brewing Company and Wagada Digital.

Plans for the future



National Star's success – and future growth – depends on the quality of our staff and facilities

Maximising our impact

We remain passionate about supporting young people with disabilities to achieve their aspirations. While every year National Star supports hundreds of young people and their families, there are hundreds more who are unable to realise their potential and National Star would like to reach more of those young people.

Our success – and future growth – depends on the quality of our services. That can only be achieved by continuing to invest in our employees, infrastructure and facilities, and evolving National Star's overall delivery model to reflect changing needs of the individuals we work with and the wider sector. Focusing on recruiting and retaining the best multi-disciplinary teams and providing them with the appropriate systems and facilities to carry out their work to the highest quality, is a key part of this.

The charity will continue to strengthen its expertise, improve internal systems and processes, and invest in facilities. That quality of systems, facilities and specialist equipment, together with our people, underpins the quality of our provision. We will continue to concentrate on employee development, with an emphasis on improving the impact of leadership and management training across the organisation.

It is vital that the charity is sustainable and cost effective, and this will be a crucial consideration as we evolve how we deliver education, therapy and care services across the organisation.

Our aim is to grow further, work with a greater number of individuals and influence opinion formers and decision makers across the country by being seen as a recognised leader in the sector. Any growth must be underpinned to quality services, and we will not compromise our quality for expansion.

We will look to develop high-quality education and personal development programmes in partnership with mainstream colleges. Delivering these programmes will enable more young people to benefit and to develop their own potential. We will also develop our plans for Phase 2 of Building a Brighter Future for additional learner accommodation at Ullenwood and look to increase our day education facilities in Hereford.

There is an incredible need for more long-term living communities like those provided by National Star. Over the next few years, our ambition is to open our first long-term living community in Wales and to ensure our existing long-term living communities are sustainable.

Another priority in the years ahead is to further safeguard our financial security by investing in additional income opportunities beyond local authority and health funding, while improving the quality of life for young people with complex disabilities. We will do that by developing a programme of information and knowledge sharing activities for professionals and families, nationally and beyond. By sharing our expertise through training and consultancy, we will also share our best practice, positively impacting the lives of more young people.

This sharing of expertise is a vital part of our desire to be seen as a leader in the sector. We know what young people with complex disabilities can achieve with the right level of quality care and support. National Star is well positioned to influence the quality of specialist further education and care young people receive across the UK, through training and developing colleagues across the sector.

By working with a greater number of individuals, businesspeople, opinion formers and decision makers across the country, we can focus on the long-term benefits of appropriate care and personal development for the young people themselves and for the wider community.

Principal risks and uncertainties

National Star's Board of Trustees is responsible for ensuring that effective and adequate risk management and internal control systems are in place to identify and manage the key risks to the charity.

Risk management process

The Board of Directors and Trustees are responsible for overseeing the risk management process. This process involves a consistent approach to identifying, assessing and mitigating the risks facing our charity to ensure they do not exceed the level of risk we are willing to accept. It is designed to manage, rather than eliminate, risks to our charitable objectives and to provide reasonable assurance against material risks.

The processes in place regarding risk management include the following:

- A comprehensive risk management framework considers the key strategic risks and their inherent level of risk, together with the relevant internal controls and assurances, as well as sources of external assurance sources. This enables the current level of residual risk to be assessed and actions to be established to achieve a desired target level of risk. The risks are regularly reviewed by the Senior Management Team, other risk 'owners' and the Head of Risk and Compliance, and documented in a risk register.
- The Risk and Assurance Committee reviews the framework and receives regular reports from the Head of Risk and Compliance and the Chief Executive on the effectiveness of controls.

Managing key strategic risks

Throughout the year, National Star identified the following as areas of key organisational risk and a number of mitigating actions were developed and implemented:

- Maintain sufficient and appropriate employee levels: To mitigate the risk of losing valuable staff and to support them during this period of inflation and high costs of living, the Senior Management Team and trustees agreed to review pay levels for those on lower pay scales and implement exceptional payments, other incentives and pay increases. These combined actions, along with greater opportunities for additional training and career development, have enabled the charity to improve staff retention. Recruitment marketing continues to be a priority.
- Sustain high quality student programmes and appropriate recruitment of learners: There was an overall formal review of curriculum and learner progress to ensure content and delivery met the needs of learners. A review was carried out to identify areas for development and action plans were implemented, including upskilling of employees.
- Sustain standards of medical and personal care and the ability to meet therapy needs: We carried out a robust review programme of service delivery and mandatory employee training.

- Ensure acceptable safeguarding standards: To mitigate risk of unacceptable safeguarding standards, the organisation ensures learner/resident voice is at the centre of all activities and is monitored through regular surveys and interviews. Additional safeguarding training was developed and is audited regularly.
- Ensure security of core IT against breaches and failure: There was an ongoing assessment of resilience and performance of technology and its security and a review of ongoing safeguards and controls to ensure our IT systems and information is protected from breaches. Mandatory data protection training for employees was maintained and monitored. Further projects and new systems are assessed to ensure they are fit for purpose.
- Ensure accommodation and facilities are fit for purpose: The organisation recognises the need for accommodation and facilities to be appropriate for the changing cohort of learners and their complex disabilities. To mitigate that risk there was a rolling survey programme for condition of buildings and suitability for cohort. The findings informed planned maintenance and improvement programmes, including capital projects.
- Ensure sufficient funding to deliver services: The organisation recognised the importance of maintaining a range of income streams across service delivery and charitable fundraising to mitigate risk. It endeavoured to manage finances responsibly and ensure effectiveness and efficiency. The organisation also focussed on securing appropriate increases in fees where required and to maintain good working relationships with funders.

Our risk profile going forward

The rise in inflation and economic instability and increased cyber security threats are among the key potential risks to be managed and mitigated by the charity. These are detailed below and include:

- The potential impact on our income from the financial instability of local authorities and available public funding to match inflationary cost increases in existing learner placements in the short-term and to fund future placements in the long-term.
- The integrity of our information security with the increased risk of cyber-attacks. The charity deals with high levels of very personal data and the impact of a cyber-attack could pose a serious risk to the charity.
- The pressures of inflation and increases in energy costs have been acutely felt in the long-term living sector where it has been challenging to negotiate with local authorities to increase fees to meet rising costs. This has left social care placements running at a deficit which is unsustainable.
- The impact on our capital development programme and maintaining the quality of facilities, due to the pressures on fundraising and other income generation activities, affected by the wider macroeconomic crisis such as inflationary costs.

Kathryn's legacy



“We were fortunate that Kathryn spent much of her career at National Star where she touched the lives of so many.”

Lynette Barrett
Chief Executive, National Star

When Kathryn Rudd, a former Principal of National Star, sadly passed away, it was her wish to leave a legacy to the charity that would celebrate and support young people with disabilities.

New resources, equipment and technologies can provide life-enhancing opportunities to people with disabilities. But, as Kathryn knew, these are often expensive and not available to everyone. The Kathryn Rudd Opportunity Fund will help realise her dream to level the playing field, providing new opportunities to those who would benefit from them.

‘I’ve seen directly the power of newly developed innovation and technology on the lives of young people and their families,’ said Kathryn.

‘National Star has a team of highly skilled specialists who work together with the young person and the technology to provide tailor-made solutions. They make the impossible possible.’

Kathryn worked at National Star for 16 years and although she left in 2016, she remained a great champion and supporter of the charity. Kathryn received an OBE in 2014 for services in further education for young people with disabilities. She passed away in August 2023.

Chief Executive Lynette Barrett said: ‘Kathryn devoted her career to supporting young people with complex disabilities and learning difficulties and ensuring they received the educational opportunities and the support they needed to reach their potential. Through her fund, Kathryn will continue to touch the lives of young people.’

The money raised through the Kathryn Rudd Opportunity Fund will help National Star purchase life-changing specialist equipment to ensure that young people with disabilities have the chance to live their lives as independently as possible.

Environmental, social and governance

Structure and management

In accordance with the Memorandum and Articles of Association (as incorporated 20 August 1953 and last amended 9 February 2023), the members of the company are those persons who are appointed and hold office as the charity's trustees and directors of the company.

New trustees / directors are considered based on their skills and relevant experience alongside the balance of existing skills and experience amongst the board, and regular training is provided.

Following an external Governance Review undertaken in 2022, the Nominations and Remuneration Committee developed and agreed a number of recommendations in consultation with trustees and governors. This led to the appointment of two new trustees who also sit on the Board of Governors (as Chair and Deputy Chair) and two new governors.

In June 2023 a specialist consultant was appointed to lead the recruitment process for a new chair of trustees, to succeed Paul Styles upon his retirement from the Board in 2024.

The charity indemnifies its directors and officers against the consequences of any neglect or default on their part through an indemnity insurance policy. The trustees have given consideration of guidance provided in the Governance Code and undertaken a review of Governance Structures and members.

Committees of the Board

Twelve trustees served on the main board during the year, all volunteers from a range of professional backgrounds and sectors. The board is chaired by Paul Styles. Trustees are not remunerated for their role, though they are entitled to be paid out-of-pocket expenses (see note 8 to the Financial statements).

The trustees are also the company directors. The board delegates certain powers in connection with the charity's governance and administration through its committee structure. This delegation is controlled by requiring the committees to report back regularly to the board, ensuring that all decisions made under delegated powers are ratified by the full board. A number of board members serve on the committees within the governance structure in order to provide expertise, scrutiny and governance oversight of each committee.

All committees operate under agreed terms of reference, provide meeting minutes and report to the board on key areas of work undertaken. Other working project groups are ad hoc as required.

The board meets quarterly. Trustees, governors and committee members also receive regular operational updates from the Chief Executive.

Board of Governors

The Board of Governors has delegated oversight responsibility for the operational aspects of National Star programmes and activities, including safeguarding, quality and achievements. Two new governors were appointed to the Board following a governance review. The Board of Governors meets quarterly and operates within terms of reference agreed by the Board of Trustees.

Finance and Investment Committee

The Finance and Investment Committee meets quarterly and is responsible for the oversight of the charity's financial affairs. The committee has a duty to keep a watching brief and provide advice, where appropriate, on potential and actual financial opportunities and threats, liaising with the Risk and Assurance Committee as appropriate.

Risk and Assurance Committee

The Risk and Assurance Committee meets quarterly and is responsible for reviewing the charity's risk assessment, risk management and internal control systems and processes. It may investigate any areas of concern or perceived risk. It acts as the corporate recipient of any information in line with the whistleblowing policy and to ensure that appropriate action is taken.

Advisory Board

The Advisory Board is made up of student governors, an adult learner representative, Student Union President, former learners and members of the community, and acts as a consultative and representative group of the charity's beneficiaries to help inform the charity's plans and as part of its stakeholder engagement.

Nominations and Remuneration Committee

This committee includes representatives of trustees and governors and is responsible for the recruitment and succession planning of trustees and governors as well as reviewing and recommending senior staff remuneration.

Chief Executive

Day-to-day management of the charity is delegated to the Chief Executive, Lynette Barrett, supported by the Deputy Chief Executive, Chief Operations Officer / Principal, Chief People Officer and a senior management team. The board set the pay for key management personnel (as detailed in note 8) by relation to industry standards and organisations of a similar size and activity.

Public Benefit

The trustees confirm that they have complied with the requirements and duty in Section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit; 'Charities and Public Benefit' and that the extensive charitable purposes and provision of the charity, particularly in the areas of education and disability services (as detailed in pages 12-17), are for the public benefit.

Subsidiary undertakings

Two subsidiary undertakings operated during the year. NSF Trading Limited (company number 01168043) operated as the organisation's trading subsidiary for non-charitable purpose trading. NSF Design & Build Limited (company number 08628807) undertakes accommodation and facilities development projects on behalf of the charity. Both subsidiaries generated surpluses in the year after direct costs, administrative costs and audit fees (as detailed in notes 2a and 2b to the Financial statements) which resulted in Gift Aiding a total of £210,816 (2022: £98,175) to the charity. Shareholdings are disclosed in note 10 to the Financial statements.

Trustees (Directors)

Name of Trustees / Directors	Risk and Assurance Committee	Finance and Investment Committee	Governor	Advisory Board	Nominations and Remuneration Committee
Paul Styles (Chair of Trustees)		●			●
Frances Allcock (Chair of the Nominations and Remuneration Committee)					●
Peter Barefoot		●			
Liz Cadman (Chair of the Risk and Assurance Committee)	●				
Brian Chatfield		●			
Tim Cooper (retired July 2023)					●
Chris Hallam (Chair of the Finance and Investment Committee)		●			
Robert Haymon-Collins			●		
Chas Howes (retired from Risk and Assurance Committee July 2023)	●	●			
Jane Matheson (Deputy Chair of Governors) (Appointed Trustee February 2023)	●		●		
Nikki Richardson (Chair of Governors, from August 2023) (Appointed Trustee July 2023)			●		
Matt Shayle	●				
Margaret Sheather					●

Trustees' duty to promote the success of the Charity (Section 172 statement)

Trustees as directors of the company have a duty to promote its success and, in doing so, are required by section 172(1) of the Companies Act 2006 to have regard to various specific factors, including:

- The likely consequences of decisions in the long-term.
- The interests of employees.
- The need to foster relationships with third party stakeholders.
- The impact of the organisation's operations on the community and the environment.
- The desirability of the organisation maintaining a reputation for high standards of business conduct.
- Maintaining a reputation for high standards of conduct.

Day-to-day management is delegated to the Chief Executive and a senior management team, who are required to act in furtherance of the charity's purpose and organisational strategy and to ensure that activities are carried out in compliance with policies approved by the board. The trustees and governors review strategies to assess progress and to identify areas of focus for the following year and beyond. Policies are reviewed periodically by the board or on its behalf by board committees.

Other Governors, Advisory Board and Committee Members

Name of other Governors, Advisory Board and Committee Members	Governor	Parent Governor	Student Governor	Staff Governor	Advisory Board	Risk and Assurance Committee	Nominations and Remuneration Committee
Mary Saunders OBE (Chair of Governors retired July 2023)	●						
Kim Anderson		●					
Elliott Caswell						●	
Mike Cooke						●	
Lyn Dance (Governor from July 2023)	●						
Andrew Evans (Chair of Advisory Board)						●	
Jason Felce						●	
Margaret Goldie	●						
Chris Harber (Governor from September 2023)	●						
Sue Hawkins				●			
Andrea Lewis	●					●	
Chelsea Pettitt (until July 2023)			●				
Chris Ratcliffe	●						
Jack Reeve (from May 2023)			●			●	
Andrea Riga						●	
Laith Ritchie (from September 2023)	●					●	
Lara Rowlands	●						
Francesca Vismara						●	
Alisha Williams (until September 2023)						●	

The board receives regular updates on the organisation's performance and progress with its plans for the future direction of the charity. The board and its committees keep under review the charity's principal risks and its risk appetite, considering emerging risks and regularly reviewing changes in the charity's risk profile and responses. By ensuring that management act in accordance with the strategy and in compliance with specific policies, the board and its committees obtain assurance that in promoting the success of the charity, due regard is given to the factors set out in Section 172.

The senior management team regularly report to the board and its committees on key stakeholder relations and engagement activities, current issues and relevant feedback received from interaction with stakeholders.

The likely consequences of any decision in the long term

The charity's strategy is based on its ambition to deliver and further develop high-quality, relevant education, care and support services for people with disabilities. Trustees and management continued to review the long-term strategic plan and areas of potential development of the charity's learning, education and care services. The trustees' consideration of all aspects of the future direction of the charity's work is informed by the feedback received from engagement with stakeholders.

The desirability of the charity maintaining a reputation for high standards of business conduct

Trustees have responsibility for setting the charity's culture, values and standards, and ensuring that its obligations to its stakeholders are met. The charity has in place a range of policies and processes that promote corporate responsibility and ethical behaviour. Areas covered include fundraising (National Star's fundraising practices are discussed on page 22), safeguarding, equal opportunities and whistleblowing. All these policies are reviewed periodically and updated as necessary by the board or the relevant committee and are subject to periodic review of compliance.

The board and its committees regularly review guidance from the Charity Commission and other regulatory authorities and take on board any recommendations regarding good practice. The charity's core activities support vulnerable young adults and maintaining very high safeguarding processes is central to its operations.

It is essential that public trust in the charity is maintained and not damaged because of accepting donations from inappropriate sources. The board has approved a policy that enables trustees to refuse a donation which may be considered unethical.

Engaging with stakeholders

Through regular engagement with key stakeholders, trustees, governors and the senior management team maintain an understanding of stakeholders' needs that informs how the charity defines its organisational objectives, policies and strategy. The board's decision-making process considers the impact of potential decisions on relevant stakeholders, and the board obtains assurance that proper consideration is given by its committees to stakeholder interests through regular reports from each committee.

Service users

These are the young people and adults who use the charity's services and their families. Learner voice is very important to National Star. There is an active elected Student Union which was consulted over the year about a range of issues. Members provide updates to the Board of Governors and are involved in staff recruitment and training. Feedback from learners and service users informs organisational improvements. Learners and parent governors have a voice on the Board of Governors and parents, and learners and former learners are involved with the Advisory Board. The care and education teams continuously review learners' progress and residents' support to ensure they, and their families and carers, are kept informed and that the service users have an active say in their lives. Learners also work with governors and trustees on their strategy day. Regular virtual Family and Carer Forums are held throughout the year.

Local authorities and other funding bodies

National Star's core income comes from fees paid by local authorities, the NHS and the Education and Skills Funding Agency (ESFA). The charity works closely with these bodies to ensure it is meeting the needs of the young people in its care.

The charity has also worked closely with local authorities to provide local provision.

SEND education and care communities

National Star is committed to sharing best practice and its expertise. It consults and works closely with a range of professional bodies and specialist organisations to develop resources and share knowledge in the UK. National Star continued to work with The Education Training Foundation to support the development of high-quality programmes and practice across the further education sector. The charity contributes to the Natspec practitioner network.

Key opinion leaders and other influencers

National Star works closely with key opinion leaders and influencers – both Parliamentarians and national bodies. For example, we work closely with the Department for Education, NHS England, NHS Wales, Public Health England, Ofsted, VODG, Estyn, Association of Colleges, Natspec (the membership association for organisations which offers specialist further education and training for learners with learning difficulties and / or disabilities) and the Care Quality Commission to help shape and inform policy to secure the best outcomes for young people with complex disabilities and learning difficulties. We strive to work in partnership with other SEND bodies in pursuing shared policy outcomes.

Supporters

National Star consults its supporters about its fundraising activities in several ways. The charity engages with supporters on a regular basis through tailored communications to specific audiences. This includes face-to-face visits, telephone and virtual conversations, and written communications. Several supporters are invited to share in celebratory events at National Star, providing them with the opportunity to meet beneficiaries and their families. National Star employees visit many community groups and organisations to talk about the charity's work and its fundraising needs.

Employees

The senior management team, with the support of the trustees, provide employees with information on matters of concern to them as employees through various channels of communications, including National Star's intranet, the employee consultation group (LINK) and regular updates from the Chief Executive, the Chair of Trustees, the Chair of Governors and other senior managers. There are a range of regular staff communications to ensure all employees are kept informed. An annual colleague survey was carried out in June 2023, which resulted in actions led by the senior management team. The trustees and the Board of Governors are kept informed about employee relations and regularly review employee feedback and employment policies.

Supporting the Environment

Sustainability and supporting the environment plays an important role at National Star. Everyone from learners to staff are encouraged to play a part in protecting the environment.

From 2023 – 2024, the charity will have a Head of Sustainability to champion the environment and reflect its commitment to sustainability.

We took part in various green initiatives throughout the year, including planting 420 saplings at Ullenwood, thanks to the

Woodland Trust, and learners created a hedgehog trail as part of the Hedgehog Friendly Campus Silver Award. We achieved the Silver Award and have started working towards our Gold Award. In the autumn of 2023, learners picked 130kg of apples from the Ullenwood Orchard, the majority of which were professionally pressed to make juice to be sold in **StarBistro**.

Energy consultants Hydrock completed collecting the data needed to create National Star's Carbon Management Plan. The next task will be to work on proposed targets for us to work towards on the route to Net Zero.

Streamlined Energy and Carbon Reporting

				2022/23	2022/23	2022/23	2022/23		2021/22	2021/22	2021/22	2021/22
Type of Emission	Scope	Activity	Unit	Quantity	kWh Energy	tCO2e	% of total		Quantity	kWh Energy	tCO2e	% of total
Direct	1	Services – Biomass	kWh	2,530,000	2,530,000	27	3%		2,230,400	2,230,400	23	2%
		Services – Gas	kWh	753,639	753,639	139	17%		817,081	817,081	150	15%
		Services – Oil	litres	28,158	333,414	89	11%		86,078	1,019,233	273	28%
		Services – LPG	litres	8,867	64,370	14	2%		10,440	75,789	16	2%
		Owned Vehicles	litres – diesel	61,279	643,886	154	19%		51,161	542,662	131	13%
		Owned Vehicles	litres – petrol	837	7,920	2	0%		1,242	11,820	3	0%
Energy Indirect	2	Services – Electricity	kWh	1,728,909	1,728,909	358	44%		1,795,680	1,795,680	347	36%
Other Indirect	3	Personal Vehicles	miles	143,434	165,805	38	5%		110,021	129,040	23	3%
Total Gross Emissions (tCO2e)						821			974			
Total Energy Consumed (kWh)					6,227,943				6,621,705			

Intensity Metric Ratio:	2022/23	2021/22
Number of Employees (FTEs)	904	880
Tonnes of CO2e Per Employee	0.91	1.11

During 2022 – 2023, National Star made progress on implementing further measures to improve energy efficiency, including installing LED lighting, installing inverters on all pool pumps to reduce their speed at no detriment to operation, and discouraged the use of electric fan heaters. Electricity meters were fitted to all residential buildings to enable comparisons to be made and support reduction through monthly readings.

The vast majority of Ullenwood heating from the Energy Centre transferred back to biomass following the replacement of the original 500kW boiler which came online in November 2022. The two biomass boilers output 2,530,000 kwh (2022 – 2023), an increase of 300,000 kwh on the previous year. As a result, we saw our oil usage reduce significantly to 28,158L, a decrease of 59,920L. The introduction of the new biomass boiler enabled us to reduce our CO2 output by 171.44 tonnes.

Overall heating energy from the Energy Centre reduced from 2,862,000 kwh to 2,751,000 kwh, a reduction of 111,000 kwh.

This is due to the combination of employees being more careful of energy usage and the additional investment in control systems and infrastructure. Solar panels were installed on the new building at Ullenwood and we are reviewing quotes for solar installations on other buildings.

This report is provided in accordance with The Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018, which came into force from 1 April 2019. As a large charitable company, National Star is required to provide the following information for the Group in relation to its UK energy use, associated greenhouse gas emissions, intensity ratio and energy efficiency actions.

Methodology

Our reporting methodology was based on the UK Government's Environmental Reporting Guidelines, 2019. Our calculations were based on the UK Government GHG Conversion Factors for Company Reporting (2023). All emissions calculations are derived from activity data representing the Group, including its subsidiary undertakings. Parameters include those emissions for which National Star has operational control. The reporting period is 1 September 2022 to 31 August 2023.

Statement of trustees' responsibilities

The trustees (who are directors of National Star Foundation for the purpose of company law) are responsible for preparing the Trustees' Report (including the Strategic Report) and the Financial statements in accordance with applicable law and generally accepted accounting practice (United Kingdom Accounting Standards).

Company law requires the trustees to prepare Financial statements for each financial year. Under company law, the trustees must not approve the Financial statements unless they are satisfied that they give a true and fair view of the situation of the charity and the group and of the incoming resources, including the income and expenditure of the charity and the group for that period.

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

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Statement of Recommended Practice: Accounting and Reporting by Charities as revised in 2019.
- Make reasonable and prudent judgements and estimates.
- State whether applicable UK accounting standards, comprising FRS102, 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 and charity will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show the charity's transactions, disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the Financial statements comply with the Companies Act 2006 and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the charity and the group and for taking reasonable steps to prevent and detect fraud, and other irregularities.

In so far as each of the trustees of the charity at the date of approval of this report is aware, there is no relevant audit information needed by the charity's auditor in connection with preparing the audit report of which the charity's auditor is unaware. Each trustee has taken all of the necessary steps in order to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

The trustees confirm that they have had regard to the Charity Commission's guidance on public benefit and report on the charity's objectives and achievements on pages 12 to 17. The reference and administrative details on page 55 form part of the Trustees' Report.

By order of the Board of Trustees, the Annual Report (incorporating the Strategic Report) has been approved by the Board of Trustees and signed on its behalf by:



Paul K Styles
Chair of Trustees
31 January 2024

Shannon, age 21

Without National Star...

“Without National Star, I wouldn't be so independent.”

Student Shannon

When Shannon was asked to trial a new piece of physiotherapy equipment, no one could imagine the impact it would have on her life.

Shannon, who received life-changing injuries in a car accident at the age of 11, uses a power wheelchair and an electronic communication device to speak. She struggled to settle into college and to engage in any form of physiotherapy.

Then the physiotherapy team trialled the Innowalk Pro, a piece of physiotherapy equipment designed to improve the fitness of people with disabilities.

It was an instant success with Shannon. 'I love it so, so, much. I want to spend nine hours on it,' she said.

Not only has it helped Shannon's physical fitness but her mental health as well.

It has had such an impact on Shannon's life that her family have been able to fund her own Innowalk. 'It is the best thing National Star has given her,' said her parents Fiona and Paul. 'She hates her standing frame so the Innowalk will change her life. She is motivated and it is helping her in so many ways.'



Independent auditors' report

Opinion

We have audited the Financial statements of National Star Foundation ('the charitable company') and its subsidiaries ('the group') for the year ended 31 August 2022 which comprise the Consolidated Statement of Financial Activities, Consolidated Balance Sheet, Charity Balance Sheet, Consolidated Statement of Cash Flows and notes to the Financial statements, including 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 the charitable company's affairs as at 31 August 2022 and of the group's 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 Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's or the group'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 trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the Financial statements and our auditor's report thereon. 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 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.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the Trustees' Report, which includes the Directors' Report and the Strategic Report prepared for the purposes of company law, for the financial year for which the Financial statements are prepared is consistent with the Financial statements; and
- The Strategic Report and the Directors' Report included within the Trustees' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Directors' Report included within the Trustees' Report.

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

- Adequate and proper accounting records have not been kept; or
- The Financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 34, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the Financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of Financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the Financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a of as

Independent auditors' report

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 charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the Financial statements

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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the Financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group 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 Companies Act 2006, the Charities Act 2011, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the Financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the operations were CQC Regulations for service providers and managers, Ofsted, General Data Protection Regulation (GDPR), taxation legislation 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. Our audit procedures to respond to these risks included enquiries of management and the Finance & Investment Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and Ofsted, and reading minutes of meetings of those charged with governance.

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. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the Financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

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



Tara Westcott

Partner, Social Purpose and Non Profits
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
4th Floor
St James House
St James' Square
Cheltenham
GL50 3PR

Date: 13 February 2024

National Star Foundation

Consolidated statement of financial activities

(Incorporating an income and expenditure account for the year ended 31 August 2023)

	Note	Unrestricted funds £	Restricted funds £	Total funds 2023 £	Total funds 2022 £
Income from:					
Donations and legacies	4/14	371,212	2,113,221	2,484,433	2,407,933
Charitable activities					
Student fees		26,949,888	–	26,949,888	24,456,997
Other charitable activities	3	9,453,774	–	9,453,774	8,271,064
ESFA capital grants		189,011	–	189,011	137,902
Teachers' Pension Grant		146,613	–	146,613	128,277
Adult Social Care Infection Control Grant		1,033	–	1,033	127,293
Workforce Recruitment and Retention Grant		–	–	–	414,066
Other trading activities					
Trading turnover – NSF Trading Limited	2a	149,803	–	149,803	150,729
Investments		139,799	–	139,799	25,861
Other					
Other income	5	543,525	–	543,525	285,416
Total income		37,944,658	2,113,221	40,057,879	36,405,538
Expenditure on:					
Raising funds	6	324,784	–	324,784	321,648
Charitable activities	6/14	37,932,651	193,950	38,126,601	35,806,821
Other expenditure					
NSF Trading Limited	2a	67,628	–	67,628	58,162
NSF Design & Build Limited	2b	10,929	–	10,929	3,797
Total expenditure		38,335,992	193,950	38,529,942	36,190,428
Net (expenditure) / income before gains / (losses) on investments		(391,334)	1,919,271	1,527,937	215,110
Net gains / (losses) on investments	10	149,834	–	149,834	(131,459)
Net income		(241,500)	1,919,271	1,677,771	83,651
Transfer between funds	14/15	2,060,902	(2,060,902)	–	–
Net movement in funds		1,819,402	(141,631)	1,677,771	83,651
Reconciliation of funds:					
Total funds at 1 September 2022	14/15	31,868,359	2,412,668	34,281,027	34,197,376
Total funds at 31 August 2023	14/15	33,687,761	2,271,037	35,958,798	34,281,027

The notes on pages 37 to 54 form part of these Financial statements.

National Star Foundation

Consolidated balance sheet

As at 31 August 2023

Company Number: 00522846

	Note	2023 £	2022 £
Fixed assets			
Tangible assets	9a	31,080,058	26,311,181
Investments	10	3,297,589	3,147,755
		34,377,647	29,458,936
Current assets			
Debtors: amounts falling due within one year	11	1,758,691	2,958,729
Cash at bank and in hand		5,063,139	7,469,828
		6,821,830	10,428,557
Liabilities			
Creditors: amounts falling due within one year	12	(5,240,679)	(5,606,466)
Net current assets		1,581,151	4,822,091
Creditors: amounts falling due after one year	12	–	–
Total net assets		35,958,798	34,281,027
The funds of the group			
Restricted funds	14	2,271,037	2,412,668
Unrestricted funds	15	33,687,761	31,868,359
Total group funds		35,958,798	34,281,027

The charity net income in the year was £1,827,021 (2022: £105,550) before group consolidation.

These Financial statements were approved and authorised for issue by the Board of Trustees on 31 January 2024 and signed on its behalf by:



Paul K Styles
Director

The notes on pages 37 to 54 form part of these Financial statements.

National Star Foundation

Charity balance sheet

As at 31 August 2023

Company Number: 00522846

	Note	2023 £	2022 £
Fixed assets			
Tangible assets	9b	31,535,325	26,617,198
Investments	10	3,297,690	3,147,856
		34,833,015	29,765,054
Current assets			
Debtors: amounts falling due within one year	11	1,885,346	2,901,697
Cash at bank and in hand		4,764,977	7,348,559
		6,650,323	10,250,256
Liabilities			
Creditors: amounts falling due within one year	12	(5,069,273)	(5,428,266)
		1,581,050	4,821,990
Net current assets			
Creditors: amounts falling due after one year	12	–	–
Total net assets		36,414,065	34,587,044
The funds of the charity			
Restricted funds	14	2,271,037	2,412,668
Unrestricted funds	15	34,143,028	32,174,376
Total charity funds		36,414,065	34,587,044

These Financial statements were approved and authorised for issue by the Board of Trustees on 31 January 2024 and signed on its behalf by:



Paul K Styles
Director

The notes on pages 37 to 54 form part of these Financial statements.

National Star Foundation

Consolidated statement of cash flows

For the year ended 31 August 2023

Reconciliation of net income to net cash inflow from operating activities

	2023 £	2022 £
Net income for the reporting period	1,677,771	83,651
Adjustments for:		
Depreciation charges	1,598,141	1,425,684
Interest from investments	(139,799)	(25,861)
(Gains) / losses on investments	(149,834)	131,460
(Profit) on sale of fixed assets	(270)	(1,650)
Decrease / (Increase) in debtors	1,200,038	(1,208,693)
(Decrease) / Increase in creditors	(352,158)	854,630
Net cash provided by operating activities	3,833,889	1,259,221
Cash flows from financing activities		
Repayment of borrowings	(13,629)	(53,721)
Net cash used in financing activities	(13,629)	(53,721)
Cash flows from investing activities		
Interest	139,799	25,861
Proceeds from the sale of property, plant and equipment	270	1,650
Proceeds from sale of investments	–	700,000
Purchase of property plant and equipment	(6,367,018)	(1,574,716)
Net cash used in investing activities	(6,226,949)	(847,205)
Change in cash and cash equivalents in the reporting period	(2,406,689)	358,295
Cash and cash equivalents at the beginning of the reporting period	7,469,828	7,111,533
Cash and cash equivalents at the end of the reporting period	5,063,139	7,469,828
Analysis of cash and cash equivalents		
Cash in hand	5,063,139	4,469,828
Notice deposits (less than 3 months)	–	3,000,000
	5,063,139	7,469,828

The notes on pages 37 to 54 form part of these Financial statements.

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2023

1. Accounting policies

a) Charity information

National Star Foundation is a registered charity (charity number: 220239) and was incorporated as a private company limited by guarantee in England and Wales (company number: 00522846) on 20 August 1953. The address of its registered office is Ullenwood Manor, Ullenwood, Cheltenham, Gloucestershire, GL53 9QU. This is also the registered address of NSF Trading Limited and NSF Design & Build Limited.

b) Accounting convention

The consolidated Financial statements have been prepared under the historical cost convention, as modified by the revaluation of investments.

The consolidated Financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Companies Act 2006 and the Charities Act 2011.

National Star Foundation meets the definition of a public benefit entity under FRS 102.

c) Going concern

The group and charity have cash resources and have no requirement for external funding. The trustees have reviewed the position carefully with a view to ensuring the ongoing provision of care for the learners and residents as well as employment of employees. The charity currently holds significant cash balances supplemented, if needed, by an overdraft facility. Demand for places remains strong for the academic year 2023 - 2024. Conservative cash flow modelling with sensitivity analysis indicates that the cash reserves of the charity are adequate to meet the charity's obligations as they fall due. Accordingly, the trustees believe that financial resources are sufficient to ensure the charity will continue as a going concern for the foreseeable future, being at least 12 months from the date of approval of the Financial statements and have therefore prepared the Financial statements on a going concern basis.

d) Consolidated Financial statements

These Financial statements consolidate the charity and its subsidiary undertakings NSF Design & Build Limited and NSF Trading Limited to 31 August 2023, all inter group sales and profits have been eliminated on consolidation.

Net income of £1,827,021 (2022: £105,550) was attributable to the charity for the year. The charity has also taken advantage of the exemption available to a qualifying entity in FRS 102 from the requirement to present a charity only Statement of Cash Flows and certain disclosures about the charity's financial instruments within the consolidated Financial statements.

No separate Statement of Financial Activities ("SOFA") has been prepared for the charity alone as permitted by Section 408 of the Companies Act 2006.

e) Fund accounting

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

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors. The aims of the restricted funds are set out in the notes to the Financial statements.

f) Income

All income is included in the SOFA when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received, and the amount can be measured reliably.

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2023

1. Accounting policies (continued)

Donations and gifts represent amounts receivable during the year, together with any associated tax refund and do not include the value of any pledges secured for future donations.

Fees are accounted for in the SOFA in the year in which the service is provided.

Grants (including government grants) are included in the Financial statements on an entitlement basis. The balance of income received for a specific purpose but not expended in the year is shown in the relevant funds on the Balance Sheet. Where entitlement occurs before income is received, the income is accrued.

Where income is received in advance of the charity having entitlement to the fund the income is deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably, and the charity has been notified of the executor's intention to make a distribution.

All capital grants received are recognised in the SOFA and credited to a separate restricted fund where there are restrictions on the future use of the fund. Any depreciation charged on that element of the cost of assets funded by grants is charged to restricted funds.

g) Expenditure

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them. Expenditure on raising funds include all fundraising, financing and trading costs of the subsidiaries.

All expenditure is accounted for on an accrual basis. Overheads and other costs not directly attributable to particular functional activity categories are apportioned over the relevant categories on the basis of management estimates of the amount attributable to that activity in the year on a basis consistent with use of the resources. The irrecoverable element of VAT is included with the item of expense to which it relates.

Governance costs are included within support costs and include strategic planning costs for the charity's future development, external audit and all costs of complying with constitutional and statutory requirements, such as costs of board and committee meetings and for preparing statutory Financial statements and satisfying public accountability.

h) Pension costs

The charity contributes to the Teachers' Pension Scheme at the advised rates. As it is not possible to separately identify the assets and liabilities of the Teachers' Pension Scheme, it is accounted for as if it were a defined contribution scheme. The charity's contributions to the scheme are charged in the Financial statements as they accrue.

Regarding non-teaching employees, contributions are made to the charity's defined contribution pension scheme. All contributions are charged to the SOFA as they become payable in accordance with the rules of the schemes.

i) Tangible fixed assets

All expenditure above £500 for ICT and £1,000 for all other assets for the acquisition, enhancement, production and installation of fixed assets and all fixed assets received by way of donation are capitalised. Tangible fixed assets are stated in the Balance Sheet at cost less depreciation and impairment, or at estimated value at date of donation less depreciation in respect of donated assets.

Depreciation is calculated to write off the cost or valuation less estimated residual value of tangible assets over their estimated useful lives at the following rates:

Freehold land	Not depreciated
Freehold buildings	2% – 10%
Leasehold property improvements	20% (or over the lease term)
Fixtures and equipment	10% – 20%
ICT	10% – 25%
Motor vehicles	10% – 25%

Assets in the course of construction are included at cost. Depreciation on these assets is not charged until they are brought into use.

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2023

1. Accounting policies (continued)

j) Investments

Investments are stated at market value at the Balance Sheet date. All gains and losses relating to investments are accounted for in the SOFA. Investments in subsidiaries are held at cost.

k) Debtors

Short-term debtors are initially measured at the settlement price, less any impairment. Prepayments are valued at the amount prepaid net of any trade discounts.

l) Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions with a short maturity of three months or less.

m) Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Short term creditors are initially measured at the settlement amount.

n) Financial instruments

National Star Foundation 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.

o) Operating leases

Rentals payable under operating leases are charged to the SOFA on a straight-line basis over the lease term.

p) Taxation

National Star Foundation is a registered charity, and as such is entitled to tax exemptions on all its income and gains, properly applied for its charitable purposes.

q) Judgements in applying accounting policies and key sources of estimation uncertainty

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

The items in the Financial statements where these estimates and judgements have been made include the following:

i) Useful economic lives of tangible assets

The annual depreciation charges for the tangible assets are sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on economic utilisation and the physical condition of the assets. See note 9 for the carrying amount of the tangible assets and note 1i for the useful lives for each class of asset.

ii) Useful economic lives of intangible assets

Intangible assets are stated at their historical cost and amortised on a straight-line basis over their expected useful economic lives. The useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates, based on economic utilisation associated with the specific asset. Intangible assets are derecognised on disposal or when no future economic benefits are expected from their use. Intangible assets include software purchased from third parties and related software implementation costs. See note 9 for the cost amount of intangible assets.

iii) Impairment of debtors

The Group makes an estimate of the recoverable value of trade and other debtors. When assessing impairment of trade and other debtors, management considers factors including the current credit rating of the debtor, the ageing profile of debtors and historical experience. See note 11 for the net carrying amount of the debtors and associated impairment provision.

iv) Income provision

The charity has a provision for some elements of income in relation to learners and service users who left through the year or were absent for part of the year. When assessing the level of provision required, the charity has considered levels of fee income, services provided, availability of placement and pattern of attendance, as well as relevant funding guidance.

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2023

2. Results of subsidiaries

a) NSF Trading Limited

The charity owns 100% of NSF Trading Limited (company registration number: 01168043), which predominantly lets out the National Star Foundation facilities and undertakes the charity's trading activities. It has a signed ordinary resolution to Gift Aid its taxable profits to the charity. Its trading results, extracted from its audited Financial statements, were:

	2023 £	2022 £
Turnover	149,803	150,729
Cost of sales	(62,358)	(53,169)
Gross profit	87,445	97,560
Other income	–	–
Administrative expenses	(16,833)	(17,486)
Operating profit	70,612	80,074
Taxation	–	–
Profit after taxation	70,612	80,074
Retained earnings at start of period	–	–
Gift Aid donation to National Star Foundation	(70,612)	(80,074)
Retained earnings at end of period	–	–
Reserves		
Profit and loss reserves	–	–
Share capital	100	100
Shareholder's funds	100	100

The trading company made a Gift Aid donation of £70,612 (2022: £80,074) to the charity within nine months of the year end, with the result that it has a £nil annual corporation tax liability.

b) NSF Design & Build Limited

The charity owns 100% of NSF Design & Build Limited (company registration number: 08628807), which was set up to manage capital projects on behalf of National Star Foundation. It has a signed ordinary resolution to Gift Aid its taxable profits to the charity. Its trading results, extracted from its audited Financial statements, were:

	2023 £	2022 £
Turnover	5,188,907	751,852
Cost of sales	(5,037,774)	(729,954)
Gross profit	151,133	21,898
Administrative expenses	(10,929)	(3,797)
Operating profit	140,204	18,101
Taxation	–	–
Profit after taxation	140,204	18,101
Retained earnings at start of period	–	–
Gift Aid donation to National Star Foundation	(140,204)	(18,101)
Retained earnings at end of period	–	–
Reserves		
Profit and loss reserves	–	–
Share capital	1	1
Shareholder's funds	1	1

The trading company made a Gift Aid donation of £140,204 (2022: £18,101) to the charity within nine months of the year end, with the result that it has a £nil annual corporation tax liability.

3. Other charitable activities

Other Charitable Activities income of £9,453,774 (2022: £8,271,064) arises from a range of activities undertaken during the year including:

	2023 £	2022 £
Foundation House	1,571,394	1,431,028
Eveson Centre, Hereford	1,982,217	1,335,548
Hereford long-term residence	1,091,568	941,115
LiftTraining	249,032	339,476
Respite Provision	1,411,330	1,114,613
StarBistro	117,859	80,373
Steps into Work	212,884	194,299
Bradbury Gardens long-term residence	1,039,919	947,691
Mamhilad (Wales)	649,370	753,552
Matrixcare (Malvern)	430,652	412,479
Teacher Education	126,963	222,428
Re-education / Therapy Services	108,272	176,419

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2023

4. Donations and legacies

	Unrestricted funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
Donations	165,229	2,113,221	2,278,450	1,012,918
Legacies	193,890	–	193,890	1,379,477
Other voluntary income	12,093	–	12,093	15,538
	371,212	2,113,221	2,484,433	2,407,933

In addition, the charity received a government ESFA Building Conditions Grant of £189,011 (2022: £137,902), a Teachers' Pension Grant of £146,613 (2022: £128,277), an Adult Social Care Infection Control Grant of £1,033 (2022: £127,293), and no Workforce Recruitment & Retention Grant (2022: £414,066). There were no unfulfilled conditions or other contingencies attached to these grants.

£818,844 of income from donations in the prior year related to restricted funds. All other income from donations and legacies in the prior year related to unrestricted funds.

5. Other income

	Unrestricted funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
StarShop and Student shops	33,160	–	33,160	12,169
Transport	220	–	220	442
Profit on sale of fixed assets	270	–	270	1,650
Charity retail	503,935	–	503,935	265,289
Other income	5,940	–	5,940	5,866
	543,525	–	543,525	285,416

All other income in the prior year related to unrestricted funds.

6. Analysis of expenditure

	Staff costs £	Other costs £	Depreciation £	Total 2023 £	Total 2022 £
Charitable activities					
Teaching and welfare	25,287,057	1,360,084	1,166,796	27,813,937	26,780,706
Premises	1,017,849	2,461,019	152,329	3,631,197	3,092,122
Support costs	4,457,596	1,944,855	279,016	6,681,467	5,933,993
	30,762,502	5,765,958	1,598,141	38,126,601	35,806,821
Raising funds					
Other	119,324	205,460	–	324,784	321,648
Trading costs	23,623	54,934	–	78,557	61,959
	30,905,449	6,026,352	1,598,141	38,529,942	36,190,428

Included within support costs are the following governance costs:

	2023 £	2022 £
Auditor's remuneration (gross)		
– Audit	29,415	28,010
– Non audit	7,423	11,076
Trustees' / directors' meeting costs	2,134	584
	38,972	39,670

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2023

7. Net income

	2023 £	2022 £
Net income is stated after charging / (crediting) the following:		
Depreciation	1,598,141	1,425,684
Auditor's remuneration (net)		
– audit	24,512	23,342
– non audit	6,186	9,230
Profit on sale of fixed assets	(270)	(1,650)
Bank loan interest	117	1,260
Operating lease payments		
– land and buildings	212,780	154,955
– other	58,068	50,506

8. Employee costs and key management personnel remuneration

	2023 £	2022 £
Wages and salaries	27,770,611	26,606,551
Social security costs	2,054,106	1,926,880
Other pension costs	1,080,732	967,458
	30,905,449	29,500,889

Included in the above are agency and subcontractor costs of £3,062,257 (2022: £2,030,411) in relation to National Star Foundation & NSF Trading Limited.

During the year, the trustees received £nil (2022: £nil) remuneration and no retirement benefits were accruing. No trustees received reimbursed expenses during the year (2022: £nil).

The average headcount of employees was:

	2023 No.	2022 No.
Charitable activities	1,213	1,169
Cost of generating funds – fundraising office	4	4
	1,217	1,173

After taking account of part-time employees the annual full-time equivalent number was 904 (2022: 880).

During the year, the charity made redundancy/termination payments of £13,021 (2022: £1,688).

The number of employees who received annual equivalent emoluments (including benefits in kind of between £86 and £1,378 per person) in excess of £60,000 during the period were in the following bands:

	2023 No.	2022 No.
£60,000 – £69,999	4	5
£70,000 – £79,999	4	1
£80,000 – £89,999	1	–
£90,000 – £99,999	–	2
£110,000 – £119,999	1	1
£120,000 – £129,999	1	–

Four of the above employees participated in the Teachers' Pension Scheme. During the year ended 31 August 2023 employer contributions for these employee members amounted to £65,845 (2022: £45,768). The other seven employees participated in the defined contribution pension scheme – total employer contributions for these staff members amounted to £50,649 (2022: £45,099).

The remuneration of key management personnel for the Group was:

	2023 £	2022 £
Total key management personnel remuneration	471,180	474,931

Key management personnel are defined as the Chief Executive, Deputy Chief Executive, Chief Operations Officer/Principal and Chief People Officer. The remuneration figure includes gross salary, employer's National Insurance, employer's pension and benefits in kind.

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2023

9a. Tangible fixed assets – group

	Freehold land and buildings £	Assets under construction £	Leasehold property improvements £	Motor vehicles £	Fixtures and equipment £	Total £
Cost						
At 1 September 2022	36,516,407	953,062	243,524	1,125,811	3,569,170	42,407,974
Additions	437,978	5,458,899	85,441	40,940	343,760	6,367,018
Disposals	(412,734)	–	–	(30,370)	(203,992)	(647,096)
Transfers	41,787	(41,787)	–	–	–	–
At 31 August 2023	36,583,438	6,370,174	328,965	1,136,381	3,708,938	48,127,896
Depreciation						
At 1 September 2022	12,624,021	–	182,707	743,497	2,546,568	16,096,793
Disposals	(412,734)	–	–	(30,370)	(203,992)	(647,096)
Charge for the period	1,158,852	–	19,754	77,051	342,484	1,598,141
At 31 August 2023	13,370,139	–	202,461	790,178	2,685,060	17,047,838
Net Book Value						
At 31 August 2023	23,213,299	6,370,174	126,504	346,203	1,023,878	31,080,058
At 31 August 2022	23,892,386	953,062	60,817	382,314	1,022,602	26,311,181

Included in the above within fixtures and equipment at cost is £292,647 (2022: £160,416) of intangible software assets with depreciation charged on these assets during the year of £11,907 (2022: £18,186).

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2023

9b. Tangible fixed assets – charity

	Freehold land and buildings £	Assets under construction £	Leasehold property improvements £	Motor vehicles £	Fixtures and equipment £	Total £
Cost						
At 1 September 2022	36,822,424	953,062	243,524	1,125,811	3,569,170	42,713,991
Additions	585,313	5,458,899	85,441	40,940	345,674	6,516,267
Disposals	(412,734)	–	–	(30,370)	(203,992)	(647,096)
Transfers	41,787	(41,787)	–	–	–	–
At 31 August 2023	37,036,790	6,370,174	328,965	1,136,381	3,710,853	48,583,163
Depreciation						
At 1 September 2022	12,624,021	–	182,707	743,497	2,546,568	16,096,793
Disposals	(412,734)	–	–	(30,370)	(203,992)	(647,096)
Charge for the period	1,158,852	–	19,754	77,051	342,484	1,598,141
At 31 August 2023	13,370,139	–	202,461	790,178	2,685,060	17,047,838
Net Book Value						
At 31 August 2023	23,666,651	6,370,174	126,504	346,203	1,025,793	31,535,325
At 31 August 2022	24,198,403	953,062	60,817	382,314	1,022,602	26,617,198

Included in the above within fixtures and equipment at cost is £292,647 (2022: £160,416) of intangible software assets with depreciation charged on these assets during the year of £11,907 (2022: £18,186).

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2023

10. Investments – group and charity

Cost or valuation	Charity listed investments £	Charity investment in subsidiary £	Charity total £
At 1 September 2022	3,147,755	101	3,147,856
Additions	–	–	–
Disposals	–	–	–
Gains on investments	149,834	–	149,834
Net Book Value			
At 31 August 2023	3,297,589	101	3,297,690

The historical cost of listed investments on 31 August 2023 was £1,817,250 (2022: £1,817,250).

On 31 August 2023 the investments comprise accumulation units in CCLA COIF Charities Investment Fund of £1,071,441 (2022: £1,060,780), Schroder Charity Equity Value Fund of £1,157,870 (2022: £1,045,689), and St. James's Place Wealth Management split into three separate investment funds; Diversified Bond £390,950 (2022: £387,245), Global Equity £243,544 (2022: £235,433) and Strategic Income £433,784 (2022: £418,608).

Such investments are primarily held to provide a return where monies are not required immediately for the charity's activities and form part of the charity's reserves policy.

Shares in Subsidiary

The charity holds 101 ordinary shares of £1 each representing 100% of the allocated share capital of NSF Trading Limited (100 shares) and NSF Design & Build Limited (1 share), both entities are incorporated in England and Wales. The value of the investments is the cost of £101.

11. Debtors – amounts falling due within one year

	Group		Charity	
	2023 £	2022 £	2023 £	2022 £
Trade debtors	1,189,358	1,170,608	1,138,236	1,108,133
VAT	34,740	116,977	6,549	3,395
Amount owed by subsidiary undertaking	–	–	206,973	119,968
Prepayments and accrued income	499,388	1,636,745	498,383	1,635,802
Other debtors	35,205	34,399	35,205	34,399
	1,758,691	2,958,729	1,885,346	2,901,697

Trade debtors are stated after impairment provision totalling £30,898 (2022: £60,803).

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2023

12. Creditors – Amounts falling due within one year

	Group		Charity	
	2023 £	2022 £	2023 £	2022 £
Trade creditors	1,607,272	1,579,296	1,540,747	1,267,176
Taxes and social security costs	532,667	526,936	532,667	526,936
Amount owed to subsidiary undertaking	–	–	–	174,579
Accruals	929,075	1,208,042	837,041	1,177,580
Deferred income	1,481,951	1,344,368	1,470,228	1,334,788
Pension	169,716	157,393	169,716	157,393
Other creditors	519,998	776,802	518,876	776,185
Bank loan	–	13,629	–	13,629
	5,240,679	5,606,466	5,069,273	5,428,266

Deferred income	2023 £
Deferred income at 1 September 2022	1,344,368
Resources deferred in the year	1,481,951
Amounts released from previous years	(1,344,368)
Deferred income at 31 August 2023	1,481,951

The value of deferred income relates to income that has been received during the year that relates to future periods, such as ESFA element 1 and 2 funding, respite funding and LIFT income.

Creditors – amounts falling due after one year

£nil (2022: £nil).

Creditors – bank loan – group and charity

In November 2016 a loan of £300,000 was drawn from HSBC Bank plc. The loan was for a six-year term and was repayable by monthly instalments, with the final payment being made in November 2022. The loan was secured by way of a legal charge over the freehold property known as 2 Manor Barn, Ullenwood, Cheltenham. Interest was charged at a rate of 2.5% above the Bank of England Base Rate.

Included within the above are amounts falling due as follows:

	2023 £	2022 £
Within one year	–	13,629

As part of the organisation's response to its risk management processes, the organisation continues to hold an overdraft facility with HSBC to support any cash flow pressures that may result from a disruption to services and to mitigate risk. The facility of £2.5m is secured against the organisation's assets by way of a Debenture and was not used in the reporting period.

13. Share capital

The charity does not have a share capital as it is limited by guarantee. Each of the members is a guarantor to the extent of £1 in the event of the charity being wound up whilst they are members, or within one year of them ceasing to be members in respect of debts and liabilities contracted before they ceased to be a member.

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2023

14. Restricted funds

2023	Balance at 1 September 2022 £	Income £	Expenditure £	Transfers £	Balance at 31 August 2023 £
Therapies Centre Star Appeal Development (Schroder Foundation – £50,000 September 2009)	36,917	–	(1,000)	–	35,917
Star Appeal / Development (The Henry Smith Charity – £125,000 May 2008/ £125,000 May 2011)	187,083	–	(5,000)	–	182,083
Elizabeth House Residential Accommodation Project (Big Lottery Fund – £300,000 January 2000)	164,500	–	(6,000)	–	158,500
Cleeve Bungalow Residential Accommodation Project (Big Lottery Fund – £250,000 July 2006)	164,583	–	(5,000)	–	159,583
Education and Skills Funding Agency – Building Improvement Fund Capital Grant – Pittville Project (£2,209,746 2014–2015). The restriction ends in 2025.	1,717,929	–	(56,404)	–	1,661,525
Committed Funds – various restricted gifts	63,013	149,409	(119,729)	(24,264)	68,429
Ledbury Road Hereford – various other restricted gifts	5,000	–	–	–	5,000
Building a Brighter Future development fund	73,643	1,963,812	(817)	(2,036,638)	–
	2,412,668	2,113,221	(193,950)	(2,060,902)	2,271,037

The Building a Brighter Future development fund income included a number of gifts for the development of new accommodation at Ullenwood from trusts, foundations, organisations and individuals. These included significant donations from Julia and Hans Rausing, The Edward Gostling Foundation, The Bradbury Foundation, The MariaMarina Foundation and Wolfson Foundation.

A number of the restricted funds detailed above relate to fundraised capital projects where the specified funder has required that the fund is separately noted and recorded.

Where a donation has been given and the asset is required to be held for a number of years, the fund has remained restricted, and the appropriate depreciation has been charged against it. The nature of the funding is identified in the schedule details above.

Where the funder's restrictions have been fulfilled and no further restrictions apply, the funds have been transferred to unrestricted funds as shown in the note.

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2023

14. Restricted funds (continued)

Comparative disclosure for year ended 31 August 2022	Balance at 1 September 2021 £	Income £	Expenditure £	Transfers £	Balance at 31 August 2022 £
Therapies Centre Star Appeal Development (Schroder Foundation – £50,000 September 2009)	37,917	–	(1,000)	–	36,917
Star Appeal / Development (The Henry Smith Charity – £125,000 May 2008 / £125,000 May 2011)	192,083	–	(5,000)	–	187,083
Elizabeth House Residential Accommodation Project (Big Lottery Fund – £300,000 January 2000)	170,500	–	(6,000)	–	164,500
Cleeve Bungalow Residential Accommodation Project (Big Lottery Fund – £250,000 July 2006)	169,583	–	(5,000)	–	164,583
Education and Skills Funding Agency – Building Improvement Fund Capital Grant – Pittville Project (£2,209,746 2014–2015). The restriction ends in 2025.	1,775,776	–	(57,847)	–	1,717,929
Committed Funds – various restricted gifts	67,620	150,377	(117,106)	(37,878)	63,013
Smart House Project – MW and AB Ingram's Charitable Trust	183,997	–	–	(183,997)	–
Ledbury Road Hereford – various other restricted gifts	6,780	7,000	(780)	(8,000)	5,000
Building a Brighter Future development fund	130,500	661,467	–	(718,324)	73,643
	2,734,756	818,844	(192,733)	(948,199)	2,412,668

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2023

15. Unrestricted funds

2023	Balance at 1 September 2022 £	Income £	Expenditure £	Transfers and investment gains £	Balance at 31 August 2023 £
General unrestricted funds	27,245,178	37,794,855	(38,257,435)	5,159,283	31,941,881
Designated Funds – future development	4,929,198	–	–	(2,728,051)	2,201,147
Charity	32,174,376	37,794,855	(38,257,435)	2,431,232	34,143,028
Non-charitable trading funds	–	149,803	(78,557)	(71,246)	–
Consolidation adjustments	(306,017)	–	–	(149,250)	(455,267)
Group	31,868,359	37,944,658	(38,335,992)	2,210,736	33,687,761

Designated funds

At the year end the trustees have designated funds of £2,201,147 (2022: £4,929,198) for future developments.

Comparative disclosure for year ended 31 August 2022	Balance at 1 September 2021 £	Income 2022 £	Expenditure 2022 £	Transfers and investment gains 2022 £	Balance at 31 August 2022 £
General unrestricted funds	28,923,929	35,435,965	(35,935,736)	(1,178,980)	27,245,178
Designated Funds – future development	1,778,125	–	–	3,151,073	4,929,198
Designated Funds – COVID-19 risk	1,044,684	–	–	(1,044,684)	–
Charity	31,746,738	35,435,965	(35,935,736)	927,409	32,174,376
Non-charitable trading funds	–	150,729	(61,959)	(88,770)	–
Consolidation adjustments	(284,118)	–	–	(21,899)	(306,017)
Group	31,462,620	35,586,694	(35,997,695)	816,740	31,868,359

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2023

16. Analysis of net assets between funds of the group and charity

	Fixed Assets £	Investments £	Net Current Assets / Liabilities £	Long Term Liabilities £	Fund Balance £
2023					
Restricted funds	2,197,607	–	73,430	–	2,271,037
Designated funds	–	–	2,201,147	–	2,201,147
Unrestricted funds	29,337,718	3,297,690	(693,527)	–	31,941,881
Charity	31,535,325	3,297,690	1,581,050	–	36,414,065
Subsidiary's Reserves – NSF Trading Limited	–	(100)	100	–	–
Subsidiary's Reserves – NSF Design & Build Limited	–	(1)	1	–	–
Consolidation	(455,267)	–	–	–	(455,267)
Group	31,080,058	3,297,589	1,581,151	–	35,958,798

Comparative disclosure for year ended 31 August 2022	Fixed assets £	Investments £	Net current assets / liabilities £	Long term liabilities £	Fund balances £
Restricted funds	2,271,011	–	141,657	–	2,412,668
Designated funds	–	–	4,929,198	–	4,929,198
Unrestricted funds	24,346,187	3,147,856	(248,865)	–	27,245,178
Charity	26,617,198	3,147,856	4,821,990	–	34,587,044
Subsidiary's Reserves – NSF Trading Limited	–	(100)	100	–	–
Subsidiary's Reserves – NSF Design and Build Limited	–	(1)	1	–	–
Consolidation	(306,017)	–	–	–	(306,017)
Group	26,311,181	3,147,755	4,822,091	–	34,281,027

17. Other financial commitments

At 31 August 2023 the group had future minimum lease payments under non-cancellable operating leases as follows:

Commitment expiring:	Property £	Other £	2023 Total £	2022 Total £
Within one year	180,333	29,354	209,687	210,492
One to five years inclusive	297,175	–	297,175	235,502
	477,508	29,354	506,862	445,994

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2023

18. Pension commitments

Defined contribution:

The charity operates defined contribution schemes for its non-teaching employees. The assets are held separately from those of the charity in independently administered funds, and the amount charged to the SOFA was £589,884 (2022: £524,700).

Defined benefit:

The charity participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £490,848 (2022: £442,758) and at the year-end £62,038 (2022: £52,241) was accrued in respect of contributions to this scheme.

The TPS is an unfunded multi-employer defined benefits pension scheme governed by The Teachers' Pensions Regulations 2010 (as amended) and The Teachers' Pension Scheme Regulations 2014 (as amended). Members contribute on a "pay as you go" basis with contributions from members and the employer being credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2020 and the Valuation Report was published in October 2023.

Following the McCloud judgement, the remedy proposed that when benefits become payable, eligible members can select to receive them from either the reformed or legacy schemes for the period 1 April 2015 to 31 March 2022. The actuaries have assumed that members are likely to choose the option that provides them with the greater benefits, and in preparing the 2020 valuation have valued the 'greater value' benefits for groups of relevant members.

The valuation confirmed that the employer contribution rate for the TPS would increase from 23.6% to 28.6% from 1 April 2024. Employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 28.68%.

19. Capital commitments

At 31 August 2023 the group had capital commitments as follows:

	2023 £	2022 £
Land and buildings:		
Authorised and contracted for – Ullenwood development	–	4,714,102
Authorised not yet contracted for – Ullenwood development	–	903,256
Authorised and contracted for – Biomass boiler upgrade	–	70,526

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2023

20. Related party transactions

As stated in Note 1 to the Financial statements, the charity has two wholly owned subsidiary companies – NSF Trading Limited and NSF Design & Build Limited.

During the year a management charge was made by National Star Foundation to NSF Trading Limited of £11,563 (2022: £12,494). At the end of the year Gift Aid of £70,612 (2022: £80,074) was payable by NSF Trading Limited to National Star Foundation. The total year-end balance owed to National Star Foundation was £106,169 (2022: £119,968).

During the year income was received by NSF Design & Build Limited from National Star Foundation of £5,188,908 (2022: £751,852), this related to recharged building costs plus fees. At the year-end Gift Aid of £140,204 (2022: £18,101) was payable by NSF Design & Build Limited to National Star Foundation. The total year-end balance owed to National Star Foundation was £100,804 (2021: £174,579 owed by National Star Foundation).

During the year the charity's Chief Executive Officer, Lynette Barrett, served on the board of Natspec (the membership association for organisations which offers specialist further education and training for learners with learning difficulties and/or disabilities aged 16 to 25) as its chair, and also served on the board of The Education & Training Foundation (in her capacity as Chair of Natspec). National Star is a member organisation of Natspec and also provides services on behalf of The Education & Training Foundation.

21. Agency arrangements

The charity acts as an agent in distributing 16–19 year olds bursary funds from the Education & Skills Funding Agency (ESFA). Payments received from the ESFA and subsequent disbursements are excluded from the SOFA as the charity does not have control over the charitable application of funds.

Summary of Bursary Account	2023 £	2022 £
At 1 September 2022	33,489	24,256
Income from ESFA	31,629	27,205
Bursary payments	(22,779)	(17,972)
At 31 August 2023	42,339	33,489

22. Financial instruments – group

	2023 £	2022 £
Financial assets		
Financial assets measured at fair value	3,297,589	3,147,755

Financial assets measured at fair value consist of investments.

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2023

23. Analysis of changes in net debt

	At 1 September 2022 £	Cash-flows £	New finance leases £	Other non-cash changes £	At 31 August 2023 £
Cash	4,469,828	593,311	–	–	5,063,139
Cash equivalents	3,000,000	(3,000,000)	–	–	–
Overdrafts	–	–	–	–	–
	7,469,828	(2,406,689)	–	–	5,063,139
Loans falling due within one year	(13,629)	13,629	–	–	–
Loans falling due after more than one year	–	–	–	–	–
Finance lease obligations	(445,994)	128,799	(189,667)	–	(506,862)
Total	7,010,205	(2,264,261)	(189,667)	–	4,556,277

24. Post balance sheet events

Subsequent to the year ending 31 August 2023, the charity completed the sale of Elizabeth House, Gloucester for £1,000,000 on 8 September 2023. Additionally, National Star purchased 369 Worcester Road, Malvern for £550,000 on 30 January 2024.

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2023

25. Consolidated statement of financial activities for the year ended 31 August 2022

	Note	Unrestricted Funds £	Restricted funds £	Total Funds 2022 £	Total Funds 2021 £
Income from:					
Donations and legacies	4/14	1,589,089	818,844	2,407,933	901,302
Charitable activities					
Student fees		24,456,997	–	24,456,997	23,394,021
Other charitable activities	3	8,271,064	–	8,271,064	7,135,450
ESFA capital grants		137,902	–	137,902	72,132
Teachers Pension Grant		128,277	–	128,277	123,253
Adult Social Care Infection Control Grant		127,293	–	127,293	381,539
Workforce Recruitment and Retention Grant		414,066	–	414,066	–
Other trading activities					
Trading turnover – NSF Trading Limited	2a	150,729	–	150,729	74,614
Investments		25,861	–	25,861	17
Other					
Other income	5	285,416	–	285,416	206,260
Total income		35,586,694	818,844	36,405,538	32,288,588
Expenditure on:					
Raising funds	6	321,648	–	321,648	384,147
Charitable activities	6/14	35,614,088	192,733	35,806,821	30,691,087
Other expenditure:					
NSF Trading Limited	2a	58,162	–	58,162	42,098
NSF Design & Build Limited	2b	3,797	–	3,797	2,777
Total expenditure		35,997,695	192,733	36,190,428	31,120,109
Net (expenditure) / income before (losses) / gains on investments		(411,001)	626,111	215,110	1,168,479
Net (losses) / gains on investments	10	(131,459)	–	(131,459)	780,709
Net (expenditure) / income		(542,460)	626,111	83,651	1,949,188
Transfer between funds	14/15	948,199	(948,199)	–	–
Net movement in funds		405,739	(322,088)	83,651	1,949,188
Reconciliation of funds:					
Total funds at 1 September 2021	14/15	31,462,620	2,734,756	34,197,376	32,248,188
Total funds at 31 August 2022	14/15	31,868,359	2,412,668	34,281,027	34,197,376

Administrative and legal details

National Star Foundation (formerly the National Star Centre for Disabled Youth) is a company ('the Company') limited by guarantee and a registered charity ('the Charity'). National Star Foundation is governed by its Memorandum and Articles of Association (as Incorporated 20 August 1953 and last amended 9 February 2023). It operates a wide range of activities and programmes in pursuance of its charitable purposes, the largest of which is the operation of National Star College ('the College'). It uses National Star as a working name and operates two subsidiary companies; NSF Trading Limited (company number 01168043) and NSF Design & Build Limited (company number 08628807), which form the group ('the Group').

Company number

00522846 in England and Wales

Charity number

220239

Registered office

Ullenwood Manor, Ullenwood, Cheltenham, GL53 9QU.

Auditors

Crowe U.K. LLP, 4th Floor, St James House, St James' Square, Cheltenham, GL50 3PR.

Bankers

HSBC Bank, 2 The Promenade, Cheltenham, GL50 1LR.

Solicitors

Veale Wasbrough Vizards, Narrow Quay House, Narrow Quay, Bristol.

Investment managers

CCLA Investment Management Ltd, Cazenove Capital and St. James's Place Wealth Management.

Reagan, age 21

Without National Star...

“Reagan would never have the confidence or the coping strategies to be able to attend a mainstream college.

Rhian, Reagan's mum

”

Reagan is attending a mainstream college – something his family never thought would be possible. The 21-year-old is taking an Independent Living Skills course at Coleg Gwent.

‘Two years ago, we would never have entertained the idea of Reagan going to Coleg Gwent,’ said his mum Rhian.

For Reagan, who has autism and learning disabilities, managing his anxiety is his biggest challenge. He has limited speech so it can be difficult for him to express himself.

At National Star in Wales, Reagan worked with regular staff members, and he was able to build a relationship with them. They understood what made Reagan anxious and have helped him develop ways to manage expressing those anxieties.

He accessed physiotherapy, occupational therapy and support from the charity's Emotional Wellbeing Service.

This combination of therapies and specialist teaching with a constant team around him who made him feel safe and supported, has enabled Reagan to flourish.

‘His confidence and self-esteem have hugely improved,’ said Rhian. ‘Because he felt safe, he was happy at National Star. His speech and understanding have come on.’

Reagan's progress has been so great that he received the Most Progress in Learning Award at the National Star in Wales Leavers' Award Ceremony.

‘During his time at National Star Reagan has blossomed. His progress has been massive and we are so proud of him.’



We're building a brighter future

National Star is a charity with big ideas. In July 2022, it started to construct a new specialist residence.

In September 2023, students moved into the £6.2 million specialist residence at Ullenwood. Not only was the building completed but the project was successfully fully funded.

This achievement reflects the commitment and generosity of our donors, our partners and the team who work at National Star.

National Star supporters Jack Thorne and Rachel Mason opened the new buildings in October 2023.

Jack, one of the most successful writers in the UK, said: 'National Star is magical. For its residents, students and staff, it's magical. It transforms. It changes lives.'

'National Star is a place that hinges on freedom and these new buildings are a prime example of the excellence of that creed. They are using technology to further release the individual brilliance of these students and residents here.'



THANK
YOU!

Ullenwood, Cheltenham, Gloucestershire, GL53 9QU

Email enquiries@nationalstar.org

Tel 01242 527631



www.nationalstar.org



National Star

Realising the aspirations
of people with disabilities

National Star is a working name of National Star Foundation which is registered in England and Wales, company number 00522846, charity number 220239. Registered office Ullenwood Manor, Ullenwood, Cheltenham, Gloucestershire, GL53 9QU

Accounts



National Star

Realising the aspirations
of people with disabilities



Annual Report and Accounts 2021 – 2022

Year ended 31 August 2022

National Star is a working name of National Star Foundation which is registered in England and Wales, company number 00522846, charity number 220239. Registered office Ullenwood Manor, Ullenwood, Cheltenham, Gloucestershire, GL53 9QU



Without National Star...

“I wouldn’t be able to develop my independence and work on things by myself.”

Student Luke

Living in a specialist residence at National Star has transformed Luke’s life. Luke is learning to drive his chair on his own and is communicating with people at a level he has never done before. He is achieving things his mother Sarah dreamed of but never imagined would happen.

Luke, who has cerebral palsy, has complex medical needs. His mother Sarah says Luke is not only thriving but enjoying the best health he has ever experienced. ‘Luke has challenges with his health, and he has, over the years, had a lot of hospital admissions. Since settling at National Star he has had less hospital admissions and I think it is because the regime and lifestyle he has now improved his physical and mental health.’

Coming to a residential college was important to Luke. ‘I wanted to come to National Star because I wanted to live away from Mum for a little bit and be like other teenagers,’ says Luke. ‘I wanted to meet new people with the same difficulties as me, and it was important to be around more people who use an AAC (communication) device.’

His communications skills have flourished. ‘I am most proud of how I have become more confident in making my voice heard using my AAC device,’ says Luke. ‘I like sharing my news with everyone and saying what I think and what I want.’

Physiotherapists are working with Luke so that he can use a race runner (a specialist trike). It’s the first time he has ever been able to move himself independently. He is also learning to drive his chair using switches he controls with head movements.



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Charley, age 21

Without National Star...

“I wouldn't have found my dream job.”

Charley
Former student

When Charley started at National Star in Hereford, she had little self-confidence and was uncertain as to where her future would take her.

Working with her job coach, Charley focused on improving her English and maths and learning to speak clearly so people can understand her.

‘I was made to feel comfortable and for the first time I was encouraged to say what I think,’ says Charley. ‘My confidence just grew and grew.’

Charley worked on building her housekeeping and catering skills. She learned about food safety and hygiene and COSHH safety regulations when using potentially hazardous cleaning products. She secured a work placement at National Star's long-term living residential home in Hereford. Charley, who uses British Sign Language in connection with her hearing impairment, is also learning Makaton so that she can better communicate with residents.

‘This is my dream job. I didn't know what I wanted to do with my future. National Star helped me find my way,’ says Charley.

Charley has moved into her own place and her next goal is to learn to drive.



Who we are

National Star is a charitable provider of exceptional education, personal development, accommodation, care and support services for young people and adults with complex disabilities and learning difficulties. Every year, we work with hundreds of young people and adults from across the UK.

The charity started in 1967 with just 10 learners at its base in Ullenwood, Cheltenham. Since then we have grown with a

campus at Ullenwood and day education provision in Wales and Hereford. We have long-term living accommodation in Cheltenham, Gloucester, Malvern and Hereford. We now support and care for young people with more complex medical needs than we have done in the past. We also provide a range of work outcome programmes and independent travel training in several locations across England and Wales.

The constant thread is National Star's belief in realising the aspirations of people with disabilities.

Our vision

A world in which people with disabilities are able to realise their potential as equal and active citizens in control of their lives.

Our mission

To realise the aspirations of people with disabilities through personalised learning, transition, support and care and accommodation services.

Our values

As we work we are led by our values:

- Equality
- Diversity
- Self-determination
- Individuality

This means we work with:

- Respect
- Integrity
- Perseverance
- Continuous improvement

What we do

National Star provides and maintains exceptional programmes and services for a wide range of young people and adults with disabilities and learning difficulties.

The education programmes are offered on a residential and day basis. Our range of programmes enable us to support young people with varying needs.

In addition, the expertise and knowledge of staff has enabled us to expand the work of the charity by developing additional services in the key areas of personal development and care and by supporting other organisations, in the UK and overseas.

Our strategy focuses on three key charitable activities: education and personal development; accommodation and care services, and support services.

Education and personal development

National Star provides high quality education and personal development programmes for a wide range of learners with complex disabilities and learning difficulties.

Accommodation and care services

National Star provides a range of care, therapies and accommodation services, including the provision of short and long-term living, short breaks and respite care.

Support services

National Star provides a range of support services for individuals and their families, as well as delivering professional development opportunities, training and consultancy.

Our impact



795,766

Hours of service provided by National Star in 2021 – 2022 to young people with disabilities and learning difficulties.

Education and personal development

495

Young people accessed National Star's education and personal development programme.



67,003

Hours of education delivered in the past year.

92%

Of learners fully achieved their personal learning goals.



42,240

Hours of therapy provided by National Star's multi-disciplinary teams.

Accommodation and care



32

Young people and adults live permanently in four National Star long-term residences.

686,523

Hours of care provided.



Support services

600+

People benefited from National Star training in the UK and worldwide.



Building a brighter future

National Star has ambitious plans to grow and to provide care, support and specialist learning to more young people while protecting and maintaining the quality of our existing services, yet we cannot do that without highly skilled and committed staff. National Star took the unprecedented step in 2021–2022 to release funds to retain, develop and recruit staff. While the national shortage of quality staff, especially



Chief Executive Lynette Barrett with a National Star student



Chairman Paul Styles with a National Star student

We cannot meet that growing need without the ongoing generous support from volunteers, individuals, groups, charitable trusts, foundations and companies. To them we say a heartfelt thank you. Together we can build a brighter future.



Paul K Styles
Chair of Trustees

Lynette Barnett

Lynette Barrett
Chief Executive

Our learners' contribution

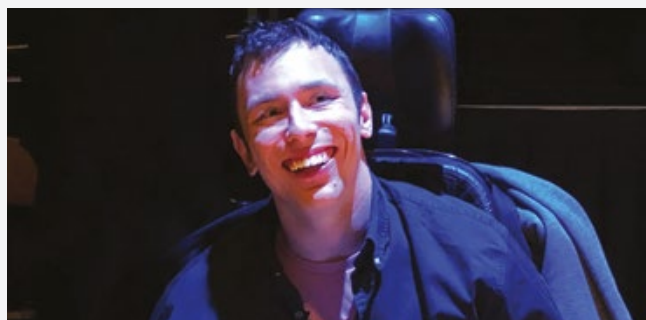
Making a difference

Every year current and former National Star learners make a huge difference to their communities in myriad ways. These are just a few examples of young people who truly embody National Star's vision of being equal and active citizens.



Georgie

Since leaving National Star in 2018, Georgie has volunteered with Hospital Radio Perth. She also volunteers with the Straight Talking Group at the University of Dundee, helping train first and third-year medical students in how to communicate with people with complex communication needs. 'We hope that when people who use AAC devices need medical care, the doctors will be able to adapt their communication styles to ensure positive consultations,' says Georgie.



Ed

Ed makes a 70-mile round trip from Wiltshire to Gloucestershire to volunteer at Stroud's arts venue, The Subscription Rooms. 'Ed is simply one of our very best volunteers, he greets the audience as they arrive at The Subs and brightens everyone's day,' says Hugh Phillimore, Chair of the Subs Trust. In 2022, Ed was named Young Person of the Year in the Stroud Town Awards for his contribution.



Elliot

Elliot volunteered as front of house staff at the Commonwealth Games in Birmingham. Elliot, who was Student Union President for two years at National Star, also received the 2022 Student Making a Difference Award for his support of fellow learners while at college. 'I felt proud to represent the Commonwealth Games,' says Elliot. 'I love sport and this will look very good on my CV.'



Molly

Molly wanted to give something back to others in acknowledgement of all the support she has received. She volunteers with a local disability charity, supporting staff to run the choir group and the youth club. 'I really enjoy being a volunteer at the centre because they help people with disabilities,' says Molly. 'Children and adults have a better quality of life and fun too.'



Michael

Michael is a valued volunteer gardener at St Michael's Hospice in Hereford. In a year he has only missed one week when he had COVID-19. He is willing to do whatever needs to be done, whether it is shifting 50 tons of compost or helping to lay a wheelchair accessible path. His confidence has grown so much that it is planned for him to take personal responsibility for an area of the new garden. He never lets his own personal challenges get in the way of his volunteering and he has earned the respect of his elders on the team.

National Star has continued to operate on a sound financial basis despite the pressures from reductions in statutory funding, changes in high needs funding systems, a competitive fundraising environment and the risks of the coronavirus pandemic.

- The charity's overall income at £36.4m represented £4.1m growth on the previous year, with fee activities income at £24.5m showing an increase of £1.1m (2021: £23.4m), reflecting the increased complexity and needs of learners' disabilities. This is the charity's principal funding source and comes from the ESFA and local authorities.
- Income relating to other projects and charitable activities increased to £8.3m (2021: £7.1m), representing the diversification of additional activities and provision as detailed in note 3.
- Donation and legacy income for the year increased to £2.4m (2021: £901k) reflecting the increased amounts received from trusts, legacies and major donors, plus ongoing fundraising appeals.
- Total expenditure has risen compared with the previous year to £36.2m (2021: £31.1m) with the rise in expenditure due to the learners' more complex requirements and the need for greater staffing levels to support them, resulting in increased staff costs and the increasing range in provision of services.
- The group has recorded a surplus (net income before gains) of £215k (2021: £1.17m).
- The group has a positive cash flow generated from operating activities of £358k (2021: £1.1m) after capital expenditure of £1.6m (2021: £1.2m).
- The group's total value of net assets at the end of the year was £34.3m (2021: £34.2m) of which £26.3m (2021: £26.2m) was represented in tangible fixed assets.

Investment policy

Reserves policy

After adjustment for £380k fixed assets available to the charity and not deployed in charitable activity the charity had a reserves assessment as at 31 August 2022 of £3,278,991 (2021: £5,195,550). Whilst the level of free reserves matches the current reserves policy requirement of £3.3m, the trustees and directors consider that the overall level of available funds, taking account of the committed and designated funds identified and described above together with ongoing capital development, is appropriate and in line with the charity's policy.

Subsidiary undertakings

Two subsidiary undertakings operated during the year. NSF Trading Limited (company number: 01168043) operated as the organisation's trading subsidiary for non-charitable purpose trading. NSF Design & Build Limited (company number 08628807) was established in 2013 and undertakes accommodation development projects on behalf of the charity. Both subsidiaries generated surpluses in the year after direct costs, administrative costs and audit fees (as detailed in notes 2a and 2b) which resulted in gift aiding a total of £98,175 (2021: £37,119) to the charity. Shareholdings are disclosed in note 10 to the Financial statements.

Related parties

The charity has related party transactions with its two wholly owned subsidiaries. Please see note 20 to the Financial statements for details.

Going concern statement

The trustees have reviewed the group and the charity's financial position, taking into account the satisfactory levels of reserves, amounts receivable, the annual plan and the

financial plan, together with its systems of financial and risk management. We have prepared several scenarios that consider our position, sources of income, and planned expenditure. This includes the post-pandemic impact on operations together with assumptions around recovery thereafter. These scenarios consider reduced learner numbers, delayed fee payment, reduced fees and potential bad debts as well as impact on costs from the measures taken so far. Sensitivity around these assumptions has also been considered in our forecasting. Results of this cash flow and sensitivity analysis indicate that the cash reserves of the charity are adequate to meet the charity's obligations as they fall due.

As a result of its review, the trustees believe that the group and the charity is well placed to manage operational and financial risk successfully. Accordingly, the trustees have a reasonable expectation that it has sufficient resources to continue in operational existence for the foreseeable future and therefore continue to adopt the going concern basis of accounting in preparing the annual consolidated Financial statements.

Tom, age 30

Without National Star...

“I wouldn't be able to drive myself in my powerchair and would have to depend on my carers.”

Tom
Private therapy client

After finishing college at National Star, Tom Duncan started accessing private therapy with us.

Having made significant progress during his time at college, he required ongoing specialist input from physiotherapy, aquatic therapy, occupational therapy and speech and language therapy to enable him to maximise his potential, whilst also managing his complex health needs.

For Tom, improving his upper limb function has enabled him to access the community more effectively with one of his biggest achievements being able to drive his chair with less support due to the joint working of the therapy teams and occupational therapy supporting him with accessing the community.

'It's important to me that I can improve my driving so I can drive myself everywhere without carers,' explains Tom, who has an acquired brain injury.

Through occupational therapy, Tom is also developing skills and strategies so that he can access IT independently. He can now type by himself and play computer games.

'The private therapy has also led to me doing some advocacy for wheelchair access because the pavements into Cheltenham had big bumps on the way,' says Tom.

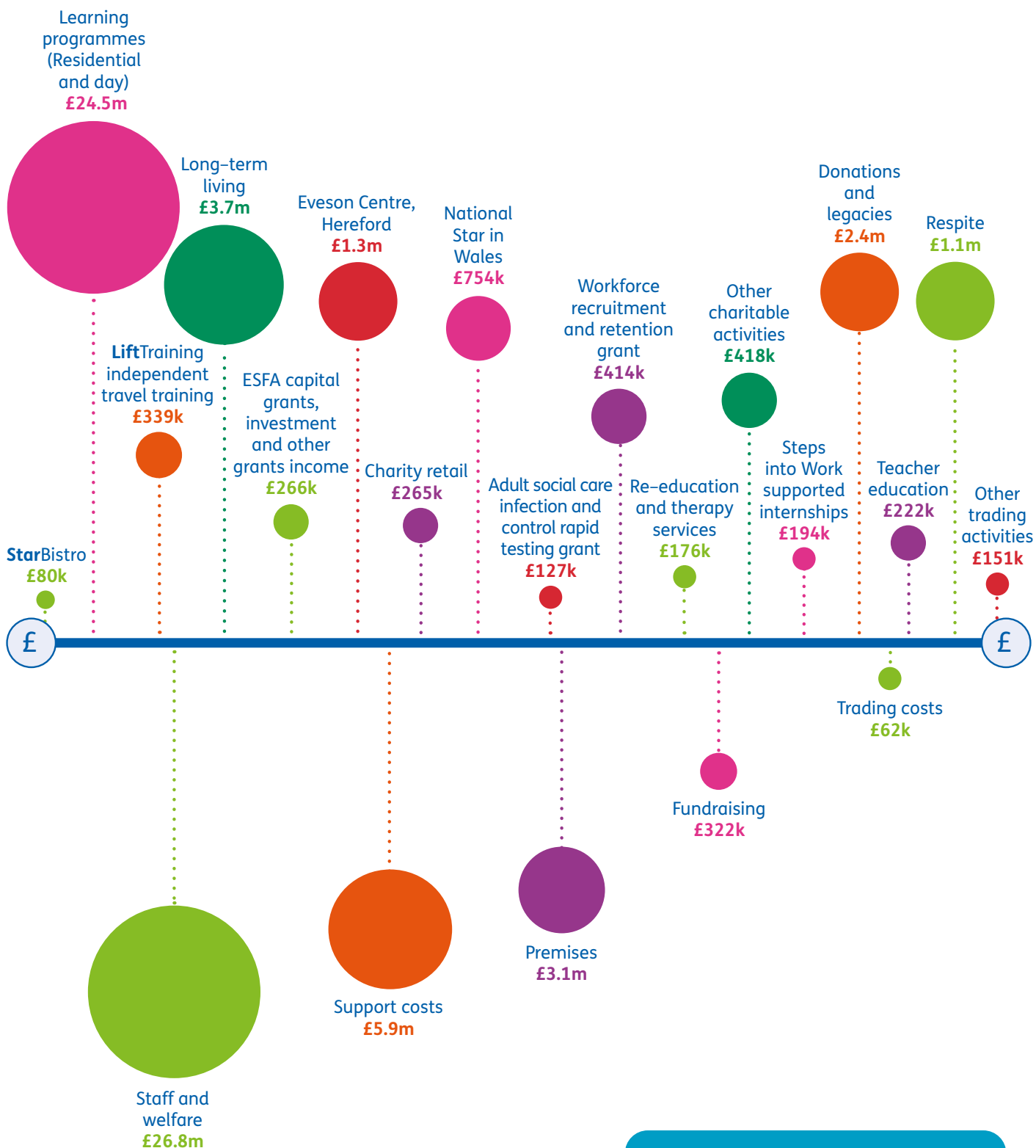
'When Highways repaired the pavements, it made me feel great.'

Tom will continue to need input long-term and finds aquatic therapy particularly effective in managing his health needs and enabling him to progress his active movement.



Financial review 2021 – 2022

How we raise our funds



How we spend our funds

Without National Star...

“Jasmine
would not
have found
her voice.”

Liz, Jasmine's mum

Until she came to National Star, Jasmine had never found her way to communicate. While she and her mother Liz were very close and could understand each other, Jasmine couldn't communicate with others.

'The connection between us was an intense one. I could gauge so much about her and understand the very subtle signs she gave out,' says Liz. 'To others, she had a type of locked in syndrome.'

Working with National Star's intensive interaction team, Jasmine learned to communicate through her sighs, or her exhalation of breath. At first, she used it to express yes or no, but as she developed and grew in confidence, she learned to be creative and communicate with staff and fellow students.

Jasmine was born premature and had a Profound and Multiple Learning Disability, and she was medically very complex. Her family were passionate that she enjoyed a full life as any young person. Thanks to National Star's multi-disciplinary team, Jasmine was able to attend college as a residential student.

'I felt like we won the lottery when Jasmine was awarded a place at National Star. She thrived there and became independent in her wishes,' says her mother Liz. 'Her communication developed so much that she could choose what she wanted – this was only a skill she achieved at 20 years old.'

Sadly, Jasmine died in 2021. 'Jasmine was so very precious and complex in her needs, yet I never met a member of staff at National Star I would not entrust her care to,' says Liz. 'The National Star teams always strived for the best for her to have a complete and enriched life regardless of physical restrictions.'

A photograph of two men in a professional kitchen setting. Both are wearing dark brown aprons with the 'Starbistro' logo. The man on the left, wearing a white chef's shirt, is looking down at a dish on a white plate. The man on the right, wearing a dark polo shirt, is smiling and using a spoon to add a sauce from a clear plastic container onto the dish. The dish appears to be a burger or sandwich with green relish and a fried patty. The background shows a stainless steel kitchen with hanging pots and pans, and a bright overhead light.

National Star provides a wide range of education and personal development

National Star's education centre in Hereford continued to grow, with 32 learners accessing day education and supported internships. It has proven to be very successful with high demand for places.

There were 17 learners at National Star's Welsh education centre at Mamhilad in 2021 – 2022. Extra space was also acquired for the facility, which enables the college to provide therapies. National Star in Wales was mentioned in Estyn's 2021 Annual Report, highlighting our recovery curriculum which focused on learners' health and wellbeing during the pandemic. This included relaxation sessions at the end of each day and a focus on learners' health and emotions in the content and delivery of sessions. One of the highlights of the year was at the Leavers' Ceremony when one of the learners sang the Welsh National Anthem in Welsh.

Our Virtual Parent Forum has continued to grow in popularity with parents. Former students also took part and themes included transition and learner voice. For the first time since 2019, we were able to host a reunion at Ullenwood which was attended by 55 former learners.

Learner voice

Learner voice plays an integral part at National Star. Members of the Student Union (SU) give updates and presentations to governors and trustees. Current and former learners sit on the Advisory Board, as well as assisting at staff interviews.

Former learners, the Student Union and learners at Ullenwood and Hereford took part in the consultations for the 2022 SEND Review: 'right support, right place, right time'. Their feedback formed an integral part of National Star's submission to the Review.

The Student Union was consulted regarding the deployment of vaccinated / non vaccinated staff and potential changes to timetabling due to the pandemic.

For the first time, two National Star learners, who both use electronic devices to communicate, spoke at the Association of Colleges (AoC) SEND Conference in November. A student also spoke about his further education experience at the Natspec Annual conference in May.

In November 2021 and April 2022, the SU participated in the virtual Natspec Student Parliament, discussing topics including challenges around the transition from college and education the local community.



Learners ran a successful community café at National Star in Wales



Celebrating learners' success at Hereford

The SU worked with national disability charity Hft on its long-term strategy. They also participated in a Young Listeners project with Healthwatch Gloucestershire and their feedback on using local health services

Learners have been actively involved in the planning of the new £6.2 million specialist residence being built at Ullenwood.

Learners at National Star in Wales participated in activities relating to democracy to cast their votes for their preferred choices relating to enrichment activities and lunch clubs.

Community engagement

National Star staff and learners are passionate about breaking down barriers around disability. We do that in countless ways, from selling tea and cake in a community café to planting trees as part of a community project. Every encounter, every chance to help people understand the role young people with disabilities must play in society, is important.

For the first part of the year, we had to limit public access to our facilities due to the pandemic and this impacted on our community engagement. Our social enterprises provided real work opportunities for learners. Ullenwood day learners ran a café and a takeaway at Elmscroft Community Centre when lockdown permitted it. **StarBistro** reopened to the public in April 2022 where learners work in the kitchen and front of house developing valuable work skills. Learners at National Star in Wales gained valuable work experience at a local café.

Learners created a range of crafts in their Art Factory project sessions, which were sold in the **StarShop** at Ullenwood and at the new charity shops. **StarPrint**, another social enterprise, provided work experience as learners produced a range of mugs, canvases and coasters for National Star and external customers.

We ran our second **StarLit** Fest, which coincided with Cheltenham Literature Festival and celebrated storytelling in its many forms, including sensory stories. Students accessed free workshops as part of Cheltenham Poetry Festival. We also have a strong partnership with The Everyman Theatre.

Adult community learning was impacted by the pandemic, but we were still able to provide courses in fitness, glass fusing, felt making and ceramics, and 24 people took part.

National Star delivers a range of community arts projects including Apt Dance, Ad-Apt Youth Dance and Apt Orche**Star**. Ad-Apt Youth Dance took part in a joint project with Vamos Central Mask Theatre.

Multi-disciplinary teams work with learners

- Sustained high quality learning and teaching across all National Star sites.
- Successfully launched a new independent travel training initiative in Cambridgeshire.
- Acquired additional therapy space at National Star in Wales.
- Delivered a new adult and community learning programme in Gloucestershire.

Of learners who left in July 2022 received an accredited full award.

Chair of Governors' Statement

Safeguarding those in our care

National Star's approach to safeguarding is straightforward – it is everyone's responsibility to ensure the continued safety of the vulnerable young people using our services.

The charity promotes a 'no blame culture' with an open door policy for any member of staff, learner or resident who has concerns about safeguarding, across all its services. The number of reported incidents demonstrates how learners and staff feel safe to express concerns and the strong interactions between staff and learners about the importance of safeguarding.

The pandemic has again had a huge impact on staff, residents, learners and their families. We've worked with more safeguarding concerns than ever before, with marked increases in reports about learner mental health and incidents which happened when the individual was not in the care of National Star. Staff recruitment and retention continued to affect the number of reported incidents with many COVID-19 related, such as use of appropriate PPE.

National Star works closely with Gloucestershire Safeguarding Children and Adults boards. We achieved 94% on Gloucestershire's Children's Safeguarding Annual Audit. The audit is extremely broad and covers everything from FE colleges, to primary and specialist provisions. There are sections which do not apply to National Star which impacts our overall score.

In 2021 – 2022, there were 315 potential incidents investigated by the safeguarding team, compared with 216 in 2020 – 2021. Of those, 58 were referrals related to incidents occurring while the person was not in the care of National Star – an increase

of eight from last year. Of the reported potential incidents, 30 were referred to other agencies such as Gloucestershire Safeguarding, the home area local authority and the Care Quality Commission. Eight of those were related to incidents when the person was not in the care of National Star. Most of the investigations are low level concerns which often require staff management supervision and / or refresher training.

Gloucestershire Safeguarding services was satisfied with our robust investigation process and in all cases found our conclusion and action appropriate and proportionate. Only one referral resulted in a S42 inquiry, which Gloucestershire Safeguarding deems as a possible risk and wants it to be investigated, which we managed internally.

The personalised learning team work closely with the safeguarding team to ensure that learners understand the support networks available to them and learn how to stay safe. This is woven throughout learners' education through differentiated teaching and learning opportunities, both in and out of the classroom. In the 2021 – 22 Student Perception of College survey, 93% of learners who completed the survey felt safe at college all or most of the time.

Safeguarding practice is embedded within all aspects of staff development. This includes a robust induction, regular safe working practice training delivered face to face by a Head or Director and it is a standing agenda item within every team meeting. In the 2022 staff survey, 95% of staff felt safeguarding arrangements are effective, a 1% decrease from 2021.

We are building on the effectiveness of our safeguarding processes. Clearer communication following a referral to the safeguarding team was introduced to ensure referrers feel confident that their concerns are being dealt with. A plan has been developed to ensure the safeguarding team is more visible to staff and service-users. The National Safeguarding Lead reports directly to the Board of Governors and a link Governor attends termly safeguarding strategic group meetings.

The effectiveness of National Star's approach towards safeguarding and its role in supporting learners' outcomes is recognised through Natspec (the membership association for organisations providing specialist services for students with disabilities) which regularly asks National Star to provide advice and guidance to other organisations.



Mary Saunders
Chair of Governors



Mary Saunders, Chair of Governors with a National Star student



National Star support 32 young adults in its long-term living accommodation

Accommodation and care services

Throughout the pandemic, National Star's continued commitment to the quality of care for young people and adults with disabilities was critical.

Young people and their families depend on us. We provide care for residential learners and respite as well as long-term living and therapy services.

Our charitable activities

National Star provides a range of exceptional care, therapies and accommodation services.

What we achieved

Residential learning

National Star provides residential specialist college placements for young people with a range of disabilities and medical conditions. The residential care and nursing teams work closely together. They also are part of our multi-disciplinary approach. This means learning goes far beyond the classroom. It becomes an integral part of the college experience, embedded within their residential experience.

In 2021– 2022, National Star had 110 residential learners based in accommodation at Ullenwood and Bradbury Gardens in Cheltenham, as well as Elizabeth House in Gloucester. Among these learners were those who lived with us beyond term time, with National Star supporting their needs during the year.

Throughout the pandemic, our residences remained open. Most residential learners remained at National Star throughout the academic year because they depended on us for their

level of care and to continue with their education and personal development programmes.

From September 2021 to March 2022, learners worked in smaller cluster groups with dedicated therapies, care and learning staff, to help manage infection prevention and control. This ensured that when lockdown returned it did not disrupt college life. Learners' mental and physical wellbeing was paramount, and teams worked incredibly hard to keep up spirits when learners could not see their families. When restrictions lifted, residential staff supported the young people to again access the community. During the year we carried out an extensive health and wellbeing survey with residents. The result was the catering team working with Dr Lara Rowlands, one of our governors, to create a more responsive, seasonal menu.

Long-term living

National Star developed long-term living in response to former National Star learners struggling to find suitable homes. Young adults want to live with their peers and to continue their personal development. That is what National Star does.

We provide long-term accommodation at Foundation House in Gloucester, MatrixCare in Malvern, Bradbury Gardens in Cheltenham and Ledbury Road in Hereford. Our long-term living residences were home to 32 residents last year. There continues to be a huge demand for our long-term living.

As with the college residences, staff in all the long-term living accommodation worked incredibly hard during the pandemic to keep residents safe, and just as importantly, mentally healthy, with a range of activities to ensure they were entertained. Residents themselves have a say in activities and are very much involved in the planning.

In November 2021, Care Quality Commission inspectors awarded the long-term accommodation at Ledbury Road, Hereford, with a 'Good' overall rating with good in all five inspection areas. Inspectors stated that people were supported to have maximum choice and control of their lives and staff supported them in the least restrictive way possible and in their best interests.

Respite

National Star has seen an increase in demand for respite services. This reflects a shortage of accessible care in the community but also the increase of residential students who remain at National Star 52 weeks a year. It is vital for us to ensure continuity for learners and additional support for families. For those reasons, we have stopped our activity breaks so that we can focus our resources on much needed respite care. Last year we provided 57,792 hours of respite care.

Therapy services

National Star is fortunate to have purpose-built therapy facilities and teams of highly skilled professionals who are passionate about what they do. As a charity, it is important for us to share these facilities and expertise with the wider community and our service users. We do that through offering additional therapy services. Last year we provided more than 554 hours of therapy, including aquatic therapy, physiotherapy, occupational therapy, speech and language therapy and emotional wellbeing support.

How we made a difference

42,240

Hours of therapy provided by National Star's multi-disciplinary teams.

32

Young people and adults live permanently in four National Star long-term residences.

Care Quality Commission awards long-term living in Ledbury Road, Hereford, with an overall good rating.

686,523

Hours of care provided.

A senior care worker at National Star's long-term residence in Hereford was named Care Worker of the Year in the BBC Hereford and Worcester Make a Difference Awards.

57,792

Hours of respite care provided.

National Star's long-term residence in Hereford was a finalist for the Care Home of the Year in the Hereford Times Health and Social Care Awards.

“Sending Peter to National Star for college and then for him to remain as a resident is the best thing we ever did for him.”

Peter's parents Liz and Rob

Ambitions

For the year ahead

- Build the new residence at Ullenwood to be ready for the 2023 – 2024 academic year to replace Elizabeth House.
- Focus on recruiting and retaining skilled and professional care staff within a competitive market.
- Review provision of long-term living in Worcestershire.
- Explore opportunities to create long-term living accommodation in Wales.

What we achieved last year

- All residential and long-term living accommodation remained open and functioning throughout the pandemic.
- Provided safe respite services throughout the pandemic.



All our residences remained open during the pandemic



National Star is committed to sharing its expertise

Support services

As a centre of excellence, National Star is committed to sharing best practice and expertise. We do that in myriad ways across the UK, Europe and the wider world.

Our charitable activity

National Star provides a range of support services for individuals and their families, as well as delivering professional development opportunities and training, consultancy and working collaboratively with other organisations to develop capacity and improve quality of provision for people with disabilities.

What we achieved

Throughout 2021 – 2022, National Star shared best practice through a range of opportunities and settings. Our National Lead for Safeguarding supported the specialist sector by contributing to consultations in collaboration with Natspec (the membership association for specialist providers). National Star's Learner Voice Coordinator shared our best practice with other colleges in his seconded role as the Natspec Learner Voice Coordinator.

An important way to share expertise is to develop strong relationships between specialist and mainstream further education organisations. We received funding from the AoC (Association of Colleges), Natspec and the Department for Education to do a piece of research with the Warwickshire College Group on how specialist and mainstream further education colleges could work together to improve SEND education.

National Star is working in partnership with the Heart of Worcestershire College on how to provide specialist SEND education at the mainstream college.

We are involved with a similar project in Wales with Coleg Gwent. Funded by the Welsh Government and Natspec, the project is focusing on how the FE sector can provide more joined-up SEND learning in line with the new ALN (Additional Learning Needs) reforms (the Welsh version of the Education, Health and Care plans).

National Star provided a range of training in the UK for The Education and Training Foundation (ETF). We also offered teacher education with participants from a range of specialist and mainstream further education colleges with 54 people completing their training with us. We delivered training in Liverpool, Loughborough, Devon, Kettering and Luton.

Technological expertise

National Star continued its involvement in the Department for Education's EdTech programme, working in partnership with the Heart of Worcestershire College. The project focused on accessibility of online materials, including websites. The partnership also worked with six other schools to provide technology assessments. National Star also hosted a CPD event which involved specialist technicians in the field of adaptive technology who shared their expertise in personalising technology.

One of National Star's education leads spoke at the BETT Show – the largest teaching technology conference in Europe – on inclusion and diversity in esports.

National leaders

As one of the national leaders in specialist post-16 education, National Star was active in contributing to national reviews and research projects in 2021 – 2022. The most important one was the Department for Education's Green Paper, SEND Review: 'right

support, right place, right time'. We supported parents, carers and students to contribute their views to the consultation.

In July, National Star supported Ofsted with its local area inspection consultation. Learners across the college, as well as the Student Union, worked with Ofsted and the Department for Education, on how to collect student feedback.

National Star's Chief Executive, Lynette Barrett, is also Chair of Natspec ensuring that National Star is at the forefront of national discussions on further education provision for young people with complex needs and disabilities.

One of National Star's long-term strategic aims is to act as a beacon for disability and to shine a light on the talents and achievements of young people. We achieved that last year with a BBC One TV documentary focusing on young people with complex needs and through worldwide media coverage on learners' achievements and their views on what they consider important.

We delivered support and training with The Education and Training Foundation (ETF) aimed at getting more people with disabilities into employment. The focus of the project was to create a culture where young people with disabilities work with employers to articulate the benefits of a diverse workforce and to actively make changes to the working practices.

International collaboration

During the year, National Star worked on its two-year project with Erasmus +. WorkAble Europe was a National Star led Erasmus + EU collaborative partnership between vocational special schools in United Kingdom, Poland, Romania and Greece. This project was extended due to the pandemic. Through a series of hosted staff study visits, each institution showcased examples of good practice in the teaching of work skills, social enterprise development and employer engagement.

This partnership was formed around each organisation's expertise in working with young people with disabilities and their work with employment programmes. The project gave examples of good practice to enable organisations across the EU to be inspired in their work with young people with disabilities to make employment WorkAble.

Ambitions

For the year ahead

- Establish the feasibility of partnership day provision within a mainstream college.
- Develop a training and consultancy service to pass on National Star expertise.
- Further share best practice in safeguarding and learner voice through our Natspec partnership.
- Further develop the partnership between a mainstream college and National Star in Wales with the aim of launching a pilot provision at a mainstream college.
- Develop further partnerships to deliver teacher training.
- Work with The Education and Training Foundation and Weston College to deliver training for SEND managers and how to raise the status of the SEND professional.
- Complete the project with Erasmus + and the EU on disability employment from school to the workplace.

What we achieved last year

- *Provided valuable data and insight to national reviews and consultations, most notably the Green Paper 2022 SEND Review: 'right support, right place, right time'.*
- *Took part in a BBC One documentary which focused on young people with complex needs and their transition to adulthood.*
- *Delivered a project with The Education and Training Foundation (ETF) aimed at getting more people with disabilities into work.*
- *Completed an AoC, Natspec and DfE funded project with Warwickshire College Group on how specialist and mainstream further education colleges can share best practice and work closer together.*
- *Successfully completed the EdTech project with the Department for Education.*

How we made a difference

600+

People benefitted from National Star training and sharing of expertise in the UK and worldwide.

Shone a light on the talent and achievements of young people with disabilities and learning difficulties through a prime-time TV documentary, worldwide media coverage and research projects.

Countries National Star worked with in the past year included: Poland, Greece and Romania.

Establishing strong relationships with mainstream further education colleges so that we can support more young people with SEND.

Provided valuable data and insight to national reviews and consultations, ensuring the voices of young people and their families are heard.

National Star hosted its first staff long-service awards evening

National Star Foundation Annual Report and Accounts 2021 – 2022

National Star has long had a reputation of being an organisation where staff have opportunities to personally develop and progress their careers. Seven of the nine members of the Senior Management Team started in other roles within the charity. This year there are six staff completing a postgraduate certificate in leadership at the University of Gloucestershire.

The charity's in-house training team provided more than 12,000 hours of training and development, through face-to-face sessions and eLearning. There are 70 staff working on care apprenticeships with seven training in leadership and management in adult care. Six are working towards their nursing or physiotherapy degrees and a further two are working on postgraduate qualifications.

National Star has an open policy in seeking and encouraging staff views. Results from a comprehensive staff survey, which was completed by 63% of the workforce in June 2022, reflected that staff are proud to work for National Star (96%), feel valued by their manager (89%), and would recommend it to others as a place of work (87%).

Feedback – positive and negative – from the staff survey helps National Star build on its good working environment. In 2021 – 2022 an internal communications officer was

appointed as part of wide-ranging programme to improve internal communication. Further feedback is being sought on how National Star can improve its equality, diversity, and inclusion for staff. Feedback from a survey on staff social and sports activities has also informed the creation of a range of new events.

To recognise commitment to the charity, the first staff long-service awards evening was held in October 2022.

Ambitions

For the year ahead

- Promote career development with the launch of a staff prospectus and careers fair.
- Set up a task force to look at ways to further enhance the charity's Equality, Diversity and Inclusion (EDI).

What we achieved last year

- Developed a range of incentives to retain and reward staff.
- Created a more robust recruitment programme to attract high quality staff to the charity.

Charli

Without National Star...

“I wouldn't have this job that I love’.

Charli, Senior Facilitator

”

National Star senior facilitator Charli Stenner was honoured for her commitment to her work at the BBC Hereford and Worcester Make a Difference Awards.

She won the keyworker award after being nominated by the mother of a resident she supports at National Star's long-term residence in Ledbury Road, Hereford.

‘I never expected to get an award for what I do every day at a job that I love. It's the most rewarding job I have ever done,’ says Charli.

Charli was nominated by mum Karen Bacciochi. ‘Charli has been my son's key worker for two years and I couldn't wish for a better person to be involved with the wellbeing of my son Lewis,’ says Mrs Bacciochi.

‘Charli is a “hands on” person who tries to get into Lewis's world, be on the same level as he is, encouraging him to do more. She speaks to Lewis as “an individual person”, never talks down to him, treats him as an adult.’

‘I come across people who in the past have been told they can't do certain things because of their disabilities or their needs,’ says Charli.

‘I am able to make every day an achievement for them and to be able to accomplish whatever it is that they want to accomplish and that makes me happy.’

Charli started at National Star in 2019 as a facilitator, who provide care and support for residents. In May 2022 she was promoted to senior facilitator.





Without National Star...

“Tallulah would not have the quality of life she enjoys today”

Parents Maggie and Peter

Tallulah enjoys a life with National Star that her parents never dreamt was possible. Before starting at National Star as a residential student, Tallulah, who has Angelman Syndrome, couldn't cope with going to different places or going out to eat with her family.

The family was told by many colleges when they were looking for a place for Tallulah that they could not accept her because of concerns for her safety.

National Star was the exception. During her three years at National Star, Tallulah grew more confident and became calmer and more content within herself. She learned to dress herself, cook a bit and, more importantly, to access the community and socialise. She learned to manage her behaviour and the team learned to understand what triggered her behaviour.

When she finished college, she moved to National Star's long-term living accommodation at Bradbury Gardens, where she continues to progress and develop, constantly surprising her family with her achievements.

'Her life is so much better than we dared hope. If you had told me that our daughter could live the life she does, that she would socialise with others and simply be a young woman like anyone else her age, I would never have believed you,' says her parents Maggie and Peter.

'We simply wouldn't have believed Tallulah was capable of doing what she does.'



In the past year National Star raised £2.4m in voluntary income

Income generation

While the coronavirus pandemic had a massive impact on areas of additional income generation at National Star at the beginning of the year, the fundraising and charity retail teams achieved some remarkable successes in 2021 – 2022.

The fundraising team, in July, launched the £1.5m public appeal as part of our £6.2 million appeal to build a new specialist residence at the campus in Ullenwood. They also staged their inaugural Sunrise Walk – their first event since the beginning of the pandemic – which raised £16,128. We opened our second charity shop in Cheltenham in 2021 and despite the lockdowns, the shops generated £54,307 during the financial year.

Whilst most of the charity's services are largely funded through statutory sources, we are dependent on our fundraising and other income generation activities to help fund our specialist facilities and to enhance the resources and experiences for those who depend on what we provide.

The charity took the difficult decision during the pandemic to close its sites to external visitors to protect those who depend on its services. This decision had serious repercussions for both fundraising events and for income generating activities, but we had to prioritise the health and wellbeing of the learners, residents and service users. The Sunrise Walk was held at Ullenwood and marked the return of visitors to our charity. In May 2022 we reopened **StarBistro** to the public.

Fundraising

The generosity of supporters has been crucial during these past years. Despite the challenges of the pandemic, National Star raised £2.4m in voluntary income. Fundraising successfully ran two mailing appeals, staged out two events and continued to promote its legacy programme.

Trusts and foundations

Gifts from trusts and foundations made up 30% of the charity's total voluntary income for the year. Ten trusts and foundations supported our main capital appeal, Building a Brighter Future, (see page 25) while 19 others supported a number of projects and equipment needs.

Other projects supported included the B&Q Foundation donating £5,000 towards the refurbishment of a bathroom in one of the Ullenwood residences; Renishaw Plc (from The Renishaw Charity Committee) donated £4,000 towards a Neurofenix NeuroBall, a smart device which provides engaging physiotherapy exercise for those working on developing or maintaining fine motor control of hand, wrist and forearm, and the Mumford Memorial Trust donating £5,000 to support our work in Hereford.

Major gifts

Major gifts comprised 3% of the charity's total voluntary income for the year.

Events, corporate partners and community support

Events, corporate fundraising and community support was partly affected by the pandemic and the associated lockdowns, raising 2% of the charity's total voluntary income.

The charity staged its first Sunrise Walk which saw 130 people take part and then the Wing Walk. Support from the local community came from an extensive range of groups, businesses, schools and individuals who staged golfing events, held concerts and fetes and aided collections.

Corporate partners provided invaluable support. We were the chosen charity for the 2021 Cheltenham Beer Week. Our corporate supporters included The Property Centre, Allstone, Circle 2 Success and Harry Buckland Car Dismantler.



Building a Brighter Future



National Star is building a new £6.2 million specialist accommodation at its main campus in Ullenwood so learners with complex disabilities have all the facilities, resources and specialist medical, therapy and support teams on-site, in specialist accommodation which fully meets their needs.

We urgently need to replace older facilities in Gloucester which are no longer suitable for young people with the most complex disabilities. Construction on the new residence began in July 2022 and learners will move in for the 2023/4 academic year.

The appeal was launched at a gala event at Ullenwood in July, and thanks to the generous support of individuals, businesses and organisations, we are hopeful of reaching our target in the near future.

During the year, our generous supporters included Hobson Charitable Trust, Edward Cadbury Charitable Trust, the Saintbury Trust, The Elizabeth Frankland Moore and Star Foundation, St. James's Place Charitable Foundation, the Oliver Ford Foundation, Garfield Weston Foundation, the Schroder Foundation, the Rowlands Trust and the Spirax Sarco Charitable Trust.

The new residence will be an exemplar of supported specialist living and learning accommodation for young people with complex care needs, providing 12 ensuite bedrooms, wide corridors, a range of communal and sensory spaces, an additional assessment suite and accessible gardens.

The experience of living at college will help young people with severe and complex disabilities learn to live more independently, develop stronger life skills, build self-confidence and better support their learning and development.

The accommodation has been designed by Cheltenham architects coombes:everitt and is being constructed by regional contractor Speller Metcalfe.



The specialist facilities are due to open in September 2023



The new residence will include 12 ensuite bedrooms

Principal risks and uncertainties

National Star's Board of Trustees is responsible for ensuring that effective and adequate risk management and internal control systems are in place to identify and manage the key risks to the charity.

The Board of Directors and Trustees are responsible for overseeing the risk management process. This process involves a consistent approach to identifying, assessing and mitigating the risks facing our charity to ensure they do not exceed the level of risk we are willing to accept. It is designed to manage, rather than eliminate, risks to our charitable objectives and to provide reasonable assurance against material risks.

The processes in place regarding risk management include the following:

- A comprehensive risk management framework consisting of five sections: key controls, internal assurance sources, external assurance sources, current residual risk level and target risk level. The risks are regularly reviewed by the Senior Management Team, other risk 'owners' and the Head of Risk and Compliance, and documented in a risk register.
- The Risk and Assurance Committee reviews the framework and receives regular reports from the Head of Risk and Compliance and the Chief Executive on the effectiveness of controls.
- The committee, as well as reviewing risk controls, also considers and reviews the top strategic risks.

Ongoing impact of the pandemic on our risk profile

The pandemic, and the response to it, continued during the first half of 2021 – 2022 to have a significant impact on all the charity's activities and the external environment in which National Star operates.

The focus of the risk management strategy throughout the pandemic was on limiting its impact, with the immediate areas of focus being on business continuity and organisational resilience. The charity had a duty of care to its beneficiaries and to its staff. Managing risks relating to the health, safety and wellbeing of the young people and adults we supported, made more challenging because of their vulnerability, medical conditions and disabilities, was of paramount importance.

Providing that continuity of care throughout the lockdowns was complicated by staff shortages and staff absence, and interpreting government and public health guidance for our specialist education provision, as well as our high level of adult social care and other services.

While the government safeguarded most education and care fees, the charity faced increased costs for infection control and operational costs due to the rising rate of inflation. To limit the risk of infection, all our sites remained closed to the public and at the Ullenwood campus social enterprises closed to the public, though continued to operate as part of learning programmes. We started a phased reopening from May 2022. The cessation of income generating activities until April/May 2022, and the inability to hold fundraising activities, impacted on the organisation's immediate and future additional income generation.

Joshua, age 25

Without National Star...

“I would never have found my voice as a disability campaigner.”

Former student Joshua

Joshua says National Star helped him realise his dream of being a disability rights campaigner. In the 2022 New Year's Honours, the former learner was awarded a British Empire Medal for service to people with disabilities.

It was while Joshua, who has cerebral palsy, was a residential learner at National Star in 2015 that he launched his campaign Don't Call Me Special.

Now Joshua, who lives in Cardiff, works part-time as a paid Campaign Support Officer for a national disability charity, as well as developing his own campaign and working with other organisations. He was the guest speaker at the Leavers' Ceremony for National Star in Wales in 2022.

In 2017 he was part of the National Star delegation taking part in the Commonwealth Conference in Antigua. Last year he was part of a steering group commissioned to do a report for the Welsh Government on how the pandemic is affecting disability rights.

'My campaigning journey started at National Star and thanks to everyone there, from the customer services team to the occupational therapist, I now have a career in what I believe in and live as independently as I can,' says Joshua.

Joshua was also one of the stars of the BBC3 documentary series, *The Unbreakables: Life and Love on Disability Campus*, in 2015.



National Star receives some 80% of its total income from fees for services, with the remaining 20% of income generated by fundraising and other programmes or income generation activities.

During the pandemic, National Star's principal objective was to remain open to support its beneficiaries and their families while protecting the staff. From the beginning of the academic year in September 2021, National Star was operating with almost 100% of its residential learners and a high percentage of day learners. This became a challenge when there were increased levels of staff absence due to coronavirus, especially in January 2022, and as we limited staff movement between clusters of residents or learners to limit risk of infection.

To mitigate the risk of losing valuable staff and to support them during uncertain times, the trustees agreed to release additional resources from the charity's reserves. This was used to enhance pay in line with cost of living, offer retention and other incentives and to invest in the organisation's recruitment marketing. To relieve the pressure of work on staff, National Star took the decision to leave some residential learner places unfilled for part of the year. While this helped with the pressures of work in service delivery, it did result in loss of income for the charity.

Decisions at that time included: ongoing governance review of the charity's risk and financial position; the review of public access of all sites; the review of education and therapy delivery to enable services to continue as much as possible either in person or virtually; moving all non-learner or resident-facing operational and administrative services to remote working and then

returning to campus for the second half of the year, investing in staff retention and recruitment to ensure the charity had the workforce it needed to deliver high quality services.

Our risk profile going forward

While the pandemic has abated – though variants continue to cause spikes in staff absence – several other risks have increased. These include potential risks relating to:

- The impact on our income of the wider macroeconomic crisis in the long-term as local authorities and the government begin to pay back the huge deficit created during the pandemic.
- The impact of the macroeconomic crisis in the short-term, especially with the increasing rate of inflation and rising energy costs, on operational costs and the challenge to negotiate fee increases with local authorities to reflect those increased costs.
- The impact of the macroeconomic crisis and current labour shortage, especially in the care sector, on staff retention and recruitment.
- The impact on our capital development programme and maintaining the quality of facilities, due to the impact on fundraising and other income generation activities, again affected by the wider macroeconomic crisis.

We continue to address several ongoing risks in key areas, such as recruitment and retention of staff, compliance with legal and governance requirements, information security and maintaining our reputation of providing high quality services. The major risks we face are noted in the table below:

Risk	Mitigation
Workforce planning Inability to recruit, develop and retain appropriate quality and quantity of key staff. These could include several risks which are heightened due to staffing issues: – Significant Health and Safety incident. – Significant Safeguarding incident. – Failure to provide necessary care and nursing requirements.	– Improve recruitment processes. – Review rewards, benefits and support. – Review training and delivery. – Promote career progression. – Implement improved systems.
Failure to address the health and wellbeing of staff and support their ability to perform their roles.	– Improve internal communications. – Review of policies and procedures for areas of critical importance to Human Resources. – Complete workplace risk assessments in line with pandemic procedures.
Reputation and trust Events may occur which adversely affect our reputation, operations or levels of stakeholder trust in us. – Impact on quality of services by staffing numbers. – Inability to match staff capacity to learner numbers. – Serious data security breach (from a cyber attack or non-compliance with GDPR). – Significant Health and Safety incident. – Significant Safeguarding incident. – A major outbreak of coronavirus within National Star's services. – Lack of compliance with regulations in relation to our fundraising and marketing practices. – Failure to comply with legal or regulatory requirements – Failure to ensure that Governance is robust and fit for purpose.	– Review organisation-wide risk management programme. – Review mandatory training and re-introduce more face-to-face training. – Review information security policies and procedures and monitor compliance in critical areas. – Review infection control procedures. – Further develop safeguarding. – Maintain strong links to external safeguarding professionals. – Review of Governance started in 2021 – 2022.
Care and support services Failure to maintain high quality delivery of care and support, resulting in 'unacceptable quality' in care in line with Care Quality Commission criteria.	– To maintain a robust review programme to service delivery. – Carry out mandatory staff training combined with appraisal. – Review how care is delivered and what can be done to ensure safe delivery. – Further develop marketing for recruitment, development and retention of care staff.

Risk	Mitigation
Learning and Personal Development programmes Failure to maintain high quality delivery of education and therapies programmes, resulting in 'unacceptable quality' in education and / or therapy in line with the updated Education Inspection Framework.	– Maintain and monitor ongoing clinical observation process. – Enable staff to develop their skills and expertise. – Prepare staff for return to visits by Ofsted and Estyn (the Welsh inspectorate). – Promote National Star as employer of choice to attract high quality professionals.
Income generation Inability to obtain and manage sufficient statutory funding. A key risk is, due to delayed decisions on funding by local authorities and the high number of extension requests, that there are not sufficient places to meet demand for September 2023.	– Develop effective relationships with individual statutory funders (local authorities) with the focus on value for money and levels of income. – Research and monitor government (England and Wales) direction on High Needs funding and engaging with key decision makers in government, local authorities and the NHS.
Inability to obtain and manage statutory funding due to risk of relevant evidence not available for regulators.	– Develop internal recording process to manage increasing requirements for audit by regulators. – Review staffing levels / structure and practices to ensure National Star can keep ESFA auditing requirements current and meet compliance by regulators.
Inability to meet rising operational costs due to increased inflation, staff and energy costs.	– Develop effective relationships with individual statutory funders (local authorities and NHS commissioning groups) so to successfully negotiate ongoing fees to reflect rising operational costs.
Inability to recruit learners, especially with the concern around sufficient spaces meeting demand in certain service areas.	– Review marketing recruitment strategy. – Engage current parents as ambassadors to promote the charity. – Focus on working with local authorities that haven't previously placed a learner at National Star. – Raise the profile and knowledge of the Welsh offer. – Maintain strong communication with parents.
Significantly reduced income from fundraising and other income generation activities, as a result of the pandemic and the increased cost of living crisis. A key risk associated with this is also how to restart in-person fundraising and commercial income generating businesses.	– Promote public engagement through National Star's social enterprise areas. – Develop new alternative income streams. – Explore and develop alternative commercial and social enterprise income. – Maintain and develop strong customer / donor relationships.
Quality and quantity of facilities Failure to maintain quality facilities and to be able to build / lease suitable high standard buildings needed to meet service user needs.	– Secure funding and begin building new specialist residence at Ullenwood to replace existing offsite building no longer fit for purpose. – Evaluate capital projects in light of the changing environment. – Develop a long-term strategy to engage trusts and foundations and create new innovative fundraising initiatives. – Monitor and develop contingency planning. – Prioritise capital projects subject to affordability.
Organisational response to the pandemic Failure to develop and implement a coherent and coordinated continuity business plan in relation to the ongoing pandemic.	– Constantly review the organisational business plan. – Ongoing horizon scanning for threats and opportunities. – Development of swift responses to changes. – Development and ongoing review of contingency plans.
Financial stewardship Failure to effectively manage reserves to sustain operations during and post the pandemic.	– Reserves policy in place and compliance with policy monitored. – Ongoing monitoring of financial position. – Review of investment strategy.
Operational effectiveness Technology risks including: – Performance of the technology infrastructure with mix of online / in-person working, particularly given the increased focus on, and importance of, online / virtual fundraising systems. – Technology strategy, including associated levels of investment and improvement in technology, fails to keep pace with developments in the external environment during and post-pandemic. – Reliance on small companies developing the organisation's critical systems. – To invest in and improve Project Management	– Invest in skills and competencies of the IT team. – Implement appropriate safeguards and controls to protect work and IT systems. – Ongoing assessments of resilience and performance of technology. – Refreshed prioritisation criteria to decide how to allocate resources to technology projects. – Review delivery model. – Invest in the development of IT systems and review. – Establish business improvement directorate and Project Management resource.

Environmental, social and governance

Structure and management

In accordance with the Memorandum and Articles of Association (as incorporated 20 August 1953 and last amended 9 January 2012), individuals may apply for membership of the company.

The directors of the company, who are trustees of the charity, are elected by the members of the company at the annual general meeting. The charity carried out a proactive governance recruitment campaign in August–September 2021 to strengthen the boards with additional expertise. A broad range of marketing activities were used to encourage a diverse range of people to apply.

New trustees / directors are considered based on their skills and relevant experience alongside the balance of existing skills and experience amongst the board, and regular training is provided. Following a selection process, four people – two as trustees and two as governors – were appointed as a result of the recruitment campaign.

Between annual general meetings the directors may appoint additional directors, up to the maximum number, from the members of the company. The directors are also trustees of the registered charity. The charity indemnifies its directors and officers against the consequences of any neglect or default on their part through an indemnity insurance policy. The trustees have given consideration of guidance provided in the Governance Code and undertaken a review of Governance Structures and members.

Committees of the Board

Eleven trustees served on the main board during the year, all volunteers from a range of professional backgrounds and sectors. The board is chaired by Paul Styles. Trustees are not remunerated for their role, though they are entitled to be paid out-of-pocket expenses (see note 8 to the Financial statements).

As the charity is a company limited by guarantee, the trustees are also the company directors. The board delegates certain powers in connection with the charity's governance and administration through its committee structure. This delegation is controlled by requiring the committees to report back regularly to the board, ensuring that all decisions made under delegated powers are ratified by the full board.

All committees operate under agreed terms of reference, provide meeting minutes and report to the board on key areas of work undertaken. Other working project groups are ad hoc as required.

The board meets quarterly. Due to the pandemic, the board and its committees held meetings online until June 2022. Trustees, governors and committee members also received regular operational updates from the Chief Executive. Some committees held additional meetings (until May 2022) to monitor and address the impact of the pandemic on the charity.

Board of Governors

The Board of Governors has delegated oversight responsibility for the operational aspects of National Star programmes and activities, including safeguarding, quality and achievements.

One trustee also sits on the Board of Governors. The Board of Governors meets quarterly and operates within terms of reference agreed by the Board of Trustees.

Finance and Investment Committee

The Finance and Investment Committee meets quarterly and is responsible for the oversight of the charity's financial affairs. The committee has a duty to keep a watching brief and provide advice, where appropriate, on potential and actual financial opportunities and threats, liaising with the Risk and Assurance Committee as appropriate. The committee met more frequently at times during the year to review areas of potential impact of the pandemic on the financial sustainability of the charity.

Risk and Assurance Committee

The Risk and Assurance Committee meets quarterly and is responsible for reviewing the charity's risk assessment, risk management and internal control systems and processes. It may investigate any areas of concern or perceived risk. It acts as the corporate recipient of any information in line with the whistleblowing policy and to ensure that appropriate action is taken.

Advisory Board

The Advisory Board is made up of student governors, an adult learner representative, Student Union President, former learners and members of the community, and acts as a consultative and representative group of the charity's beneficiaries to help inform the charity's plans and as part of its stakeholder engagement.

Nominations Committee

This working group includes representatives of trustees and governors to recruit trustees and governors and determine senior remuneration. During 2021 – 2022, this committee took lead responsibility for the recruitment process of a new Chief Executive.

Chief Executive

Day-to-day management of the charity is delegated to the Chief Executive, David Ellis (until 31 August 2022) and then Lynette Barrett (from 1 September 2022), supported by the Deputy Chief Executive, Chief Operations Officer, Principal and a senior management team. The board set the pay for key management personnel (as detailed in note 8) by relation to industry standards and organisations of a similar size and activity.

Public Benefit

The trustees confirm that they have complied with the requirements and duty in Section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit; 'Charities and Public Benefit' and that the extensive charitable purposes and provision of the charity, particularly in the areas of education and disability services, are for the public benefit.

Subsidiary undertakings

Two subsidiary undertakings operated during the year. NSF Trading Limited (company number 01168043) operated as the organisation's trading subsidiary for non-charitable purpose trading. NSF Design & Build Limited (company number 08628807) undertakes accommodation and facilities development projects on behalf of the charity. Both subsidiaries generated surpluses in the

year after direct costs, administrative costs and audit fees (as detailed in notes 2a and 2b to the Financial statements) which resulted in Gift Aiding a total of £98,175 (2021: £37,119) to the charity. Shareholdings are disclosed in note 10 to the Financial statements.

Trustees (Directors)

Name of Trustees (Directors)	Risk and Assurance Committee	Finance and Investment Committee	Governor	Advisory Board	Nominations Committee
Paul Styles (Chair of Trustees, Finance and Investments and the Nominations Committee)		●			●
Francis Allcock (from March 2022)					
Peter Barefoot (from March 2022)					
Liz Cadman (Chair of Risk and Assurance)	●				
Brian Chatfield		●			
Tim Cooper (Deputy Chair of Trustees)					●
Chris Hallam (from October 2022)		●			
Robert Hayman-Collins			●		
Chas Howes	●	●			
Jonathan McMahon (until April 2022)		●			
Matt Shayle	●				
Margaret Sheather (Trustee from January 2022. Governor until October 2021)					●

Other Governors, Advisory Board and Committee Members

Name of other Governors, Advisory Board and Committee Members	Governor	Parent Governor	Student Governor	Staff Governor	Advisory Board	Risk and Assurance Committee	Nominations Committee
Mary Saunders OBE (Chair of Governors)	●						●
Kim Anderson (from January 2022)		●					
Andrew Evans (Chair of Advisory Board)					●		
Elliot Caswell (until July 2022)			●		●		
Jason Felce					●		
Margaret Goldie	●						
Chris Harber						●	
Sue Hawkins				●			
Andrea Lewis	●				●		
Jane Matheson (Deputy Chair of Governors)	●				●		
Chelsea Pettitt (from September 2022)			●				
Chris Ratcliffe (from April 2022)	●						
Andrea Riga					●		
Nikki Richardson (from April 2022)	●						
Dr Lara Rowlands (from October 2021)	●						
Seb Sargeant (until May 2022)					●		
Barry Seamons (Governor until October 2021)	●				●		
Francesca Vismara					●		
Alisha Williams					●		

Trustees' duty to promote the success of the Charity (Section 172 statement)

Trustees as directors of the company have a duty to promote its success and, in doing so, are required by section 172(1) of the Companies Act 2006 to have regard to various specific factors, including:

- The likely consequences of decisions in the long-term.
- The interests of employees.
- The need to foster relationships with third party stakeholders.
- The impact of the organisation's operations on the community and the environment.
- The desirability of the organisation maintaining a reputation for high standards of business conduct.
- Maintaining a reputation for high standards of conduct.

Day-to-day management is delegated to the Chief Executive and a senior management team, who are required to act in furtherance of the charity's purpose and organisational strategy and to ensure that activities are carried out in compliance with policies approved by the board. The trustees and governors review strategies to assess progress and to identify areas of focus for the following year and beyond. Policies are reviewed periodically by the board or on its behalf by board committees.

The board receives regular updates on the organisation's performance and progress with its plans for the future direction of the charity. The board and its committees keep under review the charity's principal risks and its risk appetite, considering emerging risks and regularly reviewing changes in the charity's risk profile and responses. By ensuring that management act in accordance with the strategy and in compliance with specific policies, the board and its committees obtain assurance that in promoting the success of the charity, due regard is given to the factors set out in Section 172.

Engagement with the charity's main stakeholder groups is discussed in the section 'Engaging with stakeholders'. The charity's senior management team regularly report to the board and its committees on key stakeholder relations and engagement activities, current issues and relevant feedback received from interaction with stakeholders.

The likely consequences of any decision in the long term

The charity's strategy is based on its ambition to deliver and further develop high-quality, relevant education, care and support services for people with disabilities. Trustees and management continued to review the long-term strategic plan – titled Maximising Potential – and areas of potential development of the charity's learning, education and care services. The trustees' discussion of all aspects of the future direction of the charity's work is informed by the feedback received from engagement with stakeholders.

The desirability of the charity maintaining a reputation for high standards of business conduct

Trustees have responsibility for setting the charity's culture, values and standards, and ensuring that its obligations to its stakeholders are met. The charity has in place a range of policies and processes that promote

Supporting the Environment

Sustainability and supporting the environment plays an important role at National Star. Following our success in achieving the Green Impact Gold Award, we have this year achieved the top-level Platinum award. All sections of the charity have been involved.

We took part in various green initiatives throughout the year, including working towards the Hedgehog Friendly Campus Silver Award. In March 2022, 815 trees were planted at the Ullenwood campus. Staff and students were involved in the

planting, as well as support from Coberley Parish Council, Cotswold Wardens and staff from local solicitors Harrison Clark Rickerby.

National Star is working with energy consultants Hydrock to produce a carbon management plan based on developing a net zero roadmap. So far submitted are details of our electricity, oil, gas and water consumption, the amount of waste sent for both recycling and landfill, details of our air conditioning plants, and refrigerants and all the journeys made by college transport. Staff have completed a travel survey and the next stage is to collect data on all purchasing and our supplier's travel details.

Streamlined Energy and Carbon Reporting

Type of Emission	Scope	Activity	Unit	2021/22 Quantity	2021/22 kWh Energy	2021/22 tCO2e	2021/22 % of total	2020/21 Quantity	2020/21 kWh Energy	2020/21 tCO2e	2020/21 % of total
Direct	1	Services – Biomass	kWh	2,230,400	2,230,400	23	2%	3,064,410	3,064,410	46	5%
		Services – Gas	kWh	817,081	817,081	150	16%	914,229	914,229	167	18%
		Services – Oil	litres	86,078	1,019,233	273	28%	56,945	674,298	181	19%
		Services – LPG	litres	10,440	75,789	16	2%	10,644	77,270	17	2%
		Owned Vehicles	litres – diesel	51,161	542,662	131	13%	43,561	462,046	109	12%
		Owned Vehicles	litres – petrol	1,242	11,820	3	0%	1,636	15,621	4	0%
Energy Indirect	2	Services – Electricity	kWh	1,795,680	1,795,680	347	36%	1,834,835	1,834,835	390	42%
Other Indirect	3	Personal Vehicles	miles	110,021	129,040	30	3%	82,323	97,363	23	2%
Total Gross Emissions (tCO2e)						974				937	
Total Energy Consumed (kWh)					6,621,705			7,140,071			

Intensity Metric Ratio:	2021/22	2020/21
Number of Employees (FTEs)	880	847
Tonnes of CO2e Per Employee	1.11	1.11

During 2021 – 2022, National Star continued with implementing measures to improve energy efficiency, including continued investment in our programme of replacing lighting with LED fittings and BMS expansion works which allows more finite control over certain areas of the Ullenwood site. The original 500kw biomass boiler is also being decommissioned, meaning that during the year a greater proportion of heating energy used was oil, but this will reduce again during 2022 – 2023 when the new replacement biomass boiler is in place. We also started looking into the feasibility of solar panels at our Ullenwood and Bradbury Gardens locations. All our food waste is collected by Grundon for Anaerobic Digestion, converting it to energy. A second route was also added to the staff minibus service to Ullenwood, which reduced the number of single use car journeys to the campus.

This report is provided in accordance with The Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018, which came into force from 1 April 2019. As a large charitable company, National Star is required to provide the following information for the Group in relation to its UK energy use, associated greenhouse gas emissions, intensity ratio and energy efficiency actions.

Methodology

Our reporting methodology was based on the UK Government's Environmental Reporting Guidelines, 2019. Our calculations were based on the UK Government GHG Conversion Factors for Company Reporting (2022). All emissions calculations are derived from activity data representing the Group, including its subsidiary undertakings. Parameters include those emissions for which National Star has operational control. The reporting period is 1 September 2021 to 31 August 2022.

Statement of trustees' responsibilities

The trustees (who are directors of National Star Foundation for the purpose of company law) are responsible for preparing the Trustees' Report (including the Strategic Report) and the Financial statements in accordance with applicable law and generally accepted accounting practice (United Kingdom Accounting Standards).

Company law requires the trustees to prepare Financial statements for each financial year. Under company law, the trustees must not approve the Financial statements unless they are satisfied that they give a true and fair view of the situation of the charity and the group and of the incoming resources, including the income and expenditure of the charity and the group for that period.

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

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Statement of Recommended Practice: Accounting and Reporting by Charities as revised in 2019.
- Make reasonable and prudent judgements and estimates.
- State whether applicable UK accounting standards, comprising FRS102, 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 and charity will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show the charity's transactions, disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the Financial statements comply with the Companies Act 2006 and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the charity and the group and for taking reasonable steps to prevent and detect fraud, and other irregularities.

In so far as each of the trustees of the charity at the date of approval of this report is aware, there is no relevant audit information needed by the charity's auditor in connection with preparing the audit report of which the charity's auditor is unaware. Each trustee has taken all of the necessary steps in order to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

The trustees confirm that they have had regard to the Charity Commission's guidance on public benefit and report on the charity's objectives and achievements on pages 12 to 19. The reference and administrative details on page 59 form part of the Trustees' Report.

By order of the Board of Trustees, the Annual Report (incorporating the Strategic Report) has been approved by the Board of Trustees and signed on its behalf by:



Paul K Styles
Chair of Trustees
9 February 2023

Peter, age 28

Without National Star...

“Peter would have had to live in a home for the elderly.”

Peter's parents Liz and Rob

Consistency is vital to enable Peter to manage his behaviour and feel settled and secure, be that consistency in daily routines or in the staff who work with him.

His parents, Liz and Rob, say the team's professional and consistent approach to Peter has made all the difference to his life. Peter has autism, anxiety and severe learning difficulties.

He attended National Star as a residential student and his parents felt that a similar residential setting would be best for Peter long-term.

‘We were concerned that we would not be able to manage Peter on our own as we grow older and there was nothing like National Star in our local area. If he had stayed in Warwickshire, he would have had to live in a home for the elderly and we didn't want that for him.

‘We love Peter dearly, sending Peter to National Star for college and then for him to remain as a resident has opened opportunities for him in a safe, secure and happy environment.’



Independent auditors' report

Opinion

We have audited the Financial statements of National Star Foundation ('the charitable company') and its subsidiaries ('the group') for the year ended 31 August 2022 which comprise the Consolidated Statement of Financial Activities, Consolidated Balance Sheet, Charity Balance Sheet, Consolidated Statement of Cash Flows and notes to the Financial statements, including 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 the charitable company's affairs as at 31 August 2022 and of the group's 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 Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's or the group'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 trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the Financial statements and our auditor's report thereon. 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 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.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the Trustees' Report, which includes the Directors' Report and the Strategic Report prepared for the purposes of company law, for the financial year for which the Financial statements are prepared is consistent with the Financial statements; and
- The Strategic Report and the Directors' Report included within the Trustees' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Directors' Report included within the Trustees' Report.

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

- Adequate and proper accounting records have not been kept; or
- The Financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 34, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the Financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of Financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the Financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a of as

Independent auditors' report

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 charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the Financial statements

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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the Financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group 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 Companies Act 2006, the Charities Act 2011, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the Financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the operations were CQC Regulations for service providers and managers, Ofsted, General Data Protection Regulation (GDPR), taxation legislation 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. Our audit procedures to respond to these risks included enquiries of management and the Finance & Investment Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and Ofsted, and reading minutes of meetings of those charged with governance.

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. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the Financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

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



Guy Biggin

Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
4th Floor
St James House
St James' Square
Cheltenham
GL50 3PR

Date: 29 March 2023

National Star Foundation

Consolidated statement of financial activities

(Incorporating an income and expenditure account for the year ended 31 August 2022)

	Note	Unrestricted funds £	Restricted funds £	Total funds 2022 £	Total funds 2021 £
Income from:					
Donations and legacies	4/14	1,589,089	818,844	2,407,933	901,302
Charitable activities					
Student fees		24,456,997	–	24,456,997	23,394,021
Other charitable activities	3	8,271,064	–	8,271,064	7,135,450
ESFA capital grants		137,902	–	137,902	72,132
Teachers' Pension Grant		128,277	–	128,277	123,253
Adult Social Care Infection Control Grant		127,293	–	127,293	381,539
Workforce Recruitment and Retention Grant		414,066	–	414,066	–
Other trading activities					
Trading turnover – NSF Trading Limited	2a	150,729	–	150,729	74,614
Investments		25,861	–	25,861	17
Other					
Other income	5	285,416	–	285,416	206,260
Total income		35,586,694	818,844	36,405,538	32,288,588
Expenditure on:					
Raising funds	6	321,648	–	321,648	384,147
Charitable activities	6/14	35,614,088	192,733	35,806,821	30,691,087
Other expenditure					
NSF Trading Limited	2a	58,162	–	58,162	42,098
NSF Design & Build Limited	2b	3,797	–	3,797	2,777
Total expenditure		35,997,695	192,733	36,190,428	31,120,109
Net (expenditure) / income before (losses) / gains on investments		(411,001)	626,111	215,110	1,168,479
Net (losses) / gains on investments	10	(131,459)	–	(131,459)	780,709
Net (expenditure) / income		(542,460)	626,111	83,651	1,949,188
Transfer between funds	14/15	948,199	(948,199)	–	–
Net movement in funds		405,739	(322,088)	83,651	1,949,188
Reconciliation of funds:					
Total funds at 1 September 2021	14/15	31,462,620	2,734,756	34,197,376	32,248,188
Total funds at 31 August 2022	14/15	31,868,359	2,412,668	34,281,027	34,197,376

The notes on pages 41 to 58 form part of these Financial statements.

National Star Foundation

Consolidated balance sheet

As at 31 August 2022

Company Number: 00522846

	Note	2022 £	2021 £
Fixed assets			
Tangible assets	9a	26,311,181	26,162,149
Investments	10	3,147,755	3,979,214
		29,458,936	30,141,363
Current assets			
Debtors: amounts falling due within one year	11	2,958,729	1,750,036
Cash at bank and in hand		7,469,828	7,111,533
		10,428,557	8,861,569
Liabilities			
Creditors: amounts falling due within one year	12	(5,606,466)	(4,792,077)
Net current assets		4,822,091	4,069,492
Creditors: amounts falling due after one year	12	–	(13,479)
Total net assets		34,281,027	34,197,376
The funds of the group			
Restricted funds	14	2,412,668	2,734,756
Unrestricted funds	15	31,868,359	31,462,620
Total group funds		34,281,027	34,197,376

The charity net income in the year was £105,550 (2021: £1,958,162) before group consolidation.

These Financial statements were approved and authorised for issue by the Board of Trustees on 9 February 2023 and signed on its behalf by:



Paul K Styles
Director

The notes on pages 41 to 58 form part of these Financial statements.

National Star Foundation

Charity balance sheet

As at 31 August 2022

Company Number: 00522846

	Note	2022 £	2021 £
Fixed assets			
Tangible assets	9b	26,617,198	26,446,267
Investments	10	3,147,856	3,979,315
		29,765,054	30,425,582
Current assets			
Debtors: amounts falling due within one year	11	2,901,697	1,840,070
Cash at bank and in hand		7,348,559	6,961,949
		10,250,256	8,802,019
Liabilities			
Creditors: amounts falling due within one year	12	(5,428,266)	(4,732,628)
		4,821,990	4,069,391
Net current assets			
Creditors: amounts falling due after one year	12	–	(13,479)
Total net assets		34,587,044	34,481,494
The funds of the charity			
Restricted funds	14	2,412,668	2,734,756
Unrestricted funds	15	32,174,376	31,746,738
Total charity funds		34,587,044	34,481,494

These Financial statements were approved and authorised for issue by the Board of Trustees on 9 February 2023 and signed on its behalf by:



Paul K Styles
Director

The notes on pages 41 to 58 form part of these Financial statements.

National Star Foundation

Consolidated statement of cash flows

For the year ended 31 August 2022

Reconciliation of net income to net cash inflow from operating activities

	2022 £	2021 £
Net income for the reporting period	83,651	1,949,188
Adjustments for:		
Depreciation charges	1,425,684	1,420,324
Write off non-depreciating assets under construction	–	51,342
Interest from investments	(25,861)	(17)
Losses / (gains) on investments	131,460	(780,709)
(Profit) on sale of fixed assets	(1,650)	(2,670)
(Increase) in debtors	(1,208,693)	(368,231)
Increase in creditors	854,630	151,340
Net cash provided by operating activities	1,259,221	2,420,567
Cash flows from financing activities		
Repayment of borrowings	(53,721)	(52,657)
Net cash used in financing activities	(53,721)	(52,657)
Cash flows from investing activities		
Interest from investments	25,861	17
Proceeds from the sale of property, plant and equipment	1,650	2,670
Proceeds from sale of investments	700,000	–
Purchase of property plant and equipment	(1,574,716)	(1,225,193)
Net cash used in investing activities	(847,205)	(1,222,506)
Change in cash and cash equivalents in the reporting period	358,295	1,145,404
Cash and cash equivalents at the beginning of the reporting period	7,111,533	5,966,129
Cash and cash equivalents at the end of the reporting period	7,469,828	7,111,533
Analysis of cash and cash equivalents		
Cash in hand	4,469,828	7,111,533
Notice deposits (less than 3 months)	3,000,000	–
	7,469,828	7,111,533

The notes on pages 41 to 58 form part of these Financial statements.

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2022

1. Accounting policies

a) Charity information

National Star Foundation is a registered charity (charity number: 220239) and was incorporated as a private company limited by guarantee in England and Wales (company number: 00522846) on 20 August 1953. The address of its registered office is Ullenwood Manor, Ullenwood, Cheltenham, Gloucestershire, GL53 9QU. This is also the registered address of NSF Trading Limited and NSF Design & Build Limited.

b) Accounting convention

The consolidated Financial statements have been prepared under the historical cost convention, as modified by the revaluation of investments.

The consolidated Financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Companies Act 2006 and the Charities Act 2011.

National Star Foundation meets the definition of a public benefit entity under FRS 102.

c) Going concern

The group and charity has cash resources and has no requirement for external funding. At the time of approval of the annual report, the COVID-19 pandemic continues to evolve and the long-term impact on the charity, in common with other businesses, is unknown. The trustees have reviewed the position carefully with a view to ensuring the ongoing provision of care for the learners and residents as well as employment of staff. The charity currently holds significant cash balances supplemented, if needed, by an overdraft facility. Demand for places remains strong for the academic year 2022/23. Conservative cash flow modelling with sensitivity analysis indicates that the cash reserves of the charity are adequate to meet the charity's obligations as they fall due. Accordingly, the trustees believes that financial resources are sufficient to ensure the charity will continue as a going concern for the foreseeable future, being at least 12 months from the date of approval of the Financial statements and have therefore prepared the Financial statements on a going concern basis.

d) Consolidated Financial statements

These Financial statements consolidate the charity and its subsidiary undertakings NSF Design & Build Limited and NSF Trading Limited to 31 August 2022, all inter group sales and profits have been eliminated on consolidation.

Net income of £105,550 (2021: £1,958,162) was attributable to the charity for the year. The charity has also taken advantage of the exemption available to a qualifying entity in FRS 102 from the requirement to present a charity only Statement of Cash Flows and certain disclosures about the charity's financial instruments within the consolidated Financial statements.

No separate Statement of Financial Activities ("SOFA") has been prepared for the charity alone as permitted by Section 408 of the Companies Act 2006.

e) Fund accounting

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

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors. The aims of the restricted funds are set out in the notes to the Financial statements.

f) Income

All income is included in the SOFA when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2022

1. Accounting policies (continued)

Donations and gifts represent amounts receivable during the year, together with any associated tax refund and do not include the value of any pledges secured for future donations.

Fees are accounted for in the SOFA in the year in which the service is provided.

Grants (including government grants) are included in the Financial statements on an entitlement basis. The balance of income received for a specific purpose but not expended in the year is shown in the relevant funds on the Balance Sheet. Where entitlement occurs before income is received, the income is accrued.

Where income is received in advance of the charity having entitlement to the fund the income is deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution.

All capital grants received are recognised in the SOFA and credited to a separate restricted fund where there are restrictions on the future use of the fund. Any depreciation charged on that element of the cost of assets funded by grants is charged to restricted funds.

g) Expenditure

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them. Expenditure on raising funds include all fundraising, financing and trading costs of the subsidiaries.

All expenditure is accounted for on an accruals basis. Overheads and other costs not directly attributable to particular functional activity categories are apportioned over the relevant categories on the basis of management estimates of the amount attributable to that activity in the year on a basis consistent with use of the resources. The irrecoverable element of VAT is included with the item of expense to which it relates.

Governance costs are included within support costs and include strategic planning costs for the charity's future development, external audit and all costs of complying with constitutional and statutory requirements, such as costs of board and committee meetings and for preparing statutory Financial statements and satisfying public accountability.

h) Pension costs

The charity contributes to the Teachers' Pension Scheme at the advised rates. As it is not possible to separately identify the assets and liabilities of the Teachers' Pension Scheme, it is accounted for as if it were a defined contribution scheme. The charity's contributions to the scheme are charged in the Financial statements as they accrue.

With regard to non-teaching employees, contributions are made to the charity's defined contribution pension scheme. All contributions are charged to the SOFA as they become payable in accordance with the rules of the schemes.

i) Tangible fixed assets

All expenditure above £500 for ICT and £1,000 for all other assets for the acquisition, enhancement, production and installation of fixed assets and all fixed assets received by way of donation are capitalised. Tangible fixed assets are stated in the Balance Sheet at cost less depreciation and impairment, or at estimated value at date of donation less depreciation in respect of donated assets.

Depreciation is calculated to write off the cost or valuation less estimated residual value of tangible assets over their estimated useful lives at the following rates:

Freehold Land	Not depreciated
Freehold Buildings	2% – 10%
Leasehold Property Improvements	20% (or over the lease term)
Fixtures and Equipment	10% – 20%
ICT	10% – 25%
Motor Vehicles	10% – 25%

Assets in the course of construction are included at cost. Depreciation on these assets is not charged until they are brought into use.

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2022

1. Accounting policies (continued)

j) Investments

Investments are stated at market value at the Balance Sheet date. All gains and losses relating to investments are accounted for in the SOFA. Investments in subsidiaries are held at cost.

k) Debtors

Short-term debtors are initially measured at the settlement price, less any impairment. Prepayments are valued at the amount prepaid net of any trade discounts.

l) Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions with a short maturity of three months or less.

m) Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Short-term creditors are initially measured at the settlement amount.

n) Financial instruments

National Star Foundation 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.

o) Operating leases

Rentals payable under operating leases are charged to the SOFA on a straight line basis over the lease term.

p) Taxation

National Star Foundation is a registered charity, and as such is entitled to tax exemptions on all its income and gains, properly applied for its charitable purposes.

q) Judgements in applying accounting policies and key sources of estimation uncertainty

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

The items in the Financial statements where these estimates and judgements have been made include the following:

i) Useful economic lives of tangible assets

The annual depreciation charges for the tangible assets are sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on economic utilisation and the physical condition of the assets. See note 9 for the carrying amount of the tangible assets and note 1i for the useful lives for each class of asset.

ii) Useful economic lives of intangible assets

Intangible assets are stated at their historical cost and amortised on a straight-line basis over their expected useful economic lives. The useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates, based on economic utilisation associated with the specific asset. Intangible assets are derecognised on disposal or when no future economic benefits are expected from their use. Intangible assets include software purchased from third parties and related software implementation costs. See note 9 for the cost amount of intangible assets.

iii) Impairment of debtors

The Group makes an estimate of the recoverable value of trade and other debtors. When assessing impairment of trade and other debtors, management considers factors including the current credit rating of the debtor, the ageing profile of debtors and historical experience. See note 11 for the net carrying amount of the debtors and associated impairment provision.

iv) Clawback provision

The charity has a provision for some elements of income in relation to learners and service users who left through the year or were absent for part of the year. When assessing the level of provision required, the charity has considered levels of fee income, services provided, availability of placement and pattern of attendance, as well as relevant funding guidance.

For the year ended 31 August 2022

a) NSF Trading Limited

The charity owns 100% of NSF Trading Limited (company registration number: 01168043), which predominantly lets out the National Star Foundation facilities and undertakes the charity's trading activities. It has a signed ordinary resolution to Gift Aid its taxable profits to the charity. Its trading results, extracted from its audited Financial statements, were:

	2022 £	2021 £
Turnover	150,729	74,614
Cost of sales	(53,169)	(37,806)
Gross profit	97,560	36,808
Other income	–	5,642
Administrative expenses	(17,486)	(11,186)
Operating profit	80,074	31,264
Taxation	–	–
Profit after taxation	80,074	31,264
Retained earnings at start of period	–	–
Gift Aid donation to National Star Foundation	(80,074)	(31,264)
Retained earnings at end of period	–	–
Reserves		
Profit and loss reserves	–	–
Share capital	100	100
Shareholder's funds	100	100

The trading company made a Gift Aid donation of £80,074 (2021: £31,264) to the charity within nine months of the year end, with the result that it has a £nil annual corporation tax liability.

b) NSF Design & Build Limited

The charity owns 100% of NSF Design & Build Limited (company registration number: 08628807), which was set up to manage capital projects on behalf of National Star Foundation. It has a signed ordinary resolution to gift aid its taxable profits to the charity. Its trading results, extracted from its audited Financial statements, were:

	2022 £	2021 £
Turnover	751,852	296,357
Cost of sales	(729,954)	(287,725)
Gross profit	21,898	8,632
Administrative expenses	(3,797)	(2,777)
Operating profit	18,101	5,855
Taxation	–	–
Profit after taxation	18,101	5,855
Retained earnings at start of period	–	–
Gift Aid donation to National Star Foundation	(18,101)	(5,855)
Retained earnings at end of period	–	–
Reserves		
Profit and loss reserves	–	–
Share capital	1	1
Shareholder's Funds	1	1

The trading company made a Gift Aid donation of £18,101 (2021: £5,855) to the charity within nine months of the year end, with the result that it has a £nil annual corporation tax liability.

3. Other charitable activities

Other Charitable Activities income of £8,271,064 (2021: £7,135,450) arises from a range of activities undertaken during the year including:

	2022	2021
	£	£
Foundation House	1,431,028	1,373,884
Eveson Centre, Hereford	1,335,548	846,742
Hereford long-term residence	941,115	891,053
Lift Training	339,476	258,593
Respite Provision	1,114,613	905,567
Star Bistro	80,373	57,048
Steps into Work	194,299	358,643
Bradbury Gardens long-term residence	947,691	937,725
Mamhilad (Wales)	753,552	626,849
Matrixcare (Malvern)	412,479	275,473
Teacher Education	222,428	96,451
Re-education / Therapy Services	176,419	90,485

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2022

4. Donations and legacies

	Unrestricted funds £	Restricted funds £	2022 Total funds £	2021 Total funds £
Donations	194,074	818,844	1,012,918	612,380
Legacies	1,379,477	–	1,379,477	268,125
Other voluntary income	15,538	–	15,538	20,797
	1,589,089	818,844	2,407,933	901,302

In addition, the charity received a government ESFA Building Conditions Grant of £137,902 (2021: £72,132), a Teachers' Pension Grant of £128,277 (2021: £123,253), an Adult Social Care Infection Control Grant of £127,293 (2021: £381,539), and a Workforce Recruitment and Retention Grant of £414,066 (2021: £nil). There were no unfulfilled conditions or other contingencies attached to these grants.

£446,626 of income from donations in the prior year related to restricted funds. All other income from donations and legacies in the prior year related to unrestricted funds.

5. Other income

	Unrestricted funds £	Restricted funds £	2022 Total funds £	2021 Total funds £
StarShop and Student shops	12,169	–	12,169	5,448
Transport	442	–	442	141
Profit on sale of fixed assets	1,650	–	1,650	2,670
Coronavirus Job Retention Scheme Grant	–	–	–	101,982
Charity retail	265,289	–	265,289	90,767
Other income	5,866	–	5,866	5,252
	285,416	–	285,416	206,260

All other income in the prior year related to unrestricted funds.

6. Analysis of expenditure

	Staff costs £	Other costs £	Depreciation £	Total 2022 £	Total 2021 £
Charitable activities					
Teaching and welfare	24,695,640	1,017,887	1,067,179	26,780,706	22,639,654
Premises	947,373	2,021,532	123,217	3,092,122	3,019,007
Support costs	3,726,673	1,972,032	235,288	5,933,993	5,032,426
	29,369,686	5,011,451	1,425,684	35,806,821	30,691,087
Raising funds					
Other	109,680	211,968	–	321,648	384,147
Trading costs	21,523	40,436	–	61,959	44,875
	29,500,889	5,263,855	1,425,684	36,190,428	31,120,109

Included within support costs are the following governance costs:

	2022 £	2021 £
Auditor's remuneration (gross)		
– Audit	28,010	26,676
– Non audit	11,076	5,220
Trustees' / directors' meeting costs	584	43
Other	–	99
	39,670	32,038

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2022

7. Net income

	2022 £	2021 £
Net income is stated after charging / (crediting) the following:		
Depreciation	1,425,684	1,420,324
Auditor's remuneration (net)		
– audit	23,342	22,230
– non audit	9,230	4,350
Profit on sale of fixed assets	(1,650)	(2,670)
Bank loan interest	25,861	17
Operating lease payments		
– land and buildings	154,955	127,492
– other	50,506	52,258

8. Staff costs and key management personnel remuneration

	2022 £	2021 £
Wages and salaries	26,606,551	22,551,028
Social security costs	1,926,880	1,559,986
Other pension costs	967,458	834,504
	29,500,889	24,945,518

Included in the above are agency and subcontractor costs of £2,030,411 (2021: £1,893,285) in relation to National Star Foundation and NSF Trading Limited.

During the year, the trustees received £nil (2021: £nil) remuneration and no retirement benefits were accruing. No trustees received reimbursed expenses during the year (2021: £nil).

The average headcount of employees was:

	2022 No.	2021 No.
Charitable activities	1,169	1,106
Cost of generating funds – fundraising office	4	3
	1,173	1,109

After taking account of part-time employees the annual full-time equivalent number was 880 (2021: 847).

During the year, the charity made redundancy/ termination payments of £1,688 (2021: £11,781).

The number of employees who received annual equivalent emoluments (including benefits in kind of between £84 and £670 per person) in excess of £60,000 during the period were in the following bands:

	2022 No.	2021 No.
£60,000 – £69,999	5	3
£70,000 – £79,999	1	–
£90,000 – £99,999	2	2
£100,000 – £109,999	–	1
£110,000 – £119,999	1	–

Three of the above employees participated in the Teachers' Pension Scheme. During the year ended 31 August 2022 employer contributions for these staff members amounted to £45,768 (2021: £29,847).

The other six employees participated in the defined contribution pension scheme – total employer contributions for these staff members amounted to £45,099 (2021: £34,509).

The remuneration of key management personnel for the Group was:

	2022 £	2021 £
Total key management personnel remuneration	474,931	451,956

Key management personnel are defined as the Chief Executive, Deputy Chief Executive, Chief Operations Officer and Principal. The remuneration figure includes gross salary, employer's National Insurance, employer's pension and benefits in kind.

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2022

9a. Tangible fixed assets – group

	Freehold land and buildings £	Assets under construction £	Leasehold property improvements £	Motor vehicles £	Fixtures and equipment £	Total £
Cost						
At 1 September 2021	36,567,305	153,827	216,552	1,028,882	3,556,315	41,522,881
Additions	225,011	799,235	44,163	111,429	394,878	1,574,716
Disposals	(275,909)	–	(17,191)	(14,500)	(382,023)	(689,623)
At 31 August 2022	36,516,407	953,062	243,524	1,125,811	3,569,170	42,407,974
Depreciation						
At 1 September 2021	11,915,779	–	187,753	688,033	2,569,167	15,360,732
Disposals	(275,909)	–	(17,191)	(14,500)	(382,023)	(689,623)
Charge for the period	984,151	–	12,145	69,964	359,424	1,425,684
At 31 August 2022	12,624,021	–	182,707	743,497	2,546,568	16,096,793
Net Book Value						
At 31 August 2022	23,892,386	953,062	60,817	382,314	1,022,602	26,311,181
At 31 August 2021	24,651,526	153,827	28,799	340,849	987,148	26,162,149

Included in the above within Fixtures and equipment at cost is £160,416 (2021: £158,096) of Intangible software assets with depreciation charged on these assets during the year of £18,186 (2021: £17,392).

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2022

9b. Tangible fixed assets – charity

	Freehold land and buildings £	Assets under construction £	Leasehold property improvements £	Motor vehicles £	Fixtures and equipment £	Total £
Cost						
At 1 September 2021	36,851,423	153,827	216,552	1,028,882	3,556,315	41,806,999
Additions	246,910	799,235	44,163	111,429	394,878	1,596,615
Disposals	(275,909)	–	(17,191)	(14,500)	(382,023)	(689,623)
At 31 August 2022	36,822,424	953,062	243,524	1,125,811	3,569,170	42,713,991
Depreciation						
At 1 September 2021	11,915,779	–	187,753	688,033	2,569,167	15,360,732
Disposals	(275,909)	–	(17,191)	(14,500)	(382,023)	(689,623)
Charge for the period	984,151	–	12,145	69,964	359,424	1,425,684
At 31 August 2022	12,624,021	–	182,707	743,497	2,546,568	16,096,793
Net Book Value						
At 31 August 2022	24,198,403	953,062	60,817	382,314	1,022,602	26,617,198
At 31 August 2021	24,935,644	153,827	28,799	340,849	987,148	26,446,267

Included in the above within Fixtures and Equipment at cost is £160,416 (2021: £158,096) of Intangible software assets with depreciation charged on these assets during the year of £18,186 (2021: £17,392).

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2022

10. Investments – group and charity

Cost or valuation	Charity listed investments £	Charity investment in subsidiary £	Charity total £
At 1 September 2021	3,979,214	101	3,979,315
Additions	–	–	–
Disposals	(700,000)	–	(700,000)
Gains on investments	(131,459)	–	(131,459)
Net Book Value			
At 31 August 2022	3,147,755	101	3,147,856

The historical cost of listed investments at 31 August 2022 was £1,817,250 (2021: £2,104,826).

At 31 August 2022 the investments comprise accumulation units in CCLA COIF Charities Investment Fund of £1,060,780 (2021: £1,495,018), Schroder Charity Equity Value Fund of £1,045,689 (2021: £1,260,592), and St. James's Place Wealth Management split into three separate investment funds; Diversified Bond £387,245 (2021: £468,649), Global Equity £235,433 (2021: £278,225) and Strategic Income £418,608 (2021: £476,730).

Such investments are primarily held to provide a return where monies are not required immediately for the charity's activities and form part of the charity's reserves policy.

Shares in Subsidiary

The charity holds 101 ordinary shares of £1 each representing 100% of the allocated share capital of NSF Trading Limited (100 shares) and NSF Design & Build Limited (1 share), both entities are incorporated in England and Wales. The value of the investments is the cost of £101.

11. Debtors – amounts falling due within one year

	Group		Charity	
	2022 £	2021 £	2022 £	2021 £
Trade debtors	1,170,608	1,027,815	1,108,133	1,020,425
VAT	116,977	9,773	3,395	1,796
Amount owed by subsidiary undertaking	–	–	119,968	106,324
Prepayments and accrued income	1,636,745	698,656	1,635,802	697,733
Other debtors	34,399	13,792	34,399	13,792
	2,958,729	1,750,036	2,901,697	1,840,070

Trade debtors are stated after impairment provision totalling £60,803 (2021: £49,517).

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2022

12. Creditors – Amounts falling due within one year

	Group		Charity	
	2022 £	2021 £	2022 £	2021 £
Trade creditors	1,579,296	1,298,493	1,267,176	1,283,493
Taxes and social security costs	526,936	392,330	526,936	392,330
Amount owed to subsidiary undertaking	–	–	174,579	–
Accruals	1,208,042	519,664	1,177,580	483,919
Deferred income	1,344,368	1,476,957	1,334,788	1,468,665
Pension	157,393	130,431	157,393	130,431
Other creditors	776,802	920,331	776,185	919,919
Bank loan	13,629	53,871	13,629	53,871
	5,606,466	4,792,077	5,428,266	4,732,628

Deferred income	2022 £
Deferred income at 1 September 2021	1,476,957
Resources deferred in the year	1,344,368
Amounts released from previous years	(1,476,957)
Deferred income at 31 August 2022	1,344,368

The value of deferred income relates to income that has been received during the year that relates to future periods, such as ESFA element 1 and 2 funding, respite funding and LIFT income.

Creditors – amounts falling due after one year

	Group		Charity	
	2022 £	2021 £	2022 £	2021 £
Bank loan	–	13,479	–	13,479
	–	13,479	–	13,479

Creditors – bank loan – group and charity

In November 2016 a loan of £300,000 was drawn from HSBC Bank plc. The loan is for a six-year term and is repayable by monthly instalments, with the final payment being in 2022. The loan is secured by way of a legal charge

over the freehold property known as 2 Manor Barn, Ullenwood, Cheltenham. Interest is charged at a rate of 2.5% above the Bank of England Base Rate.

Included within the above are amounts falling due as follows:

	2022 £	2021 £
Within one year	13,629	53,871
Within one and two years	–	13,479
	13,629	67,350

As part of the organisation's response to its risk management processes in light of the coronavirus pandemic, the organisation continues to hold an overdraft facility with HSBC to support any cash flow pressures that may result from a disruption to services and to mitigate risk. The facility of £2.5m is secured against the organisation's assets by way of a Debenture and was not used in the reporting period. After the year end a Capital Development funding facility for £2.5m was also put into place with HSBC.

13. Share capital

The charity does not have a share capital as it is limited by guarantee. Each of the members is a guarantor to the extent of £1 in the event of the charity being wound up whilst they are members, or within one year of them ceasing to be members in respect of debts and liabilities contracted before they ceased to be a member.

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2022

14. Restricted funds

2022	Balance at 1 September 2021 £	Income £	Expenditure £	Transfers £	Balance at 31 August 2022 £
Therapies Centre Star Appeal Development (Schroder Foundation – £50,000 September 2009)	37,917	–	(1,000)	–	36,917
Star Appeal / Development (The Henry Smith Charity – £125,000 May 2008/ £125,000 May 2011)	192,083	–	(5,000)	–	187,083
Elizabeth House Residential Accommodation Project (Big Lottery Fund – £300,000 January 2000)	170,500	–	(6,000)	–	164,500
Cleeve Bungalow Residential Accommodation Project (Big Lottery Fund – £250,000 July 2006)	169,583	–	(5,000)	–	164,583
Education and Skills Funding Agency – Building Improvement Fund Capital Grant – Pittville Project (£2,209,746 2014–2015). The restriction ends in 2025.	1,775,776	–	(57,847)	–	1,717,929
Committed Funds – various restricted gifts	67,620	150,377	(117,106)	(37,878)	63,013
Smart House Project – MW and AB Ingram's Charitable Trust	183,997	–	–	(183,997)	–
Ledbury Road Hereford – various other restricted gifts	6,780	7,000	(780)	(8,000)	5,000
Development Fund	130,500	661,467	–	(718,324)	73,643
	2,734,756	818,844	(192,733)	(948,199)	2,412,668

A number of the restricted funds detailed above relate to fundraised capital projects where the specified funder has required that the fund is separately noted and recorded. Where a donation has been given and the asset is required to be held for a number of years, the fund has remained restricted and the appropriate depreciation has been

charged against it. The nature of the funding is identified in the schedule details above.

Where the funder's restrictions have been fulfilled and no further restrictions apply, the funds have been transferred to unrestricted funds as shown in the note.

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2022

14. Restricted funds (continued)

Comparative disclosure for year ended 31 August 2021	Balance at 1 September 2020 £	Income £	Expenditure £	Transfers £	Balance at 31 August 2021 £
Therapies Centre Star Appeal Development (Schroder Foundation – £50,000 September 2009)	38,917	–	(1,000)	–	37,917
Star Appeal / Development (The Henry Smith Charity – £125,000 May 2008 / £125,000 May 2011)	197,083	–	(5,000)	–	192,083
Elizabeth House Residential Accommodation Project (Big Lottery Fund – £300,000 January 2000)	176,500	–	(6,000)	–	170,500
Cleeve Bungalow Residential Accommodation Project (Big Lottery Fund – £250,000 July 2006)	174,583	–	(5,000)	–	169,583
Education and Skills Funding Agency – Building Improvement Fund Capital Grant – Pittville Project (£2,209,746 2014–2015). The restriction ends in 2025.	1,835,175	–	(59,399)	–	1,775,776
Committed Funds – various restricted gifts	77,982	246,806	(178,159)	(79,009)	67,620
COVID-19 PPE – various restricted gifts	50,417	–	(50,417)	–	–
Smart House Project – MW and AB Ingram's Charitable Trust	183,997	–	–	–	183,997
Sunken Trampoline and Swing – Greaves and Withey Foundation	–	16,650	–	(16,650)	–
Outdoor Gym Equipment – Severn Trent Community Fund	–	10,001	–	(10,001)	–
Outdoor Gym Equipment – various other restricted gifts	–	34,489	–	(34,489)	–
Ledbury Road Hereford – The Eveson Charitable Trust (part of a £200,000 pledge)	–	100,000	–	(100,000)	–
Ledbury Road Hereford – various other restricted gifts	–	38,680	–	(31,900)	6,780
Development Fund	133,500	–	–	(3,000)	130,500
	2,868,154	446,626	(304,975)	(275,049)	2,734,756

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2022

15. Unrestricted funds

2022	Balance at 1 September 2021 £	Income £	Expenditure £	Transfers and investment gains £	Balance at 31 August 2022 £
General unrestricted funds	28,923,929	35,435,965	(35,935,736)	(1,178,980)	27,245,178
Designated Funds – future development	1,778,125	–	–	3,151,073	4,929,198
Designated Funds – COVID-19 risk	1,044,684	–	–	(1,044,684)	–
Charity	31,746,738	35,435,965	(35,935,736)	927,409	32,174,376
Non-charitable trading funds	–	150,729	(61,959)	(88,770)	–
Consolidation adjustments	(284,118)	–	–	(21,899)	(306,017)
Group	31,462,620	35,586,694	(35,997,695)	(816,740)	31,868,359

Designated funds

At the year end the trustees have designated funds of £4,929,198 (2021: £1,778,125) for the future development of the Ullenwood site, and designated funds of £nil (2021: £1,044,684) for COVID-19 risk.

Comparative disclosure for year ended 31 August 2021	Balance at 1 September 2020 £	Income 2021 £	Expenditure 2021 £	Transfers and investment gains 2021 £	Balance at 31 August 2021 £
General unrestricted funds	27,100,494	31,767,348	(30,770,258)	826,345	28,923,929
Designated Funds – future development	1,510,000	–	–	268,125	1,778,125
Designated Funds – COVID-19 risk	1,044,684	–	–	–	1,044,684
Charity	29,655,178	31,767,348	(30,770,258)	1,094,470	31,746,738
Non-charitable trading funds	–	74,614	(44,875)	(29,739)	–
Consolidation adjustments	(275,144)	–	–	(8,974)	(284,118)
Group	29,380,034	31,841,962	(30,815,133)	1,055,757	31,462,620

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2022

16. Analysis of net assets between funds of the group and charity

	Fixed Assets £	Investments £	Net Current Assets / Liabilities £	Long Term Liabilities £	Fund Balance £
2022					
Restricted funds	2,271,011	–	141,657	–	2,412,668
Designated funds	–	–	4,929,198	–	4,929,198
COVID–19 risk	–	–	–	–	–
Unrestricted funds	24,346,187	3,147,856	(248,865)	–	27,245,178
Charity	26,617,198	3,147,856	4,821,990	–	34,587,044
Subsidiary's Reserves – NSF Trading Limited	–	(100)	100	–	–
Subsidiary's Reserves – NSF Design & Build Limited	–	(1)	1	–	–
Consolidation	(306,017)	–	–	–	(306,017)
Group	26,311,181	3,147,755	4,822,091	–	34,281,027

Comparative disclosure for year ended 31 August 2021	Fixed assets £	Investments £	Net current assets / liabilities £	Long term liabilities £	Fund balances £
Restricted funds	2,345,859	–	388,897	–	2,734,756
Designated funds	–	–	1,778,125	–	1,778,125
COVID–19 risk	–	–	1,044,684	–	1,044,684
Unrestricted funds	24,100,408	3,979,315	857,685	(13,479)	28,923,929
Charity	26,446,267	3,979,315	4,069,391	(13,479)	34,481,494
Subsidiary's Reserves – NSF Trading Limited	–	(100)	100	–	–
Subsidiary's Reserves – NSF Design and Build Limited	–	(1)	1	–	–
Consolidation	(284,118)	–	–	–	(284,118)
Group	26,162,149	3,979,214	4,069,492	(13,479)	34,197,376

17. Other financial commitments

At 31 August 2022 the group had future minimum lease payments under non–cancellable operating leases as follows:

	Property £	Other £	2022 Total £	2021 Total £
Commitment expiring:				
Within one year	167,583	42,909	210,492	96,845
One to five years inclusive	229,652	5,850	235,502	80,955
	397,235	48,759	445,994	177,800

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2022

18. Pension commitments

Defined contribution:

The charity operates defined contribution schemes for its non-teaching employees. The assets are held separately from those of the charity in independently administered funds, and the amount charged to the SOFA was £524,700 (2021: £457,279).

Defined benefit:

The charity participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £442,758 (2021: £377,225) and at the year-end £52,241 (2021: £45,115) was accrued in respect of contributions to this scheme.

The TPS is an unfunded multi-employer defined benefits pension scheme governed by The Teachers' Pensions Regulations 2010 (as amended) and The Teachers' Pension Scheme Regulations 2014 (as amended). Members contribute on a "pay as you go" basis with contributions from members and the employer being credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2016 and the Valuation Report, which was published in March 2019, confirmed that the employer contribution rate for the TPS would increase from 16.4% to 23.6% from 1 September 2019. Employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 23.68%.

The 31 March 2016 Valuation Report was prepared in accordance with the benefits set out in the scheme regulations and under the approach specified in the Directions, as they applied at 5 March 2019. However, the assumptions were considered and set by the Department for Education prior to the ruling in the 'McCloud/Sargeant case'. This case has required the courts to consider cases regarding the implementation of the 2015 reforms to Public Service Pensions including the Teachers' Pensions.

On 27 June 2019 the Supreme Court denied the government permission to appeal the Court of Appeal's judgment that transitional provisions introduced to the reformed pension schemes in 2015 gave rise to unlawful age discrimination. The government is respecting the Court's decision and has said it will engage fully with the Employment Tribunal as well as employer and member representatives to agree how the discriminations will be remedied. The government announced on 4 February 2021 that it intends to proceed with a deferred

choice underpin under which members will be able to choose either legacy or reformed scheme benefits in respect of their service during the period between 1 April 2015 and 31 March 2022 at the point they become payable.

The TPS is subject to a cost cap mechanism which was put in place to protect taxpayers against unforeseen changes in scheme costs. The Chief Secretary to the Treasury, having in 2018 announced that there would be a review of this cost cap mechanism, in January 2019 announced a pause to the cost cap mechanism following the Court of Appeal's ruling in the McCloud/Sargeant case and until there is certainty about the value of pensions to employees from April 2015 onwards. The pause was lifted in July 2020, and a consultation was launched on 24 June on proposed changes to the cost control mechanism following a review by the Government Actuary. Following a public consultation, the Government have accepted three key proposals recommended by the Government Actuary and are aiming to implement these changes in time for the 2020 valuations.

The 2016 cost control valuations have since been completed in January 2022, and the results indicated that there would be no changes to benefits or member contributions required. The results of the cost cap valuation are not used to set the employer contribution rate, and HM Treasury has confirmed that any changes to the employer contribution rate resulting from the 2020 valuations will take effect in April 2024.

Until the 2020 valuation is completed it is not possible to conclude on any financial impact or future changes to the contribution rates of the TPS. Accordingly, no provision for any additional past benefit pension costs is included in these financial statements.

19. Capital commitments

At 31 August 2022 the group had capital commitments as follows:

	2022 £	2021 £
Land and buildings:		
Authorised and contracted for – Ullenwood development	4,714,102	–
Authorised not yet contracted for – Ullenwood development	903,256	–
Authorised and contracted for – Biomass boiler upgrade	70,526	–

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2022

20. Related party transactions

As stated in Note 1 to the Financial statements, the charity has two wholly owned subsidiary companies – NSF Trading Limited and NSF Design & Build Limited.

During the year a management charge was made by National Star Foundation to NSF Trading Limited of £12,494 (2021: £6,895). At the end of the year gift aid of £80,074 (2021: £31,264) was payable by NSF Trading Limited to National Star Foundation. The total year-end balance owed to National Star Foundation was £119,968 (2021: £46,747).

During the year income was received by NSF Design & Build Limited from National Star Foundation of £751,852 (2021: £296,357), this related to recharged building costs plus fees. At the year-end Gift Aid of £18,101 (2021: £5,855) was payable by NSF Design & Build Limited to National Star Foundation. The total year-end balance owed by National Star Foundation was £174,579 (2021: £59,577 owed to).

During the year 2021/2022, Lynette Barrett (Chief Operating Officer to 31/8/2022, Chief Executive from 01/09/2022) served on the Board of Natspec (the membership association for organisations which offers specialist further education and training for learners with learning difficulties and/or disabilities aged 16 to 25) as its Chair. Lynette Barrett also served on the Board of The Education & Training Foundation, in her capacity as Chair of Natspec. National Star is a member organisation of Natspec and also provides services on behalf of The Education & Training Foundation.

21. Agency arrangements

The charity acts as an agent in distributing 16–19 year olds bursary funds from the Education and Skills Funding Agency (ESFA). Payments received from the ESFA and subsequent disbursements are excluded from the SOFA as the charity does not have control over the charitable application of funds.

Summary of Bursary Account	2022 £	2021 £
At 1 September 2021	24,256	16,616
Income from ESFA	27,205	26,323
Bursary payments	(17,972)	(18,683)
At 31 August 2022	33,489	24,256

22. Financial instruments – group

	2022 £	2021 £
Financial assets		
Financial assets measured at fair value	3,147,755	3,979,214

Financial assets measured at fair value consist of investments.

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2022

23. Analysis of changes in net debt

	At 1 September 2021 £	Cash-flows £	New finance leases £	Other non-cash changes £	At 31 August 2022 £
Cash	7,111,533	(2,641,705)	–	–	4,469,828
Cash equivalents	–	3,000,000	–	–	3,000,000
Overdrafts	–	–	–	–	–
	7,111,533	358,295	–	–	7,469,828
Loans falling due within one year	(53,871)	53,721	–	(13,479)	(13,629)
Loans falling due after more than one year	(13,479)	–	–	13,479	–
Finance lease obligations	(177,800)	87,791	(355,985)	–	(445,994)
Total	6,866,383	499,807	(355,985)	–	(7,010,205)

24. Post balance sheet events

Subsequent to the year ending 31 August 2022, the charity had no post balance sheet events.

For the year ended 31 August 2022

		Unrestricted Funds £	Restricted funds £	Total Funds 2021 £	Total Funds 2020 £
Income from:	Note				
Donations and legacies	4/14	454,676	446,626	901,302	881,780
Charitable activities					
Student fees		23,394,021	–	23,394,021	22,039,891
Other charitable activities	3	7,135,450	–	7,135,450	6,409,985
ESFA capital grants		72,132	–	72,132	51,921
Teachers Pension Grant		123,253	–	123,253	126,105
Adult Social Care Infection Control Grant		381,539	–	381,539	117,113
Other trading activities					
Trading turnover – NSF Trading Limited	2a	74,614	–	74,614	132,411
Investments		17	–	17	7,437
Other					
Other income	5	206,260	–	206,260	187,550
Total income		31,841,962	446,626	32,288,588	29,954,193
Expenditure on:					
Raising funds	6	384,147	–	384,147	360,050
Charitable activities	6/14	30,386,112	304,975	30,691,087	28,419,030
Other expenditure:					
NSF Trading Limited	2a	42,098	–	42,098	131,810
NSF Design & Build Limited	2b	2,777	–	2,777	3,559
Total expenditure		30,815,134	304,975	31,120,109	28,914,449
Net Income before loss on investments		1,026,828	141,651	1,168,479	1,039,744
Net gains / (losses) on investments	10	780,709	–	780,709	(132,752)
Net income		1,807,537	141,651	1,949,188	906,992
Transfer between funds	14/15	275,049	(275,049)	–	–
Net movement in funds		2,082,586	(133,398)	1,949,188	906,992
Reconciliation of funds:					
Total funds at 1 September 2020	14/15	29,380,034	2,868,154	32,248,188	31,341,196
Total funds at 31 August 2021	14/15	31,462,620	2,734,756	34,197,376	32,248,188

Administrative and legal details

National Star Foundation (formerly the National Star Centre for Disabled Youth) is a company ('the Company') limited by guarantee and a registered charity ('the Charity'). National Star Foundation is governed by its Memorandum and Articles of Association (as Incorporated 20 August 1953 and last amended 9 January 2012). It operates a wide range of activities and programmes in pursuance of its charitable purposes, the largest of which is the operation of National Star College ('the College'). It uses National Star as a working name and operates two subsidiary companies; NSF Trading Limited (company number 01168043) and NSF Design & Build Limited (company number 08628807), which form the group ('the Group').

Company number

00522846 in England and Wales

Charity number

220239

Registered office

Ullenwood Manor, Ullenwood, Cheltenham, GL53 9QU.

Auditors

Crowe U.K. LLP, 4th Floor, St James House, St James' Square, Cheltenham, GL50 3PR.

Bankers

HSBC Bank, 2 The Promenade, Cheltenham, GL50 1LR.

Solicitors

Veale Wasbrough Vizards, Narrow Quay House, Narrow Quay, Bristol.

Investment managers

CCLA Investment Management Ltd, Cazenove Capital and St. James's Place Wealth Management.

Josh, age 30

Without National Star...

“I would never have got my dream job.”

Former student Josh

”

Former student Josh landed his dream job as a prep chef at The Ivy Montpellier Brasserie in Cheltenham, thanks to the support he received from National Star.

Josh, who has autism and mental health challenges, had struggled to find work. He wanted to get into the hospitality trade but needed support.

He signed up to one of National Star's work programmes. He was assigned his personal job coach who worked with him to develop his interview techniques and boosted his CV with extensive work experience placements in the catering sector, helping him to gain relevant qualifications.

'Having a job coach made me feel much more reassured and he has helped me in lots of ways, from going to interviews with me to taking me to my first shift at The Ivy at 7am,' says Josh. 'He has even helped me learn to budget so that I have money to pay my bills.'

To enable Josh to manage in the busy kitchen environment, his job coach helped him break down work into specific tasks and created lists. 'I don't think I would have been able to handle the pressure without the support of my job coach. I love this job and don't want to mess it up,' says Josh.

Matthew Aldred, Head Chef at The Ivy Montpellier Brasserie, commented: 'Josh is an integral part of our team and kitchen brigade, and I am excited to see him continue to grow and develop in his role.'



Building a brighter future

National Star is so committed to supporting young people with complex disabilities and learning difficulties that it took the ambitious step to launch a major capital appeal as the pandemic was retreating.

It had no time to lose. One of its older student residences is no longer appropriate for young people with complex disabilities who attend National Star. A new facility was urgently needed, so National Star is building a new £6.2 million specialist residence on its campus at Ullenwood.

The experience of living at college will help young people with severe and complex disabilities learn to live more independently, develop stronger life skills, build self-confidence and better support their learning and development.

Students will move into the new residence in September 2023.



Ullenwood, Cheltenham, Gloucestershire, GL53 9QU

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National Star

Realising the aspirations
of people with disabilities

National Star is a working name of National Star Foundation which is registered in England and Wales, company number 00522846, charity number 220239. Registered office Ullenwood Manor, Ullenwood, Cheltenham, Gloucestershire, GL53 9QU

Accounts



National Star

Realising the aspirations
of people with disabilities



Annual Report and Accounts 2020 – 2021

Year ended 31 August 2021

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Without National Star...

“I wouldn’t be the confident independent woman I am who has found her voice.”

Learner Molly

When I started at National Star I was painfully shy. I was not confident enough to share my opinions and had no experience working with multiple staff or directing my care.

I can now confidently say that I am an independent young woman who has found her voice. I now visualise my future as being able to make a positive impact in the community and to use the skills that I have learned at National Star in my everyday life.

After college I will be living independently in Cheltenham and attending a ‘get creative’ course at GlosCol. After that, my end goal is to work in the theatre in costume design.

When I joined National Star I’d just come out of a difficult period in my life. I never imagined I would achieve so much here. I knew what I wanted to achieve but my lack of confidence was the barrier that held me back.

I’m now a happy, confident, independent woman who has found her voice.



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Michael, age 22

Without National Star...

“I would never have got a paid job.”

Intern Michael

When Michael started as a Steps into Work supported intern in Hereford, he found it difficult to communicate and struggled to fit in. He often absconded from the programme.

The team offered a firm but supportive approach, identified what he wanted from his life and focused on the fact he wanted to live independently and get a job.

Twelve months on, Michael has turned his life around. With National Star's support, Michael now has two paid gardening jobs. He also volunteers as a gardener at St Michael's Hospice and is now in semi-independent living accommodation.

'I always wanted to work in a garden. I never thought I would have a paid job in gardening,' said Michael. 'Staff helped me get a job and listened when I had problems. They treated me like an adult, not a kid.'

By working with a job coach, Michael's confidence has grown, his communication has improved and he is going from strength to strength.



Who we are

National Star is a charitable provider of education, personal development, care, accommodation and support services for young people and adults with complex disabilities and learning difficulties. Every year, we work with hundreds of young people and adults from across the UK.

The charity started in 1967 with just 10 learners at its base in Ullenwood, Cheltenham. Since then we have grown with a campus at Ullenwood and day education provision in Wales and Hereford. We have long-term living accommodation in Cheltenham, Gloucester, Malvern and Hereford. We support and care for young people with increasing levels of complexity in their medical needs and disabilities. We also provide a range of work-based programmes and independent travel training in several locations across England and Wales.

The constant thread is National Star's belief in realising the aspirations of people with disabilities.

Our vision

A world in which people with disabilities are able to realise their potential as equal and active citizens in control of their lives.

Our mission

To realise the aspirations of people with disabilities through personalised learning, transition, support and care and accommodation services.

Our values

As we work we are led by our values:

- Equality
- Diversity
- Self-determination
- Individuality

This means we work with:

- Respect
- Integrity
- Perseverance
- Continuous improvement

What we do

National Star provides and maintains high quality programmes and services for a wide range of young people and adults with disabilities and learning difficulties.

The education programmes are offered on a residential and day basis and we are ideally positioned to accommodate learners with the most complex needs.

In addition, the expertise and knowledge of staff has enabled us to expand the work of the charity by developing additional services in the key areas of personal development and care and by supporting other organisations, in the UK and overseas.

Our strategy focuses on three key charitable activities: education and personal development; accommodation and care services, and support services.

Education and personal development

National Star provides high quality education and personal development programmes for a wide range of learners with complex disabilities and learning difficulties.

Accommodation and care services

National Star provides a range of care, therapies and accommodation services, including the provision of short and long-term living, short breaks and respite care.

Support services

National Star provides a range of support services for individuals and their families, as well as delivering professional development opportunities, training and consultancy.

Our impact

 **745,539** Hours of service provided by National Star in 2020-2021 to young people with complex disabilities and learning difficulties.

Charitable activities

2010-2011: **£13.2m**

2020-2021: **£31.1m**



136%
increase

Our staff

2010-2011: **600**

2020-2021: **1,091**



82%
increase

Education and personal development

489 Young people accessed National Star's education and personal development programmes.



 **67,464**

Hours of education delivered in the past year.

 **40,029**

Hours of therapy provided by National Star's multi-disciplinary teams.

Education centres

2010-2011: **1 campus**

2020-2021: **1 campus
2 day hubs**



200%
increase

Accommodation and care

32 Young people and adults live permanently in four National Star long-term residences.



Long-term living communities

2010-2011: **0**

2020-2021: **4**

 **638,046** Hours of care provided.

Support services

800+ People benefitted from National Star training in the UK and worldwide.



Chief Executive's and Chair's Statement

The need has never been greater

Never, in the history of National Star, has the commitment, compassion and resilience of our staff shone so brightly as during this past year.

It is testament to their dedication, and to the leadership of the management team, that National Star remained open throughout the pandemic, providing care and support to young people and adults with complex disabilities and learning difficulties and their families.

Building on the experience from the first lockdown of March 2020, National Star adapted quickly to the ever-changing situation. National Star has a tradition of being innovative and creative in our approaches to care and learning.

Through strong planning and crisis management, National Star was able to provide services throughout the year. We also had to cope, for the second year in a row, with the loss of vital fundraising and other income generating activities.

In January, we became one of the first specialist colleges in the country to have learners vaccinated. It was a moment for great hope after so many difficult months. We were also able to end the academic year on a high with the return of face-to-face, albeit smaller, Leavers' Ceremonies.

Many young people we support have life-limiting conditions and complex medical needs. The year was tinged with great sadness with the tragic passing of three learners at Ullenwood due to their complex medical conditions.



Chief Executive David Ellis and Student Union president Elliot



Chairman Paul Styles

We cannot stress enough the impact these deaths had on staff, especially those who worked with them. With the support of our skilled care, nursing, therapeutic and education teams at National Star, young people, regardless of their complex medical needs, are able to access experiences and learning like their able-bodied peers.

One mother spoke about how her daughter thrived at National Star and loved her time at college and how, for the first time in her 20-year life, she had been able to communicate her choices.

That same mother said that she felt like 'we had won the lottery' when her daughter was awarded a place at National Star. This speaks so eloquently of the incredible need for our services and how there are so many more young adults who do not have access to the support and care needed to maximise their potential.

According to Department for Education data (January 2021), there are 1,408,701 pupils in England with Specialist Education and Needs Disability (SEND), an increase for the fourth consecutive year. Of those, there are 325,618 pupils with Education, Health and Care Plans (EHCP), an increase of 10.5% from the previous year.

We cannot meet that need without the continued generous support from volunteers, individuals, groups, charitable trusts, foundations and companies. For that support during the past year, at a time when many have faced their own difficult challenges, we say a heartfelt thank you. Most importantly, we thank our staff for their outstanding commitment to provide the highest quality of education, care and support during these unprecedented times.

Paul K Styles
Chair of Trustees

David Ellis
Chief Executive

What we achieved



In January 2021, National Star opened the Eveson Centre, its permanent education and therapies centre in Hereford.

National Star's EmployAble project won a prestigious European Innovative Teaching Award from the European Commission and Erasmus+. The project was so successful that Manpower Services College in Greece has created its own social enterprise print company, modelled on **StarPrint**.



Working in partnership with the British Esports Association and Microsoft, **National Star helped organise the first ever esports competition for young people with disabilities.**

National Star was one of the first specialist colleges in the country to see its learners vaccinated, demonstrating the charity's very proactive approach in the pandemic.



Thanks to staff and learner support, National Star received the Green Impact Gold Award for its efforts in sustainability and protecting the environment.

National Star received the 2021 Gloucestershire Business Award for Team of the Year. The judges paid tribute to the exceptional teamwork, commitment and flexibility, which has enabled the charity to maintain high levels of care and service throughout the pandemic.



Financial review 2020 – 2021

National Star has continued to operate on a sound financial basis, despite the pressures from reductions in statutory funding, changes in high needs funding systems, a competitive fundraising environment and the risks of the coronavirus pandemic.

The trustees consider the key performance indicators for the sustainability of the charity to be the cash flow generated from operating activities and the operating surplus. These together with the other movements in income and costs are considered below:

- The charity's overall income at £32.3m represented a £2.3m growth on the previous year, with fee activities income at £23.4m showing an increase of £1.4m (2020: £22.0m), reflecting the increased complexity and needs of learners' disabilities, plus the additional fees risk from COVID-19. This is the charity's principal funding source and comes from the ESFA and local authorities.
- Income relating to other projects and charitable activities increased to £7.1m (2020: £6.4m), representing the diversification of additional activities and provision as detailed in note 3.
- Donation and legacy income for the year increased to £901k (2020: £882k) reflecting the increased amounts received from trusts, legacies and major donors, plus ongoing fundraising appeals.
- Total expenditure has risen compared with the previous year to £31.1m (2020: £28.9m) with the rise in expenditure due to the learners' more complex requirements and the need for greater staffing levels to support them resulting in increased staff costs and also the increasing range in provision of services.
- The group has recorded a surplus (net income before gains) of £1.17m (2020: £1.04m).
- The group has a positive cash flow generated from operating activities of £1.1m (2020: £1.5m) after capital expenditure of £1.2m (2020: £2m).
- The group's total value of net assets at the end of the year was £34.2m (2020: £32.2m) of which £26.2m (2020: £26.4m) was represented in tangible fixed assets.

The financial instruments, being the financial assets and financial liabilities of the charity, comprise cash and other items such as trade debtors and trade creditors, which arise directly from its operations. The main purpose of these financial instruments is to finance the operations of the charity. Their nature means that they are not subject to price risk or liquidity risk.

Investment policy

The charity held investments during the year in Schroder Unit Trusts Charity Equity Fund, CCLA Investment Management Ltd COIF Charities Investment Fund, and investment funds with St. James's Place Wealth Management. These investments

are subject to price risk arising on the underlying investment portfolio. The trustees maintain a finance and investment committee to oversee its investment policy and monitor performance against relevant industry benchmarks.

The investment policy objectives in furtherance of the charity's objectives include: obtaining an optimum financial return on investments in accordance with the charity's investment powers and attitude to risk; maintaining a responsible approach to investments and protecting capital in real terms.

The charity's risk attitude in relation to its investments is described as 'modest'.

The overall investment portfolio on a period-end value to value basis saw total gains of £781k, or 24% (2020: losses of £133k, or 4%).

Reserves policy

The trustees consider that reserves are needed to enable the charity to operate effectively and responsibly, representing the funds that might be needed to support expenditure in the event of reduced income or changes in circumstances. Accordingly, the charity maintains a reserves policy and the trustees monitor the finances of the organisation through regular management accounts.

The reserves policy accounts for anticipated future income and its volatility, the needs of current and future beneficiaries and the levels of known liabilities. Its reserves enable the charity to fund unexpected expenditure or shortfalls in income, to support working capital requirements, to mitigate for risks and to be able to take advantage of change and opportunities.

The reserves are represented by the organisation's net current assets (free of restricted or designated funds) plus investments and alternative investment assets. The reserves policy states that these should equate to a value of not less than £3.3m. The charity's restricted and designated funds are detailed in notes 14 to 16 to the financial statements. Note 15 details unrestricted funds of £28.9m after allowing £1.8m of designated funds towards future capital development, and £1.0m of designated funds towards COVID-19 risks, of which £24.1m is represented as fixed assets deployed to support the charity's activities.

After adjustment for £380k fixed assets available to the charity and not deployed in charitable activity and £13k of bank loan payments beyond one year, the charity had a reserves assessment as at 31 August 2021 of £5,195,550 (2020: £3,009,375). Whilst the level of free reserves is above the current reserves policy requirement of £3.3m, the trustees and directors consider that the overall level of available funds, taking account of the committed and designated funds identified and described above together with anticipated future capital development plans, is appropriate and in line with the charity's policy.

Subsidiary undertakings

Two subsidiary undertakings operated during the year. NSF Trading Limited (company number 01168043) operated as the organisation's trading subsidiary for non-charitable purpose trading. NSF Design & Build Limited (company number 08628807) was established in 2013 and undertakes accommodation development projects on behalf of the charity. Both subsidiaries generated surpluses in the year after direct costs, administrative costs and audit fees (as detailed in notes 2a and 2b) which resulted in gift aiding a total of £37,119 (2020: £35,357) to the charity. Shareholdings are disclosed in note 10 to the financial statements.

Related parties

The charity has related party transactions with its two wholly owned subsidiaries. Please see note 20 to the financial statements for details.

Going concern statement

The trustees have reviewed the group and the charity's financial position, taking into account the satisfactory levels of reserves, amounts receivable, the annual plan and the

financial plan, together with its systems of financial and risk management. We have prepared a number of scenarios that consider our position, sources of income and planned expenditure. This includes the impact of the pandemic on operations together with assumptions around recovery thereafter. These scenarios consider reduced learner numbers, delayed fee payment, reduced fees and potential bad debts as well as impact on costs from the measures taken so far. Sensitivity around these assumptions has also been considered in our forecasting. An amount has also been designated in the reserves to recognise this risk. Results of this cash flow and sensitivity analysis indicate that the cash reserves of the charity are adequate to meet the charity's obligations as they fall due.

As a result of its review, the trustees believe that the group and the charity is well placed to manage operational and financial risk successfully. Accordingly, the trustees have a reasonable expectation that it has sufficient resources to continue in operational existence for the foreseeable future and therefore continue to adopt the going concern basis of accounting in preparing the annual consolidated financial statements.

Darcy, age 20

Without National Star...

“Darcy may never have discovered who she is.”

Parents Natasha and Andrew

Coming to National Star has transformed Darcy from a quiet girl to a happy young woman who is discovering who she is.

‘Since starting college our daughter has changed from being our child to an emerging young woman discovering herself and who she is. This is due to the team who have worked tirelessly with us and Darcy,’ say her parents Natasha and Andrew.

Darcy has Cardiofaciocutaneous (CFC) syndrome, a rare genetic disorder which causes learning difficulties and complex medical needs.

‘The first six weeks were a huge period of adjustment for us all. Darcy had never stayed away from home for long periods of time. The National Star team were simply amazing in helping Darcy to settle in and helping all of us to move forward with this enormous step.

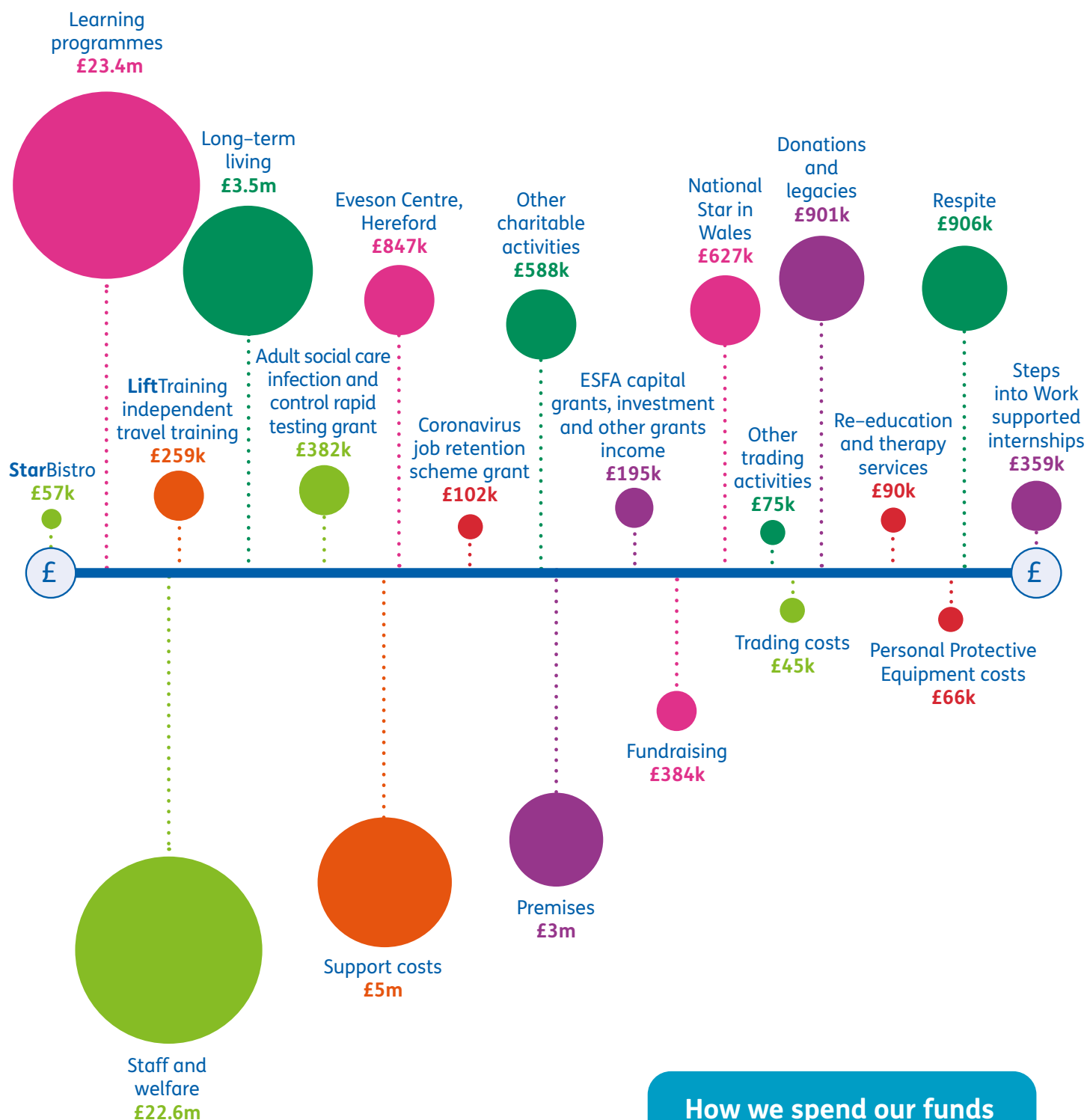
‘At the end of the half-term we returned to college with Darcy version 2.0 – she was singing all the way back to college in the car, chatting about all her friends and her support team – it was lovely and truly wonderful for us to see how happy she was. A complete transformation.

‘These days, we speak to the team more than to Darcy. She likes coming home, but recently on one journey back, I asked her if she missed home, she said no, I miss you – but when we get to college, she has a cheerio hug then happily drives off to her room chatting to her friends without so much as a backward glance. Who knew that little social butterfly was there?!’



Financial review 2020 – 2021

How we raise our funds



Steering a course through the pandemic

From the beginning of the pandemic, National Star decided to remain open for those who needed our care and support.

We have young people and adults who consider National Star their home in our long-term living accommodation, as well as many learners who remain with us all year round. It was critical that we provided that continuity of care, therapeutic support and learning to the highest level that we were able.

We were only able to do so thanks to the resilience and dedication of all staff to quickly – and creatively – adapt to sudden and constant changes caused by the pandemic. We were able to draw on the experience of the first lockdown in March 2020 to create contingencies, which enabled us to manage the challenging year from September 2020.

We are fortunate that 80% of our income comes directly from statutory bodies, such as the Education and Skills Funding Agency, local authorities and the NHS. Yet, the 20% we receive through fundraising and other income generation activities is vital for us to maintain and develop the high quality level of facilities, resources and specialist equipment that underpin the quality of our provision. The pandemic had a major effect on those income generation activities throughout the year.

We started the new academic year in learning clusters, which enabled us to prepare for the second wave in November. When we were no longer able to access the community, staff developed innovative work-based schemes within college so that learning could continue.

In December, in line with government guidance, National Star introduced a regular testing regime for all staff and students. By 31 August, National Star had completed more than 103,500 Lateral Flow tests and more than 37,600 PCR tests. These tests became an integral part of our infection control regime.

How we kept people safe

In 2020 – 2021 we used:

12,375 isolation gowns

37,600 PCR tests

103,500 LFD tests

393,900 facemasks



The beginning of the spring term proved to be the most challenging of the pandemic. Learners returned on 3 January with the lockdown announced on 4 January. The majority of learners had returned to college and staffing became a critical issue as the number of COVID-19 cases reached its highest levels.

While restrictions started to ease from April onwards, the NHS Test and Trace, mandatory vaccinations and high level of COVID-19 related staff absences persisted until the end of August.

The long-term challenges for the charity remain immense. The economic pressures, resulting from the spending during the pandemic, will affect National Star in the years ahead. There is now an even greater need for National Star to work closely with the government and local authorities to ensure that the needs of young people with complex disabilities are not overlooked during the period of austerity, which is likely to follow.

Our supporters have stood by us at a time when many have faced their own challenges, and they have donated and helped fund the additional costs the charity faced and given us the encouragement to ensure that we continue to provide our services. To read in more detail about how the charity managed the pandemic, please see the principal risks and uncertainties section on page 27.

Vaccination Day



When the COVID-19 vaccine was unveiled, National Star swung into action. National Star's senior managers, parents and learners, including the president of the Student Union, lobbied MPs and NHS Clinical Commissioning Groups so that we could get people vaccinated as soon as possible.

National Star's college GP, Dr Iain Jarvis, was determined that all learners receive the vaccine. By vaccinating every learner, it would enable the college to move a step closer to normality and ensure all learners, including those who are clinically extremely vulnerable, had access to a broader range of learning and therapies.

All available resources were utilised to ensure Vaccination Day was a success on 28 January. Staff had just a week's notice to prepare the learners and plan what was a massive logistical challenge.

It was a great success and by April, all National Star learners, including those in Hereford and Wales, and long-term residents, who were able to be vaccinated, had received both vaccinations.

National Star was one of the first specialist colleges in the country to see its learners vaccinated, demonstrating the charity's very proactive approach in the pandemic.



National Star operated a drive-through vaccination clinic

“National Star took on the battle of ensuring our young people were recognised as extremely vulnerable and have been huge advocates championing their needs.”

Parent Louise Joslin

What we achieved



National Star provides a wide range of education and personal development

Education and personal development

National Star provides a wide range of high quality education and personal development programmes to enable young people with complex disabilities to become equal and active citizens as they transition into adulthood.

Our charitable activity

To offer high quality residential and day education and personal development programmes for people with disabilities, in order to help individuals develop and sustain personal skills.

What we achieved

Every learning experience is unique at National Star to ensure it suits the needs and aspirations of the individual. Our multi-disciplinary approach means education, therapies, residential and nursing teams work together to enable each learner to achieve their goals.

Our teaching methods are varied and innovative, with the emphasis on practical learning. The main education sites are Ullenwood in Cheltenham, Hereford and Mamhilad in Wales, as well as partnerships with colleges and local authorities across England, providing work-related programmes into employment and travel training.

In 2020 – 2021, 96% of learners received an accredited full award. Due to the pandemic, all grades were calculated in line with guidance from Ofqual. During the year, 489 young adults benefitted from our education programmes.

Learning did not stop at National Star during the pandemic. Teams adapted quickly with innovative approaches to ensure learners could continue their progress on their outcomes. Throughout the year, learning was accessed in cluster groups, each with its own dedicated care, therapies and education team. Three additional locations were sourced for Ullenwood day learners to limit risk of infection.

The academic year ended on a high note when we re-introduced face-to-face Leavers' Ceremonies. We ran eight in total with smaller groups of learners and for all involved they felt like a true celebration of a challenging year.

In May, National Star invited Ofsted to undertake a Pilot Inspection of the college in light of how effectively normal inspection activities could be completed within COVID-19 restrictions. It was a great opportunity for National Star to learn for future inspections and the team picked up some valuable insights into how an inspection would work under the new Education Inspection Framework.

National Star's learning programmes focus on three outcomes: achieving work, learning skills to positively contribute to the community and learning the skills to engage with the world.

As a charity, we are committed to providing residential learning as an important part of our provision because of the life skills outcomes learners achieve, alongside greater independence and confidence. In 2020 – 2021, we supported 119 residential learners.

National Star's education centre in Hereford continued to grow, with 27 learners accessing day education and supported internships. In January, they moved into the Eveson Centre, their own dedicated education and therapies centre in Hereford. They took an active role in what the centre would look like – inside and out – and created work so that the building reflects the young people who use it.

There were 15 learners at National Star's Welsh education centre. In June, learners started weekly access to the horticultural facilities and outdoor classroom at Coleg Gwent's Usk campus. This partnership will continue to grow into the new academic year.

In October 2020, we launched our Virtual Parent Forum. This is an opportunity for parents to share information and for us to provide information on a range of topics from transition after college to learner voice.

Learner voice

Learner voice plays an integral part at National Star. Members of the Student Union (SU) give updates and presentations to governors and trustees. Current and former learners sit on the Advisory Board, as well as assisting at staff interviews.

The Student Union was involved with an online Q&A session with disability rights activists whose actions directly led to the implementation of the Disability Discrimination Act in 1995. The SU researched the topic and generated questions they would like to ask, culminating in a virtual meeting in December.

Along with Alumni Ambassadors, members of the SU led a Parent Forum on learner voice. In April, the SU also participated in the virtual Natspec Student Parliament, feeding into a collective response to the Government's Disability Strategy Survey, identifying ways how quality of life could be improved for young people with disabilities.

National Star's Learning Programmes Coordinator was appointed as the new Natspec Learner Voice Coordinator, sharing National Star's good practice with other specialist colleges to ensure learner voice is at the heart of what we do.

Community engagement

National Star staff and learners are passionate about breaking down barriers around disability. Throughout the year, we did that in myriad ways. Sadly, we had to limit public access to our facilities due to the pandemic and this impacted on our community engagement.

Our social enterprises provided real work opportunities for learners. Ullenwood day learners ran a café and a takeaway at Elmscroft Community Centre when lockdown permitted it. When lockdown limited community access, the education team worked with learners to create new and meaningful work experience, such as **StarMart**, a new social enterprise.

Though **StarBistro** was not open to the public, learners gained practical experience serving staff members. Learners created a range of crafts in their Art Factory project sessions, which were sold in the **StarShop** at Ullenwood and at the new charity shop in Hucclecote. **StarPrint**, another social enterprise, provided



Learners ran a successful community café

work experience as learners produced a range of leaflets, mugs, canvasses and coasters for National Star and external customers.

Learners in Hereford opened their own internal card shop where they designed, made and sold cards to learners, staff and families. Their sandwich shop also provided work experience and helped with functional skills.

Learners took part in Mass Observation Day on 12 May by recording / writing diaries of their day. Their submissions are now part of the Mass Observation Archive, which is a valuable social research resource.

Learners, staff and residents also participated in the Association of Colleges 'Around the World in 30 Days' challenge to keep active and to maintain their mental wellbeing during lockdown. Colleges were challenged to collectively reach 46,975 miles and travel around the world in 30 days. National Star placed 14th in the country and the highest placed specialist college. Students and staff walked, some with mobility aids, cycled, drove their wheelchairs and swam to make up the distance.

A group of learners worked with the Museum of Gloucester to help develop their education resources. The Museum team asked the learners to 'test drive' its history loan boxes and to advise them on how to make them more accessible for young people with disabilities.

We ran our second **StarLit** Fest, which coincided with Cheltenham Literature Festival and celebrated storytelling in its many forms, including sensory stories. Learners also accessed drama and samba drumming sessions throughout the year.

The Vamos Theatre performed 'Love through Double Glazing' at Ullenwood and Hereford. Learners accessed The Everyman Theatre project, The Walk, which looked at the plight of refugees. A group of learners at Ullenwood created one of the giant temporary sculptures that formed the Kingfisher Trail, Cotswolds 2021.

Transition to adulthood

Planning for transition beyond National Star starts when a learner begins with us. The transition team works closely with the education and therapies teams to ensure the best possible outcomes when it comes to where they live, the support they receive and the activities they will access. In March, we held a virtual National Star Transition Event for learners and their families.

The unemployment rate for disabled people increased from 6.9% the previous year to 8.4% in October – December 2020. This compared to an unemployment rate of 4.6% for people who are not disabled.* National Star's work-related programmes supported every learner with a job mentor who worked with them and the employer to ensure the best long-term outcome. In 2020 – 2021, 68 people accessed our supported internships, traineeships and the Skills for Work programme. Work-based programmes were also run in Hereford, Gloucestershire, Bristol and London.

Over the summer, job mentors supported 13 learners in various settings on various pathways, including three Skills for Work learners who supported staff with the running of the summer school at Ullenwood. It was the first time the charity ran the summer school, for 12 to 19-year-olds, supported by Gloucestershire County Council.

National Star's learning programmes extend beyond the classroom or any one age group. Due to the pandemic, adult learning and community learning at Ullenwood went virtual. The launch of our adult and community education programme in Hereford was postponed due to the pandemic.

Our **Lift** Training programme provides disabled, disadvantaged and vulnerable young people and adults with the skills and confidence they need to travel independently. We were one of only a few independent travel training programmes that continued to deliver training throughout government restrictions. During 2020 – 2021, we worked with 169 learners in one-to-one and group sessions, which were mainly delivered online due to the pandemic. We delivered training in Gloucestershire, Derbyshire, East Sussex and Warwickshire.

Ambitions

For the year ahead

- Sustain and further improve high quality learning and teaching across all National Star provision, ensuring positive learner outcomes.
- Expand the range of services, such as private therapy and leisure / social activities at Hereford.
- Acquire additional teaching and therapy space at National Star in Wales.
- Source additional teaching space at Hereford to meet growing demand.
- Launch a new independent travel training initiative in Cambridgeshire.
- Develop and deliver work-based training with South Gloucestershire College.
- Work with Warwickshire College Group as part of an AoC / Natspec project into possible joint working projects.

What we achieved last year

- Sustained high quality learning and teaching across all National Star sites.
- Held the first summer school at Ullenwood, in partnership with Gloucestershire County Council.
- Opened a new Hereford education and therapies centre in January 2021.
- Secured additional teaching space for day learners that met coronavirus social distancing guidelines.
- Created a new virtual adult and community learning programme in Gloucestershire.

How we made a difference

91%

Of learners who took part in survey said college was either fantastic or good.

67,464

Hours of education delivered in the past year.

489

Young people accessed National Star's education and personal development programmes.

97%

Of learners fully achieved their personal learning goals.

96%

Of learners who left in July 2021 received an accredited full award.

*Disabled people in employment, House of Commons, Briefing paper Number 7540, May 2021



National Star provides long-term living at four different locations

Accommodation and care services

During the pandemic, National Star's continued commitment to the quality of care for young people and adults with disabilities was critical.

Young people and their families depend on us. We provide care for residential learners, respite and breaks, as well as long-term living and therapy services.

Our charitable activities

National Star provides a range of care, therapies and accommodation services.

What we achieved

Residential college living

National Star provides residential specialist college placements for young people with a range of disabilities and medical conditions. The residential care and nursing teams work closely together. They are also part of our multi-disciplinary approach. This means learning goes far beyond the classroom. It becomes an integral part of the college experience, embedded within their residential experience.

In 2020–2021, National Star had 119 residential learners based in accommodation at Ullenwood and Bradbury Gardens in Cheltenham, as well as Elizabeth House, Gloucester. Among these learners were those who lived with us beyond term time, with National Star supporting their needs during the year.

Throughout the pandemic, our residences remained open. The majority of residential learners remained at National Star

throughout the academic year because they depended on us for their level of care and to continue with their education and personal development programmes.

From September, learners worked in smaller cluster groups with dedicated therapies, care and learning staff, to help manage infection prevention and control. This ensured that when lockdown returned it did not disrupt college life. Staff provided barrier nursing for those who were highly vulnerable and had to shield.

Learners' mental and physical wellbeing was paramount and teams worked incredibly hard to keep spirits up when learners could not see their families. Innovative and creative activities supported learners' needs, as well as ensuring learners had fun. Activities included festivals, quiz nights, movie nights, pamper evenings and themed parties.

Many young people we support have life-limiting conditions and complex medical needs. There was great sadness with the deaths of three residential learners, which was not COVID-related but sadly due to their complex medical conditions. This had an incredible impact on the staff who worked with them and their fellow learners, especially those who shared a residence with them. Our Emotional Wellbeing team worked closely with staff to support learners in their grief and to support the staff themselves.

In October, National Star took part in one of the first Care Quality Commission's inspections based on the new Infection, Prevention and Control framework. The inspector was 'fully assured' that Elizabeth House was compliant in all eight areas of the framework.

Long-term living

National Star developed long-term living in response to former National Star learners struggling to find suitable accommodation. Young adults want to live with their peers and to continue their personal development. That is what National Star does.

We provide long-term accommodation at Foundation House in Gloucester, MatrixCare in Malvern, Bradbury Gardens in Cheltenham and Ledbury Road in Hereford. Our long-term living residences were home to 32 residents. There continues to be a huge demand for our long-term living.

As with the college residences, staff in all the long-term living accommodations worked incredibly hard during the pandemic to keep residents safe, and just as importantly, mentally healthy, with a range of activities to keep them entertained. Residents themselves have a say in activities and are very much involved in the planning.

Respite and StarBreaks

Due to the pandemic, National Star didn't run activity breaks, called **StarBreaks**, in 2020–2021. We focused on those young people with the greatest need and provided respite services at Ullenwood to ensure continuity for learners and additional support for families.

Therapy services

National Star is fortunate to have purpose-built therapy facilities and teams of highly skilled professionals who are passionate about what they do. As a charity, it is important for us to share these facilities and expertise with the wider community and our service users. We do that through offering additional therapy services. Last year we provided more than 1,060 hours of therapy, including aquatic therapy, physiotherapy, speech and language therapy and emotional wellbeing support. The service was run at a limited level throughout the year so to meet infection control guidance.

How we made a difference

40,029

Hours of therapy provided by National Star's multi-disciplinary teams.

32

Young people and adults live permanently in four National Star long-term residences.

638,046

Hours of care provided.

Successfully took part in one of the first Care Quality Commission's inspections based on the new Infection, Prevention and Control framework.

Ambitions

For the year ahead

- Focus on recruiting and retaining skilled and professional care staff within a competitive market.
- Review provision of long-term living in Worcestershire.
- Explore opportunities to create more long-term living accommodation in England and Wales.

What we achieved last year

- All residential and long-term living accommodations remained open and functioning throughout the pandemic.
- Provided safe respite services throughout the pandemic.

“What an amazing four years Ruth has had at National Star. She has had a ball, made loads of progress and been very well cared for.”

Chris, Ruth's mother



National Star's long-term living in Hereford

Chair of Governors Statement

Safeguarding those in our care

National Star's robust approach to safeguarding is at the forefront of all aspects of our provision, ensuring the continued safety of the vulnerable learners, residents and clients using our services.

The charity promotes a 'no blame culture' with an open door policy for any member of staff, learner or resident who has concerns about safeguarding.

Our safeguarding team works closely with staff and learners to ensure appropriate training and delivery on the Prevent agenda, Fundamental British Values and Safe, Healthy Relationships. This is woven throughout learners' education through differentiated teaching and learning opportunities, both in and out of the classroom.

The personalised learning team work closely with the safeguarding team to ensure that learners understand the support networks available to them. This takes place during the first half term of the academic year by way of an induction package for new learners and as a refresher for returners. This is reinforced throughout the year on an individual basis.

The effectiveness of National Star's approach towards safeguarding and its role in supporting learners' outcomes is recognised through Natspec (the membership association for organisations providing specialist services for students with disabilities) which regularly asks National Star to provide advice and guidance to other organisations.

A robust safeguarding process also means we are transparent in our operations and investigations. In 2020 – 21, there were 216 potential incidents investigated by the safeguarding team. This number reflects the effectiveness of the charity's open culture of reporting and how learners and staff feel safe that they can express concerns. It also illustrates the strong interactions between staff and learners about the importance of safeguarding.

Of the reported potential incidents, 19 were referred to other agencies such as Gloucestershire Safeguarding, the home area local authority and the Care Quality Commission. The majority of the investigations are low level concerns which often require staff management supervision and / or refresher training.

Although we have seen an increase in the number of safeguarding concerns reported for investigation, these have been largely found to be attributable to issues around staff retention and recruitment, refresher courses not face to face (this has been rectified) and COVID-related issues such as the appropriate use of PPE and learner mental health. The rise in reported concerns also reflects the increased number of learners with greater complexities.

The National Safeguarding Lead reports directly to the Board of Governors and a link Governor attends termly safeguarding strategic group meetings.

National Star works closely with Gloucestershire Safeguarding Children and Adults boards. We achieved 97% on Gloucestershire's Children's Safeguarding Annual Audit.

Learners are taught vital skills to keep themselves safe and healthy. In the 2020 – 21 Student Perception of College survey, 95% of learners who completed the survey felt safe at college all or most of the time.

Safeguarding practice is embedded within all aspects of staff development. This includes a robust induction combining virtual and face to face learning, regular safe working practice training delivered face to face by a Head or Director and it is a standing agenda item within every team meeting.

In the 2021 staff survey, 96% of staff felt safeguarding arrangements are effective at National Star, an increase of 4% from 2020.

We continue to develop and improve our robust safeguarding across National Star. It goes without saying that safeguarding is at the heart of our services used by vulnerable young people.



Mary Saunders
Chair of Governors



Chair of Governors Mary Saunders

Without National Star...

“Andy would just be in a care home rather than at Foundation House, a place he considers his home.”

Andy's family

When the pandemic started in early 2020, Andy was in the critical care unit of Gloucestershire Royal Hospital due to aspiration pneumonia. He had lived at National Star's long-term living accommodation in Gloucester – Foundation House – for seven years.

He was fitted with a permanent tracheostomy stoma formation and a total laryngectomy, which has further complicated his complex care needs. He was discharged from hospital due to clinicians' concerns of him remaining in hospital with COVID-19 cases.

Andy, who, at the age of 14, received life-changing injuries in a road accident, wanted to return to Foundation House, but the changes to his health meant that National Star needed to increase Andy's level of medical care.

For months, National Star worked with the Clinical Commissioning Group from his home area to negotiate a package that would meet the costs of his care. National Star put the care in place so that Andy could return home to Foundation House even before the funding was negotiated.

'The team at National Star never once hesitated and did everything in their power to keep Andy where he wanted to be, Foundation House,' says Andy's family. 'We were all reassured again and again that Foundation House was his home. During those months of uncertainty, that reassurance was so important to Andy and to ourselves.'

Support services

Our charitable activity

What we achieved

Throughout 2020 – 2021, National Star shared best practice through a range of opportunities and settings. Our National Lead for Safeguarding supported the specialist sector by delivering webinars in partnership with Natspec (the membership association for specialist providers). During the pandemic, we supported colleagues across the specialist sector, leading the way in remaining open and sustaining a quality curriculum, putting health and safety at the centre of our activities.

National Star and Balcarras Academy supported schools and colleges using technology to deliver remote learning as part of the Department for Education EdTech programme.

Working in partnership with Balcarras, an outstanding comprehensive secondary school based in Cheltenham, National Star delivered training and online advice and guidance to 75 schools. National Star provided 80 online technology assessments, six online leadership courses delivered to 47 school leaders and 22 'EdTech Thursday' webinars to more than 150 teachers nationally, and created 60 EdTech Champions.

In November, Vicky Ford, Parliamentary Under Secretary of State for Children and Families, conducted a virtual visit to the National Star / Balcarras partnership.

National Star provided a range of training in the UK for The Education and Training Foundation (ETF). We also offered teacher education with participants from a range of specialist and mainstream further education colleges.

International training

Working with the UK Government's Department for International Development, Skill India, the Indian Skills Council for Persons with Disabilities and with India's National Skills Development Corporation, National Star developed and delivered training for specialist teachers and employers in India. 2021 marked the end of this four-year programme.

Training focused on specialist teaching techniques for vocational trainers working with trainees with disabilities in training institutes across India. Training was delivered to more than 500 trainers across India. A guidance manual for specialist assessment was written for the Department of Government Training and will be used in 14,779 industry training institutes across India. National Star has also advised the Gujarati Government on the building development of a specialist training institute in Rajkot.

National Star's project EmployAble won a prestigious European Innovative Teaching Award from the European Commission and Erasmus+ which was a two-year partnership with Manpower Services College in Thessaloniki, Greece. Students from Greece were engaged in work activities in National Star enterprises, such as working in **StarBistro** and **StarPrint**. So successful was the project that Manpower Services has built a print facility modelled on **StarPrint** in its college and introduced job mentoring roles.

National leaders

As one of the national leaders in specialist post-16 education, National Star was active in contributing to national reviews and research projects in 2020 – 2021.

National Star, in partnership with the British Esports Association, enabled the first ever esports competition for young people with disabilities. Involving four specialist colleges, the project also led to a piece of research by National Star which showed that people with disabilities are competitive in their aspirations and gameplay. However, consistent use of assistive and adaptive technology has not yet developed sufficiently to allow users to play on an equal footing. It was important to the participants that they were competing against others with disabilities.

National Star worked with Wolverhampton University on a study exploring the lived experiences of young people with disabilities, focusing on areas of central importance to those with disabilities.

We are currently working on a project with the Education and Training Foundation aimed at getting more people with disabilities into paid employment.

“

National Star's EdTech Thursdays have become a recognised 'must attend' event.

”

Nicole Ponsford, Regional Lead for DFE EdTech Demonstrator Schools and Colleges Programme.



National Star shares best practice through training

How we made a difference

Countries National Star worked with in the past year included: India, Poland, Greece and Romania.

800+

People benefitted from National Star training in the UK and worldwide.

“

The EmployAble project has broken the mould in education and can serve as a source of inspiration for others, to make teaching and learning more engaging, participatory and inclusive.

”

Citation from the European Innovative Teaching Award

Ambitions

For the year ahead

- Develop a training and consultancy service in order to pass on National Star expertise.
- Deliver training and support as part of the Department for Education EdTech programme.
- Develop and deliver a project with the Education and Training Foundation (ETF) aimed at getting more people with disabilities into employment.
- Deliver a two-year project with Erasmus+ working with Greece, Romania and Poland to explore disability employment from school to the workplace. Called WorkAble Europe, it will compare good practice currently being delivered in each of partner countries.
- Provide valuable data and insight to national reviews and consultations.
- Deliver a range of research projects to inform future SEND provision in the UK.

What we achieved last year

- Completion of a four-year training programme in India in conjunction with the UK Government's Department for International Development.
- Expanded the number of schools involved in the EdTech project to champion online learning.
- Provided valuable data and insight to national reviews and consultations.
- Delivered further specialist training with a range of international partners.

How we achieved it



Staff were committed to providing education, therapies and care throughout the pandemic

Our people

National Star and its services are only as good as the people it employs. That is why the charity is committed to attracting, developing and retaining talented, committed and highly-skilled staff. Without those staff, National Star cannot meet its strategic aim of providing and developing high quality services.

During the pandemic, that investment in staff was even more critical to ensure they had the support they needed to work in very challenging situations. The charity would not have been able to support those most in need without the staff's commitment.

This dedication was recognised with the 2021 Gloucestershire Business Award for Team of the Year. The judges paid tribute to National Star's exceptional teamwork, commitment and flexibility, which has enabled the charity to maintain high levels of customer care and service every day, throughout the pandemic.

The charity has 1,091 staff (as of 31 August 2021), many of whom are part-time or term-time staff, representative of and drawn from the surrounding local communities, with 7% declaring a disability and 15% declared as non-white British or black and minority ethnic, which was in line with the charity's Equality and Diversity targets. The gender split is 76% female and 24% male.

National Star is committed to training and development, with all our staff undertaking a detailed induction programme and follow-up training. In 2020 – 2021, our dedicated training team provided more than 20,000 hours of training and development. The team rapidly developed online training courses and virtual training programmes in response to the pandemic. There are 64 apprentices being trained in care, therapy and nursing.

National Star has an open policy in seeking and encouraging staff views. Results from a comprehensive staff survey, which was completed by 54% of the workforce in July 2021, reflected that staff take pride in their work and their role within the organisation,

feel supported and valued, and would recommend it to others as a place of work.

The survey revealed that 96% of staff are proud to work for National Star and 93% take pride in their work and doing their best. The survey also included a few pandemic-focused questions. We received 91% positive responses to the question that asked if senior managers had handled the pandemic well and 90% positive responses that the regular communications were clear and from a trustworthy source.

All staff are represented through the LINK Group, an elected staff consultation group working with and for staff across the organisation. The charity's whistleblowing policy and procedures also encourages staff to raise any concerns they may have.

Directors engage with staff through the governance structure. The Board of Governors has delegated oversight responsibility for the operational aspects of National Star's activities.

We operate an Equal Opportunities policy in respect of all employees and prospective employees. The charity maintains fair employment practices in the recruitment, selection, retention and training of all staff. All staff are subject to necessary Disclosure and Barring Service (DBS) checks and safeguarding training.

Inspection outcomes by local authorities, Ofsted, Estyn and the Care Quality Commission confirm that the processes and people are in place to maintain a very high standard of provision.

96%
of staff said they
were proud to work
at National Star*.

20,000+
training hours
given to our staff.

*based on National Star staff survey 2021

Income generation

For the second year running, the coronavirus pandemic had a massive impact on areas of additional income generation at National Star.

Whilst the majority of the charity's services are largely funded through statutory sources, we are dependent on our fundraising and other income generation activities to help fund our specialist facilities and to enhance the resources and experiences for those who depend on what we provide.

The charity took the difficult decision during the pandemic to close all of its sites to external visitors to protect those who depend on its services. This decision had serious repercussions for both fundraising events and for income generating activities, but we had to prioritise the health and wellbeing of the learners, residents and service users. Our **StarBistro** and conference facilities remained closed to the public, whilst **StarGolf** reopened from August.

In October 2020, National Star opened its new charity retail shop at Hucclecote, Gloucester, as part of our future strategy to develop our community fundraising presence. Despite being affected by two lockdowns, the shop generated £64,500 from October 2020 to August 2021.



Lumière Restaurant organised a family-friendly footgolf tournament

Fundraising

Never has the generosity of supporters been so important to the charity. More than ever, it is vital that every supporter feels that giving to National Star is a positive and rewarding experience. Despite the challenges of the pandemic, National Star raised £901,302 in voluntary income.

Trusts and foundations

Gifts from trusts and foundations made up 40% of the charity's total voluntary income for the year. Forty-four trusts supported a number of projects, equipment needs, pandemic support and our main capital project at 1 Ledbury Road, Hereford – the Eveson Centre, named in recognition of the significant funding support received for the project from the Eveson Charitable Trust. We were grateful to those trusts which helped us complete the renovation work to

create the Eveson Centre, our education and therapy facility in Hereford, during what has been a challenging time for charities and trust funders alike.

Other projects supported included learner outdoor equipment at various locations at Ullenwood, including support from the Severn Trent Community Fund, the National Lottery Community Fund, our Patron PJ Crook, and the Greaves and Withey Foundation; Creative and Performing Arts projects; Samba Drumming; and specialist equipment.

Major gifts

Major gifts comprised 7% of the charity's total voluntary income for the year.

Events, corporate partners and community support

Events, corporate fundraising and community support was massively affected by the pandemic and the associated lockdowns, raising 7% of the charity's total voluntary income.

Support from the local community, despite the pandemic, came from an extensive range of groups, businesses, schools and individuals who either participated in the limited range of fundraising events or who developed 'virtual' fundraising initiatives. In June, eight people took part in National Star's first wing walk, raising a total of £12,927.

Corporate partners provided invaluable support. We were the chosen charity for the 2021 Cheltenham Beer Week, for the third year running. In July, Cheltenham restaurant Lumiere hosted a footgolf fun day at **StarGolf**.

Individual giving including Gifts in Wills

Gifts from individuals, in the form of donations, Gifts in Wills and taking part in the National Star Lottery, generated 46% of total voluntary income. Through regular communications, such as appeals and the twice-yearly **StarNews**, donors see the incredible difference their support has made whilst appreciating the charity's continued need.



Eight high fliers raised £12,927 in a sponsored wingwalk



Parents and students also raised money for the charity

Fundraising objectives

Fundraising successfully ran three appeals and carried out the wing walk, which had been cancelled due to the pandemic the year before. We secured significant trust income to support the completion of the renovation of the Eveson Centre and the purchase of a range of specialist equipment for various National Star locations, despite many grant-making trusts remaining closed to all applications, whilst others continued to pivot their funding to support Covid responses. The charity continued to promote its legacy programme.

There were several fundraising objectives which could not be progressed due to the pandemic. These included:

- A programme of in-person events, and visits to the charity, to support our Major Gifts programme.
- Face-to-face fundraising, supporter tours and fundraising events. The closure of **StarBistro** also impacted on visitor tours.
- Corporate and Community income streams were hugely impacted due to pandemic restrictions.

National Star adapted to the pandemic by moving talks to online platforms and organising virtual events. Supporters were also invited to join online events such as the Leavers' Ceremonies and the Student Christmas Show 2020.

Thank you for your support

National Star is grateful to all the people and organisations that have supported the charity. Together we have made a huge difference to the lives of young people with complex disabilities. The challenge is to meet the growing demand for National Star's specialist support. By raising awareness of the impact of our work, by working closely with supporters and by engaging new ones, National Star will strive to meet that demand.



Ambitions

For the year ahead

- Further develop our charity shops.
- Develop the supporter database.
- Review our fundraising activities and invest in establishing and maintaining future income streams.

What we achieved last year

- *Opened our first shop.*
- *Maintained communications with our supporters.*
- *Adapted our fundraising plans to reflect the coronavirus situation.*

Fundraising practices

We have high standards about the way our fundraising is undertaken, and how we communicate with supporters and the public as set out in our Supporter Promise.

Fundraising activities are carried out in accordance with the Code of Fundraising Practice and we comply with the law as it applies to charities and fundraising. We are members of the Fundraising Regulator's voluntary regulation scheme, and display the Fundraising Regulator badge on all our fundraising materials.

To ensure volunteers and third parties uphold these standards when undertaking fundraising on our behalf, we make sure they have the information and tools needed to be compliant.

Our complaints process is clear and easily accessible. Complaints received are recorded and investigated in line with the charity's complaints policy. In 2020 - 2021 we received no complaints about our fundraising activities carried out by the charity or someone on behalf of the charity.

We entered into a short-term Commercial Participator Agreement with the Cheltenham Beer Week Committee during Cheltenham Beer Week 2021.

Our fundraisers are aware of the need to be sensitive and careful when engaging with vulnerable people, and our approach reflects this. We never put pressure on anyone to make a gift, and if people do not want to give or wish to stop giving, we respect their decision. We do not engage in doorstep fundraising and we don't use services of external call centres or sales canvassing companies to support our fundraising activities. We never sell or pass on supporter details to other organisations.

We make it as easy as possible for people to contact us to opt out of receiving communications from us, or to change the method of communication, including working with the Fundraising Preference Service.

Registered with



Finding creative solutions



Keeping fit and active has always been vital in maintaining mental and physical wellbeing, and this became even more important for learners and residents during the coronavirus pandemic.

Thanks to our generous supporters, including the Severn Trent Community Fund and the National Lottery Community Fund, we were able to transform our sports field at Ullenwood into a vibrant outdoor space with a wheelchair friendly path and several pieces of inclusive gym equipment.

The outdoor equipment funded included a disabled combined pull-down and chest press, combined pull-down and chest press, disabled arm and pedal bike, arm and pedal bike, seated leg press, side surfer and a wheelchair roundabout.

We now have a fantastic resource that National Star learners can use in their therapy, sports and leisure sessions, helping with their mental and physical wellbeing, and making the most of our beautiful Cotswolds grounds.

Our supporters have also enabled us to buy some other much-needed outdoor equipment.

Thanks to the generosity of our Patron Dr PJ Crook, we've been able to install a range of outdoor musical instruments at Ullenwood to support our OrcheStar development and to engage more learners with music.

The Greaves and Withey Foundation kindly funded a sunken trampoline and swing, and the Gloucestershire Community Foundation, Gloucestershire Funders and the Midcounties Co-operative Community Fund funded a wheelchair swing.

Thanks to our supporters, we've also been able to install basket swings at Ullenwood and at Bradbury Gardens, our residence in the centre of Cheltenham.

We hope to provide more outdoor exercise and therapy equipment at our other locations in Hereford and Mamhilad in the coming year to support learners and residents there.



Learners working out on the pull-down and chest press and the seated leg press



Keeping fit on the disabled arm and pedal bike

Plans for the future



National Star will focus on staff retention and development

Maximising potential

We are passionate about maximising the impact of our work and increasing the number of young people with disabilities who are able to realise their potential.

While National Star supports hundreds of young people and their families every year, there are hundreds more who are unable to realise their potential.

For National Star to realise its aspirations for others, we need to focus on being the best that we can be by developing our staff and improving our facilities, processes and systems.

It is critical to the charity's success that our services are of the highest quality and remain so as we expand. Protecting that quality is a key priority for the charity in the years ahead. The young people we work with and care for deserve nothing less.

Having the right people with the right skills will ensure we provide high quality education, care and support. That is why the charity is focusing on recruiting the best multi-disciplinary teams and investing in their professional development. The charity will focus on staff development and retention in the years ahead, with a particular emphasis on the development of leadership and management skills across the organisation.

To have the capacity to grow, the charity also needs to build expertise, improve internal systems and processes and invest in facilities. The high quality of facilities and specialist equipment underpin the quality of our provision.

Another priority in the years ahead is to further safeguard our financial security by investing in additional income opportunities beyond local authority and health funding,

while improving the quality of life for young people with complex disabilities. We will do that by developing a programme of information and knowledge sharing activities for professionals and families, nationally and beyond the UK. By sharing our expertise through training and consultancy, we will also share our best practice.

By maximising the charity's potential, we can then grow our services and increase the number of young people with disabilities accessing National Star's high quality services so that they can realise their own potential.

The level of care and services for young people with disabilities varies enormously across the country. We will work with local authorities to provide more services in the areas where there is the greatest need and where National Star may be well placed to make a difference.

We will look to provide more education and personal development programmes in more locations so that more young people can access them. We aim to create more long-term living communities so that young adults with disabilities have the right support to live as they wish and continue to develop their potential.

We know what young people with disabilities can achieve with the right level of high quality care and support. We want to be a shining example to those commissioning, those providing services and those benefiting from those services across the whole of the UK.

We will do that by working more closely with the community, employers and other organisations and focus on the long-term benefits of appropriate care and personal development for the young people themselves and for the wider society.

We want more people to see for themselves what potential young people with disabilities have.

Principal risks and uncertainties

National Star's Board of Trustees is responsible for ensuring that effective and adequate risk management and internal control systems are in place to identify and manage the key risks to the charity.

The Board of Directors and Trustees are responsible for overseeing the risk management process. This process involves a consistent approach to identifying, assessing and mitigating the risks facing our charity to ensure they do not exceed the level of risk we are willing to accept. It is designed to manage, rather than eliminate, the risks to our charitable objectives and to provide reasonable assurance against material risks.

The processes in place regarding risk management include the following:

- A comprehensive risk management framework consisting of five sections: key controls, internal assurance sources, external assurance sources, current residual risk level and target risk level. The risks are regularly reviewed by the Senior Management Team, other risk 'owners' and the Head of Risk and Compliance, and documented in a risk register.
- The Risk and Assurance Committee reviews the framework and receives regular reports from the Head of Risk and Compliance and the Chief Executive on the effectiveness of controls.
- The committee, as well as reviewing risk controls, also considers and reviews the top strategic risks.

Ongoing impact of the pandemic on our risk profile

The coronavirus pandemic, and the response to it, continues to have a significant impact on all the charity's activities and the external environment in which National Star operates.

The focus of the risk management strategy throughout the pandemic was on limiting its impact, with the immediate areas of focus being on business continuity and organisational resilience. The charity had a duty of care to its beneficiaries and to its staff. Managing risks relating to the health, safety and wellbeing of the young people and adults we supported, made more challenging because of their vulnerability, medical conditions and disabilities, was of paramount importance.

Providing that continuity of care throughout the lockdowns was complicated by staff shortages and staff absence, access to coronavirus tests and interpreting government and public health guidance for our specialist education provision, as well as our high level of adult social care and other services.

While the government safeguarded most education and care fees, the charity faced increased costs for infection control and operational costs. To limit the risk of infection, all our sites remained closed to the public and at the Ullenwood campus all commercial lettings ceased and social enterprises closed to the public, though continued to operate as part of learning programmes. The cessation of income generating activities and the inability to hold fundraising activities impacted on the organisation's immediate and future additional income generation.

National Star receives some 80% of its total income from fees for services, with the remaining 20% of income generated by fundraising and other programmes or income generation activities. As National Star receives public sector funding, it could only access the Government's Coronavirus Job Retention Scheme for a small number of staff affected by the cessation of our income generation activities.

During the pandemic, National Star's principal objective has been to remain open to support its beneficiaries and their families while protecting the staff. From the beginning of the academic year in September 2020, National Star was operating with almost 100% of its residential learners and a high percentage of day learners. This became a challenge when there were increased levels of staff absence, due to coronavirus, and as we limited staff movement between clusters of residents or learners to limit risk of infection.

To mitigate the risk of losing valuable staff and to support them during uncertain times, we enhanced our staff sickness policy, reviewed pay for care focused roles and made changes to our pay processes to safeguard roles and recognise the challenges for staff who continued to work directly with learners and residents.

All key actions taken by management in this period were focused on keeping the organisation open and safe for the young people and adults depending on its services, as well as supporting staff. Decisions at that time included: ongoing governance review of the charity's risk and financial position; the cessation of commercial activities and review of public access of all sites; the review of education and therapy delivery to enable services to continue as much as possible either in person or virtually; moving all non-learner or resident-facing operational and administrative services to remote working and developing new ways of working from online learning to virtual recruitment of staff and future learners.

Our risk profile going forward

While several of the risks relating to the management of the initial crisis have been addressed, a number of other risks have increased as the long-term effect of the pandemic has become more evident. These include potential risks relating to:

- The impact of the pandemic and the commencement of the EU Settlement Scheme on staff recruitment and retention, especially for care-related roles.
- The impact on our income of the wider macroeconomic crisis in the short-term and, more importantly, in the long-term as local authorities and the government begin to pay back the huge deficit created during the pandemic.
- The impact of pandemic restrictions on the availability and timing of placements for future learners, due to periods of uncertainty and restrictions.
- The impact on our capital development programme and maintaining the quality of facilities, due to the impact on fundraising and other income generation activities, again affected by the wider macroeconomic crisis.

We continue to address a number of ongoing risks in key areas, such as recruitment and retention of staff, compliance with legal and governance requirements, information security and

maintaining our reputation of providing high quality services. The major risks we face are noted in the table below:

Risk	Mitigation
Workforce planning Inability to recruit, develop and retain appropriate quality and quantity of key staff. These could include a number of risks which are heightened due to staffing issues: – Significant Health and Safety incident. – Significant Safeguarding incident. – Failure to comply with legal or regulatory requirements, including mandatory vaccination for care staff. – Failure to provide necessary care and nursing requirements. Failure to address the health and wellbeing of staff and support their ability to perform their roles during the pandemic and beyond.	– Ensure all staff (if not medically exempt) have appropriate vaccination status at beginning of employment. – Develop more ‘user-friendly’ and timely recruitment processes. – Develop processes to ensure all individual staff maintain renewal cycle for mandatory training. – Provide face-to-face safeguarding and safer working practice training by Head or Senior Director. – Develop organisational-wide recruitment and retention strategy. – Review pay structures, such as all those involved in Care Quality Commission regulated activities. – Review rewards, benefits and support for all staff. – Develop effective induction strategy for all staff at all locations. – Develop online recruitment marketing. – Regular communications regarding health and wellbeing information and organisational updates to all employees from the Senior Management Team. – Development of policies and procedures for areas of critical importance to Human Resources (e.g. sick pay, leave and hiring). – Risk assessments completed to identify necessary workplace adaptations and operating procedures (e.g. revised hygiene regimes, enforcement of social distancing and mandatory vaccinations and changes to NHS Test and Trace).
Reputation and trust Events may occur which adversely affect our reputation, operations or levels of stakeholder trust in us. – Impact on quality of services by staffing numbers. – Inability to match staff capacity to learner numbers. – Serious data security breach (from a cyber attack or non-compliance with GDPR). – Significant Health and Safety incident. – Significant Safeguarding incident. – A major outbreak of coronavirus within National Star’s services. – Lack of compliance with regulations in relation to our fundraising and marketing practices. – Failure to comply with legal or regulatory requirements.	– Senior level engagement in policy setting and monitoring. – An organisation-wide risk management programme which is reviewed by senior managers and trustees. – Comprehensive mandatory training and awareness programmes for all staff, which is constantly monitored. – Information security policies and procedures, including security patching, vulnerability scanning, penetration testing and anti-virus software. – Specific processes to address compliance requirements in critical areas, such as fundraising compliance and data governance. – Strict infection control procedures are reviewed in line with government guidelines and level of risk. – Maintain the high level of safeguarding in the organisation through robust systems and processes already in place. – Ensure the National Safeguarding Lead and Deputy maintain strong links to external professionals to ensure that safeguarding is current and at the forefront of all National Star work.
Care and support services Failure to maintain high quality delivery of care and support, resulting in ‘unacceptable quality’ in care in line with Care Quality Commission criteria.	– Set up and maintain a robust review programme to carry out clinical observations, care audits, resident feedback, internal QA processes and risk assessment procedures. – Carry out and review mandatory staff training combined with supervision and appraisal. – Continue to review and develop procedures which enable multi-disciplinary working. – Constantly review how care is delivered and what can be done to ensure safe delivery. – Work closely with HR and marketing on recruitment, development and retention of care staff. – Appoint a National Lead of Healthcare to ensure continuity of knowledge and expertise.
Learning and Personal Development programmes Failure to maintain high quality delivery of education and therapies programmes, resulting in ‘unacceptable quality’ in education and / or therapy in line with the updated Education Inspection Framework.	– Maintain and monitor ongoing clinical observation process by team of trained observers, both in person and virtually. – Ensure new staff receive in-depth feedback to help them develop their skills and expertise. – Prepare staff for formal observation in preparation for return to visits by Ofsted and Estyn (the Welsh inspectorate). – Work closely with HR and marketing to attract high quality teaching staff, therapists and facilitators.

Risk	Mitigation
Income generation Inability to obtain and manage sufficient statutory funding. A key risk is, due to delayed decisions on funding by local authorities and the high number of extension requests, that there are not sufficient places to meet demand for September 2022. Inability to recruit learners, especially with the concern around sufficient spaces meeting demand in certain service areas. Significantly reduced income from fundraising and other income generation activities, as a result of the pandemic. A key risk associated with this is also how to restart in-person fundraising and commercial income generating businesses.	– Develop effective relationships with individual statutory funders (local authorities) with the focus on value for money and levels of income. – Research and monitor government (England and Wales) direction on High Needs funding and engaging with key decision makers in government, local authorities and the NHS. – Review and update new marketing recruitment strategy with focus on service areas where there is capacity. – Engage current parents as ambassadors to promote the charity. – Develop close working of the admissions / assessment / transition team and marketing team. – Focus on working with local authorities that haven't previously placed a learner at National Star. – Raise the profile and knowledge of the Welsh offer. – Develop and maintain strong communication with parents to manage expectations around placements for the next few years. – Continue to deliver an excellent learner-training environment and operate social enterprise areas in a different, more limited form due to the pandemic. – Develop new alternative streams, such as pilot charity shops. – Explore and develop alternative commercial and social enterprise income, such as training and consultancy. – Maintain and develop strong customer / donor relationships and communications in preparation for the end of the pandemic and reopening of social enterprises, commercial activities and in-person fundraising.
Organisational response to the pandemic Failure to develop and implement a coherent and coordinated continuity business plan in relation to the ongoing pandemic. Failure to maintain and further appropriate quality of facilities due to the medium and long-term impact of the pandemic.	– Engagement of Senior Management Team, trustees, governors, staff and wider stakeholder groups (e.g. local authorities) in developing our organisational business plan and in ongoing discussions about our priorities and future direction. – Organisational business plan to be kept under review by Senior Management Team and the strategy sub-group as part of the wider organisational management process. – Ongoing horizon scanning by the organisation to identify changes in the external environment brought about by the pandemic which impact our strategy and operating model. – Development of swift responses to these changes in order to ensure financial sustainability. – Development and review of contingency plans throughout the pandemic and moving beyond the pandemic. – Evaluate capital projects in light of the changing environment. – Develop a long-term strategy to engage trusts and foundations and create new innovative fundraising initiatives focused on maintaining facilities. – Monitor and develop contingency planning for appropriate facilities. – Prioritise capital projects subject to affordability.
Financial stewardship Failure to effectively manage reserves to sustain operations during and post the pandemic.	– Reserves policy in place and compliance with policy monitored. – Designated reserve provision allocated to coronavirus risks. – Ongoing monitoring of financial position and increased focus on cash preservation, cost reduction and risk mitigation measures. – Review of investment strategy and regular dialogue with investment managers.
Operational effectiveness Technology risks including: – Performance of the technology infrastructure with mix of online / in-person working, particularly given the increased focus on, and importance of, online / virtual fundraising systems. – Technology strategy, including associated levels of investment and improvement in technology, fails to keep pace with developments in the external environment during and post pandemic. – Reliance on small companies developing the organisation's critical systems.	– Invest in skills and competencies of the IT team. – Implement appropriate safeguards and controls to protect work and IT systems. – Ongoing assessments of resilience and performance of technology. – Refreshed prioritisation criteria to decide how to allocate resources to technology projects to support organisational objectives. – Delivery model kept under review to ensure important projects can be delivered at pace. – Invest in the development of IT systems and review.

Structure and management

The directors of the company, who are trustees of the charity, are elected by the members of the company at the annual general meeting. New trustees / directors are considered on the basis of their skills and relevant experience alongside the balance of existing skills and experience amongst the board, and regular training is provided.

A broad range of marketing techniques were utilised to encourage a diverse range of people to apply to volunteer as a trustee or governor. The posts were advertised on LinkedIn and on other social media channels. The posts were actively promoted on the Women on Boards website and to members of various business networking groups as well as the Gloucestershire VCS Alliance.

The trustees have also given consideration of guidance provided in the Governance Code and undertaken a review of Governance Structures and members.

Committees of the Board

As the charity is a company limited by guarantee, the trustees are also the company directors. The board delegates certain powers in connection with the charity's management and administration through its committee structure. This delegation is controlled by requiring the committees to report back regularly to the board, ensuring that all decisions made under delegated powers are ratified by the full board. All committees operate under agreed terms of reference, provide meeting minutes and report to the board on key areas of work undertaken. Other working project groups are ad hoc as required.

The board meets quarterly. Due to the pandemic, the board and its committees moved to virtual meetings and trustees, governors and committee members received regular updates from the Chief Executive. Some committees held additional meetings to monitor and address the impact of the pandemic on the charity.

The Board of Governors has delegated oversight responsibility for the operational aspects of National Star programmes and activities, including safeguarding, quality and achievements. The Board of Governors meets termly and operates within terms of reference agreed by the Board of Trustees.

The Finance and Investment Committee meets quarterly and is responsible for the oversight of the charity's financial affairs. The committee has a duty to keep a watching brief and provide advice, where appropriate, on potential and actual financial opportunities and threats, liaising with the Risk and Assurance Committee as appropriate. The committee met more frequently to review areas of potential impact of the pandemic on the financial sustainability of the charity.

The Risk and Assurance Committee meets quarterly and is responsible for reviewing the charity's risk assessment, risk management and internal control systems and processes. It may investigate any areas of concern or perceived risk. It acts as the corporate recipient of any information in line with the whistleblowing policy and to ensure that appropriate action is taken.

The Advisory Board is made up of student governors, an adult learner representative, Student Union President, former learners and members of the community, and acts as a consultative and representative group of the charity's beneficiaries to help inform the charity's plans and as part of its stakeholder engagement.

This working group includes representatives of trustees and governors to support the strategic planning and development of the organisation.

Day-to-day management of the charity is delegated to the Chief Executive, David Ellis, supported by the Deputy Chief Executive, Chief Operations Officer, Principal and a senior management team. The board set the pay for key management personnel (as detailed at note 8) by relation to industry standards and organisations of a similar size and activity.

The trustees confirm that they have complied with the requirements and duty in Section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit; 'Charities and Public Benefit' and that the extensive charitable purposes and provision of the charity, particularly in the areas of education and disability services, are for the public benefit.

Trustees (Directors)

Name of Trustees (Directors)	Risk and Assurance Committee	Finance and Investment Committee	Governor	Advisory Board	Strategy Sub Group
Paul Styles (Chair of Trustees)		•			•
Liz Cadman	•				
Brian Chatfield		•			
Tim Cooper					•
Robert Haymon-Collins			•		
Chas Howes	•	•			
Jonathan McMahon		•			•
Matt Shayle	•				
Barry Seamons (Trustee and Governor until October 2021)			•	•	

Other Governors, Advisory Board and Committee Members

Name of other Governors, Advisory Board and Committee Members	Governor	Parent Governor	Student Governor	Staff Governor	Advisory Board	Risk and Assurance Committee	Strategy Sub Group
Mary Saunders (Chair of Governors)	•						•
Michael Cooke					•		
Margaret Goldie	•						
Chris Harber						•	
Sue Hawkins				•			
Andrea Lewis	•				•		
Jane Matheson	•					•	
Adam Pearce					•		
Andrea Riga					•		
Dr Lara Rowlands		•					
Seb Sargeant					•		
Margaret Sheather	•						•
Francesca Vismara			•		•		
Katie Leigh Walker (Until December 2020)					•		
Alisha Williams					•		
Elliot Caswell (From September 2020)		•			•		
Jason Felce (From February 2021)					•		

Subsidiary undertakings

Two subsidiary undertakings operated during the year. NSF Trading Limited (company number 01168043) operated as the organisation's trading subsidiary for non-charitable purpose trading. NSF Design & Build Limited (company number 08628807) undertakes accommodation and facilities development projects on behalf of the charity. Both subsidiaries generated surpluses in the year after direct costs, administrative costs and audit fees (as detailed in notes 2a and 2b to the Financial Statements) which resulted in gift aiding a total of £37,119 (2020: £35,357) to the charity. Shareholdings are disclosed in note 10 to the financial statements.

Trustees' duty to promote the success of the Charity (Section 172 statement)

Trustees as directors of the company have a duty to promote its success and, in doing so, are required by section 172(1) of the Companies Act 2006 to have regard to various specific factors, including:

- The likely consequences of decisions in the long-term;
- The interests of employees;
- The need to foster relationships with third-party stakeholders;
- The impact of the organisation's operations on the community and the environment;
- The desirability of the organisation maintaining a reputation for high standards of business conduct;
- Maintaining a reputation for high standards of conduct.

Day-to-day management is delegated to the Chief Executive and a senior management team, who are required to act in furtherance of the charity's purpose and organisational strategy and to ensure that activities are carried out in compliance with policies approved by the board. The trustees and governors review strategies to assess progress and to identify areas of focus for the following year and beyond. A strategy sub-group has also been established to support strategic initiatives during the course of the year. Policies are reviewed periodically by the board or on its behalf by board committees.

The board receives regular updates on the organisation's performance and progress with its plans for the future direction of the charity. The board and its committees keep under review the charity's principal risks and its risk appetite, considering emerging risks and regularly reviewing changes in the charity's risk profile and responses. By ensuring that management act in accordance with the strategy and in compliance with specific policies, the board and its committees obtain assurance that in promoting the success of the charity, due regard is given to the factors set out in Section 172.

Engagement with the charity's main stakeholder groups is discussed in the section 'Engaging with stakeholders'. The charity's senior management team regularly report to the board and its committees on key stakeholder relations and engagement activities, current issues and relevant feedback received from interaction with stakeholders.

The likely consequences of any decision in the long term

The charity's strategy is based on its ambition to deliver and further develop high quality, relevant education, care and support services for people with disabilities. Trustees and management continued to review the long-term strategic plan – titled Maximising Potential – and areas of potential development of the charity's learning, education and care services. The trustees' discussion of all aspects of the future direction of the charity's work is informed by the feedback received from the consultations with stakeholders.

Trustees have responsibility for setting the charity's culture, values and standards, and ensuring that its obligations to its stakeholders are met. The charity has in place a range of policies and processes that promote corporate responsibility and ethical behaviour. Areas covered include fundraising (National Star's fundraising practices are discussed on page 24), safeguarding, equal opportunities and whistleblowing. All these policies are reviewed periodically and updated as necessary by the board or the relevant committee and are subject to periodic review of compliance.

It is essential that public trust in the charity is maintained and not damaged as a result of accepting donations from inappropriate sources. The board has approved a policy that enables trustees to refuse a donation which may be considered unethical.

Through regular engagement with key stakeholders, trustees and the senior management team maintain an understanding of stakeholders' needs that informs how the charity defines its organisational objectives, policies and strategy. The board's decision-making process considers the impact of potential decisions on relevant stakeholders, and the board obtains assurance that proper consideration is given by its committees to stakeholder interests through regular reports from each committee.

These are the young people and adults with complex disabilities and learning difficulties, who use the charity's services and their families. Learner voice is very important to National Star. There is an active elected Student Union. Members provide updates to the Board of Governors and are involved in staff recruitment and training. Feedback from learners and service users informs organisational improvements. Learner and parent governors have a voice on the Board of Governors and parents, learners and former learners are involved with the Advisory Board. The care and education teams continuously review learners' progress and residents' support to ensure they, and their parents, are kept informed and that the service users have an active say in their lives. Learners also work with governors and trustees on their strategy day, giving presentations and answering questions on young people's aspirations for the future. In October 2020, we launched our Virtual Parent Forum (see page 14 for more information about the Forum).

National Star's core income comes from fees paid by local authorities, the NHS and the Education and Skills Funding Agency (ESFA). The charity works closely with these bodies to ensure it is meeting the needs of the young people in its care. The charity has also worked closely with local authorities to provide local provision. For example, National Star worked with Gloucestershire

As a centre of excellence, National Star is committed to sharing best practice and its expertise. It consults and works closely with a range of professional bodies and specialist organisations to develop resources and share knowledge in the UK, Europe and the wider world. National Star continued to deliver online the Essential SEND Managers Workshop for the Education Training Foundation to support the development of high quality programmes and practice across the FE sector and to deliver online training in India. The charity also contributes to the Natspec practitioner network.

National Star works closely with key opinion leaders and influencers – both parliamentarians and national bodies. For example, we work closely with NHS England, NHS Wales, Public Health England, Ofsted, VODG, Estyn, Association of Colleges, Natspec (the membership association for organisations which offer specialist further education and training for learners with learning difficulties and / or disabilities) and the Care Quality Commission to help shape and inform policy to secure the best outcomes for young people with complex disabilities and learning difficulties. We strive to work in partnership with other SEND bodies in pursuing shared policy outcomes. In May 2021 National Star supported Ofsted inspectors in their preparation to return to on-site inspections.

National Star consults its supporters about its fundraising activities in a number of ways. The charity engages with supporters on a regular basis through tailored communications to specific audiences. This includes face-to-face visits, telephone and virtual conversations, and written communications. A number of supporters are invited to share in celebratory events at National Star, providing them with the opportunity to meet beneficiaries and their families. National Star staff visit many community groups and organisations to talk about the charity's work and its fundraising needs. Prior to the pandemic, National Star had an 'open door' policy for supporters to visit on an individual or group basis. This gave them the opportunity to learn more about the charity's work and our fundraising, see the impact of their fundraising support and meet beneficiaries and National Star staff. In the light of the coronavirus situation, a virtual tour was developed, and site visits will be re-introduced as soon as the pandemic allows.

The senior management team, with the support of the trustees, provide employees with information on matters of concern to them as employees through various channels of communications, including National Star's intranet, the elected staff consultation group (LINK) and regular update emails and video communications from the Chief Executive, the Chair of Trustees, the Chair of Governors and other senior managers. Throughout the pandemic there have been regular – often weekly – staff communications to ensure all staff are kept informed. An annual staff survey was carried out in July, which resulted in actions led by the senior management team. The trustees and the Board of Governors are kept informed about staff relations and regularly review staff feedback and employment policies.

Supporting the Environment

Sustainability and supporting the environment plays an important role at National Star. In July 2021, we received the Green Impact Gold Award. Green Impact helps people understand sustainability and social responsibility, shows them what they can do to make a difference, and supports them in achieving these actions.

It covers the whole sustainability agenda and is based on the themes of continual improvement, collaboration and meaningful change to establish new social norms and inspire people with the skills and passion needed to make a difference.

National Star received a Bronze Award in 2018–19 and the Silver Award in 2019–20, so the Gold Award demonstrates improvements in our sustainability despite the difficult operating

conditions in 2020–21. In addition to our gaining the Green Impact Gold Award, one of our volunteers won a SOS–UK Sustainability Hero Award for working with learners on projects which enabled National Star to achieve the Gold Award.

We took part in various green initiatives throughout the year, including the Hedgehog Friendly Campus scheme and the planting at Ullenwood of 420 saplings from the Woodland Trust under their scheme to provide free trees for schools and communities.

In July–August 2021, Site Services created an accessible path at Ullenwood to provide a valuable health and wellbeing benefit, as well as providing access for the inclusion of ‘The Five Pathways to Nature Connectedness’ into the curriculum. Learners at Hereford, Mamhilad and Ullenwood were involved in various gardening initiatives throughout the year. In June, National Star in Wales learners started weekly access to the horticultural facilities and outdoor classroom at Coleg Gwent’s Usk campus.

Streamlined Energy and Carbon Reporting

Type of Emission	Scope	Activity	Unit	2020/21	2020/21	2020/21	2020/21	2019/20	2019/20	2019/20	2019/20
				Quantity	kWh Energy	tCO2e	% of total	Quantity	kWh Energy	tCO2e	% of total
Direct	1	Services – Biomass	kWh	3,064,410	3,064,410	46	5%	1,428,500	1,428,500	22	2%
		Services – Gas	kWh	914,229	914,229	167	18%	864,254	864,254	159	12%
		Services – Oil	litres	56,945	674,298	181	19%	172,547	2,051,341	549	42%
		Services – LPG	litres	10,644	77,270	17	2%	13,048	94,622	20	2%
		Owned Vehicles	litres – diesel	43,561	462,046	109	12%	36,510	386,397	93	7%
		Owned Vehicles	litres – petrol	1,636	15,621	4	0%	3,498	33,088	8	1%
Energy Indirect	2	Services – Electricity	kWh	1,834,835	1,834,835	390	42%	1,746,294	1,746,294	407	31%
Other Indirect	3	Personal Vehicles	miles	82,323	97,363	23	2%	135,751	159,421	37	3%
Total Gross Emissions (tCO2e)						937				1,296	
Total Energy Consumed (kWh)					7,140,071				6,763,916		

Intensity Metric Ratio:	2020/21	2019/20
Number of Employees (FTEs)	847	798
Tonnes of CO2e Per Employee	1.11	1.62

During 2020–21, National Star continued with implementing measures to improve energy efficiency, including our programme of replacing lighting with LED fittings. The introduction of a new 500kw biomass boiler has led to a reduction in oil and a carbon neutral CO2 output. The installation of the new boiler has enabled us to register with Ofgem for the Renewable Heat Incentive.

Recommissioning works took place around the Ullenwood site to ensure we are not losing excess energy through our district heating pipe network. We also started looking into the feasibility of solar panels at our Ullenwood and Bradbury Gardens locations.

This report is provided in accordance with The Companies (Directors’ Report) and Limited Liability Partnerships (Energy and

Carbon Report) Regulations 2018, which came into force from 1 April 2019. As a large charitable company, National Star is required to provide the following information for the Group in relation to its UK energy use, associated greenhouse gas emissions, intensity ratio and energy efficiency actions.

Methodology

Our reporting methodology was based on the UK Government’s Environmental Reporting Guidelines, 2019. Our calculations were based on the UK Government GHG Conversion Factors for Company Reporting (2021).

All emissions calculations are derived from activity data representing the Group, including its subsidiary undertakings. Parameters include those emissions for which National Star has operational control. The reporting period is 1 September 2020 to 31 August 2021.

Statement of trustees' responsibilities

The trustees (who are directors of National Star Foundation for the purpose of company law) are responsible for preparing the Trustees' Report (including the Strategic Report) and the financial statements in accordance with applicable law and generally accepted accounting practice (United Kingdom Accounting Standards).

Company law requires the trustees to prepare financial statements for each financial year. Under company law, the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and the group and of the incoming resources, including the income and expenditure of the charity and the group for that period.

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

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Statement of Recommended Practice: Accounting and Reporting by Charities as revised in 2019;
- Make reasonable and prudent judgements and estimates;
- State whether applicable UK accounting standards, comprising FRS102, 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 and charity will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show the charity's transactions, disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006 and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the charity and the group and for taking reasonable steps to prevent and detect fraud, and other irregularities.

In so far as each of the trustees of the charity at the date of approval of this report is aware, there is no relevant audit information needed by the charity's auditor in connection with preparing the audit report of which the charity's auditor is unaware. Each trustee has taken all of the necessary steps in order to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

The trustees confirm that they have had regard to the Charity Commission's guidance on public benefit and report on the charity's objectives and achievements on pages 13 to 21. The reference and administrative details on page 59 form part of the Trustees' Report.

By order of the Board of Trustees, the Annual Report (incorporating the Strategic Report) has been approved by the Board of Trustees and signed on its behalf by:



Paul K Styles
Chair of Trustees
27 January 2022

Alison

Without National Star...

“I wouldn't be following my dream to become a nurse.”

”
Alison

Alison is taking advantage of the career progression offered at National Star by training to become a nurse. Alison joined National Star two years ago and worked as a senior care and support worker (facilitator). Now she has started her four-year nurse apprenticeship, which will result in her qualifying as a registered nurse.

‘I always wanted to be a nurse,’ says Alison, who has worked more than two decades in care. She can remember the defining moment when she knew that she wanted to become a nurse.

‘Before I joined National Star, I was working at a care home where I was caring for someone at end of life. The woman needed a medication to calm her as she was agitated, and the agency nurse couldn't get to her. I spent the night watching this woman in such distress and suffering. Everything I needed to make a difference was there in that room, but I couldn't administer it because I wasn't qualified.

‘I decided then I couldn't watch such suffering again and not be able to do something. Now thanks to working at National Star, I am following that dream.’



Independent auditors' report

Opinion

We have audited the financial statements of National Star Foundation ('the charitable company') and its subsidiaries ('the group') for the year ended 31 August 2021 which comprise the Consolidated Statement of Financial Activities, Consolidated Balance Sheet, Charity Balance Sheet, Consolidated Statement of Cash Flows and notes to the financial statements, including 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 the charitable company's affairs as at 31 August 2021 and of the group's 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 Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's or the group'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 trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. 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 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.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

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

- adequate and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 34, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a

Independent auditors' report

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 charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group 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 Companies Act 2006, the Charities Act 2011, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the operations were CQC Regulations for service providers and managers, Ofsted, General Data Protection Regulation (GDPR), taxation legislation 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 within the timing of recognition of income, recording the impact of the CQC regulatory review, and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Finance & Investment Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, designing audit procedures over income, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and Ofsted, and reading minutes of meetings of those charged with governance.

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. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

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



Guy Biggin

Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
4th Floor
St James House
St James' Square
Cheltenham
GL50 3PR

Date: 10 February 2022

National Star Foundation

Consolidated statement of financial activities

(Incorporating an income and expenditure account for the year ended 31 August 2021)

	Note	Unrestricted funds £	Restricted funds £	Total funds 2021 £	Total funds 2020 £
Income from:					
Donations and legacies	4/14	454,676	446,626	901,302	881,780
Charitable activities					
Student fees		23,394,021	–	23,394,021	22,039,891
Other charitable activities	3	7,135,450	–	7,135,450	6,409,985
ESFA capital grants		72,132	–	72,132	51,921
Teachers Pension Grant		123,253	–	123,253	126,105
Adult Social Care Infection Control Grant		381,539	–	381,539	117,113
Other trading activities					
Trading turnover – NSF Trading Limited	2a	74,614	–	74,614	132,411
Investments		17	–	17	7,437
Other					
Other income	5	206,260	–	206,260	187,550
Total income		31,841,962	446,626	32,288,588	29,954,193
Expenditure on:					
Raising funds	6	384,147	–	384,147	360,050
Charitable activities	6/14	30,386,112	304,975	30,691,087	28,419,030
Other expenditure					
NSF Trading Limited	2a	42,098	–	42,098	131,810
NSF Design & Build Limited	2b	2,777	–	2,777	3,559
Total expenditure		30,815,134	304,975	31,120,109	28,914,449
Net Income before gain on investments		1,026,828	141,651	1,168,479	1,039,744
Net gain / (loss) on investments	10	780,709	–	780,709	(132,752)
Net income		1,807,537	141,651	1,949,188	906,992
Transfer between funds	14/15	275,049	(275,049)	–	–
Net movement in funds		2,082,586	(133,398)	1,949,188	906,992
Reconciliation of funds:					
Total funds at 1 September 2020	14/15	29,380,034	2,868,154	32,248,188	31,341,196
Total funds at 31 August 2021	14/15	31,462,620	2,734,756	34,197,376	32,248,188

The notes on pages 41 to 58 form part of these financial statements.

National Star Foundation

Consolidated balance sheet

As at 31 August 2021

Company Number: 00522846

	Note	2021 £	2020 £
Fixed assets			
Tangible assets	9a	26,162,149	26,408,622
Investments	10	3,979,214	3,198,505
		30,141,363	29,607,127
Current assets			
Debtors: amounts falling due within one year	11	1,750,036	1,381,805
Cash at bank and in hand		7,111,533	5,966,129
		8,861,569	7,347,934
Liabilities			
Creditors: amounts falling due within one year	12	(4,792,077)	(4,639,586)
Net current assets		4,069,492	2,708,348
Creditors: amounts falling due after one year	12	(13,479)	(67,287)
Total net assets		34,197,376	32,248,188
The funds of the group			
Restricted funds	14	2,734,756	2,868,154
Unrestricted funds	15	31,462,620	29,380,034
Total group funds		34,197,376	32,248,188

The charity net income in the year was £1,958,162 (2020: £947,007) before group consolidation.

These financial statements were approved and authorised for issue by the Board of Trustees on 27 January 2022 and signed on its behalf by:



Paul K Styles
Director

The notes on pages 41 to 58 form part of these financial statements.

National Star Foundation

Charity balance sheet

As at 31 August 2021

Company Number: 00522846

	Note	2021 £	2020 £
Fixed assets			
Tangible assets	9b	26,446,267	26,683,766
Investments	10	3,979,315	3,198,606
		30,425,582	29,882,372
Current assets			
Debtors: amounts falling due within one year	11	1,840,070	1,334,385
Cash at bank and in hand		6,961,949	5,854,291
		8,802,019	7,188,676
Liabilities			
Creditors: amounts falling due within one year	12	(4,732,628)	(4,480,429)
		4,069,391	2,708,247
Net current assets			
Creditors: amounts falling due after one year	12	(13,479)	(67,287)
		34,481,494	32,523,332
The funds of the charity			
Restricted funds	14	2,734,756	2,868,154
Unrestricted funds	15	31,746,738	29,655,178
Total charity funds		34,481,494	32,523,332

These financial statements were approved and authorised for issue by the Board of Trustees on 27 January 2022 and signed on its behalf by:



Paul K Styles
Director

The notes on pages 41 to 58 form part of these financial statements.

National Star Foundation

Consolidated statement of cash flows

For the year ended 31 August 2021

Reconciliation of net income to net cash inflow from operating activities

	2021 £	2020 £
Net income for the reporting period	1,949,188	906,992
Adjustments for:		
Depreciation charges	1,420,324	1,453,912
Write off non-depreciating assets under construction	51,342	–
Interest from investments	(17)	(7,437)
(Gains) / losses on investments	(780,709)	132,752
(Profit) on sale of fixed assets	(2,670)	(3,938)
(Increase) / decrease in debtors	(368,231)	(494,063)
Increase in creditors	151,340	1,530,084
Net cash provided by operating activities	2,420,567	3,518,302
Cash flows from financing activities		
Repayment of borrowings	(52,657)	(50,114)
Net cash used in financing activities	(52,657)	(50,114)
Cash flows from investing activities		
Interest from investments	17	7,437
Proceeds from the sale of property, plant and equipment	2,670	3,938
Purchase of property plant and equipment	(1,225,193)	(1,962,620)
Net cash used in investing activities	(1,222,506)	(1,951,245)
Change in cash and cash equivalents in the reporting period	1,145,404	1,516,943
Cash and cash equivalents at the beginning of the reporting period	5,966,129	4,449,186
Cash and cash equivalents at the end of the reporting period	7,111,533	5,966,129
Analysis of cash and cash equivalents		
Cash in hand	7,111,533	3,966,129
Notice deposits (less than 3 months)	–	2,000,000
	7,111,533	5,966,129

The notes on pages 41 to 58 form part of these financial statements.

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2021

1. Accounting policies

a) Charity information

National Star Foundation is a registered charity (charity number 220239) and was incorporated as a private company limited by guarantee in England and Wales (company number 00522846) on 20 August 1953. The address of its registered office is Ullenwood Manor, Ullenwood, Cheltenham, Gloucestershire, GL53 9QU. This is also the registered address of NSF Trading Limited and NSF Design & Build Limited.

b) Accounting convention

The consolidated financial statements have been prepared under the historical cost convention, as modified by the revaluation of investments.

The consolidated financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Companies Act 2006 and the Charities Act 2011.

National Star Foundation meets the definition of a public benefit entity under FRS 102.

c) Going concern

The group and charity has cash resources and has no requirement for external funding. At the time of approval of the annual report, the COVID-19 pandemic continues to evolve and the long term impact on the charity, in common with other businesses, is unknown. The trustees have reviewed the position carefully with a view to ensuring the ongoing provision of care for the learners and residents as well as employment of staff. The charity currently holds significant cash balances supplemented, if needed, by an overdraft facility. Demand for places remains strong for the academic year 2021 – 2022. Conservative cash flow modelling with sensitivity analysis indicates that the cash reserves of the charity are adequate to meet the charity's obligations as they fall due. Accordingly, the trustees believes that financial resources are sufficient to ensure the charity will continue as a going concern for the foreseeable future, being at least 12 months from the date of approval of the financial statements and have therefore prepared the financial statements on a going concern basis.

d) Consolidated financial statements

These financial statements consolidate the charity and its subsidiary undertakings NSF Design & Build Limited and NSF Trading Limited to 31 August 2021, all inter group sales and profits have been eliminated on consolidation.

Net income of £1,958,162 (2020: £947,007) was attributable to the charity for the year. The charity has also taken advantage of the exemption available to a qualifying entity in FRS 102 from the requirement to present a charity only Statement of Cash Flows and certain disclosures about the charity's financial instruments within the consolidated financial statements.

No separate Statement of Financial Activities ("SOFA") has been prepared for the charity alone as permitted by Section 408 of the Companies Act 2006.

e) Fund accounting

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

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors. The aims of the restricted funds are set out in the notes to the financial statements.

f) Income

All income is included in the SOFA when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2021

1. Accounting policies (continued)

Donations and gifts represent amounts receivable during the year, together with any associated tax refund and do not include the value of any pledges secured for future donations.

Fees are accounted for in the SOFA in the year in which the service is provided.

Grants (including government grants) are included in the financial statements on a receivable basis. The balance of income received for a specific purpose but not expended in the year is shown in the relevant funds on the Balance Sheet. Where entitlement occurs before income is received, the income is accrued.

Where income is received in advance of the charity having entitlement to the fund the income is deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution.

All capital grants received are recognised in the SOFA and credited to a separate restricted fund where there are restrictions on the future use of the fund. Any depreciation charged on that element of the cost of assets funded by grants is charged to restricted funds.

g) Expenditure

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them. Expenditure on raising funds include all fundraising, financing and trading costs of the subsidiaries.

All expenditure is accounted for on an accruals basis. Overheads and other costs not directly attributable to particular functional activity categories are apportioned over the relevant categories on the basis of management estimates of the amount attributable to that activity in the year on a basis consistent with use of the resources. The irrecoverable element of VAT is included with the item of expense to which it relates.

Governance costs are included within support costs and include strategic planning costs for the charity's future development, external audit and all costs of complying with constitutional and statutory requirements, such as costs of Board and Committee meetings and for preparing statutory financial statements and satisfying public accountability.

h) Pension costs

The Charity contributes to the Teachers' Pension Scheme at the advised rates. As it is not possible to separately identify the assets and liabilities of the Teachers' Pension Scheme, it is accounted for as if it were a defined contribution scheme. The charity's contributions to the scheme are charged in the financial statements as they accrue.

With regard to non-teaching employees, contributions are made to the charity's defined contribution pension scheme. All contributions are charged to the SOFA as they become payable in accordance with the rules of the schemes.

i) Tangible fixed assets

All expenditure above £500 for ICT and £1,000 for all other assets for the acquisition, enhancement, production and installation of fixed assets and all fixed assets received by way of donation are capitalised. Tangible fixed assets are stated in the Balance Sheet at cost less depreciation and impairment, or at estimated value at date of donation less depreciation in respect of donated assets.

Depreciation is calculated to write off the cost or valuation less estimated residual value of tangible assets over their estimated useful lives at the following rates:

Freehold Land	Not depreciated
Freehold Buildings	2% – 10%
Leasehold Property Improvements	20% (or over the lease term)
Fixtures & Equipment	10% – 20%
ICT	10% – 25%
Motor Vehicles	10% – 25%

Assets in the course of construction are included at cost. Depreciation on these assets is not charged until they are brought into use.

j) Investments

Investments are stated at market value at the Balance Sheet date. All gains and losses relating to investments are accounted for in the SOFA. Investments in subsidiaries are held at cost.

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2021

1. Accounting policies (continued)

k) Debtors

Short-term debtors are initially measured at the settlement price, less any impairment. Prepayments are valued at the amount prepaid net of any trade discounts.

l) Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions with a short maturity of three months or less.

m) Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Short-term creditors are initially measured at the settlement amount.

n) Financial instruments

National Star Foundation 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.

o) Operating leases

Rentals payable under operating leases are charged to the SOFA on a straight line basis over the lease term.

p) Taxation

National Star Foundation is a registered charity, and as such is entitled to tax exemptions on all its income and gains, properly applied for its charitable purposes.

q) Judgements in applying accounting policies and key sources of estimation uncertainty

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

The items in the financial statements where these estimates and judgements have been made include the following:

i) Useful economic lives of tangible assets

The annual depreciation charges for the tangible assets are sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on economic utilisation and the physical condition of the assets. See note 9 for the carrying amount of the tangible assets and note 1i for the useful lives for each class of asset.

ii) Useful economic lives of intangible assets

Intangible assets are stated at their historical cost and amortised on a straight-line basis over their expected useful economic lives. The useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates, based on economic utilisation associated with the specific asset. Intangible assets are derecognised on disposal or when no future economic benefits are expected from their use. Intangible assets include software purchased from third parties and related software implementation costs. See note 9 for the cost amount of intangible assets.

iii) Impairment of debtors

The Group makes an estimate of the recoverable value of trade and other debtors. When assessing impairment of trade and other debtors, management considers factors including the current credit rating of the debtor, the ageing profile of debtors and historical experience. See note 11 for the net carrying amount of the debtors and associated impairment provision.

iv) Clawback provision

The charity has a provision for some elements of income in relation to learners and service users who left through the year or were absent for part of the year. When assessing the level of provision required, the charity has considered levels of fee income, services provided, availability of placement and pattern of attendance, as well as relevant funding guidance.

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2021

2. Results of subsidiaries

a) NSF Trading Limited

The charity owns 100% of NSF Trading Limited (company registration number 01168043), which predominantly lets out the National Star Foundation facilities and undertakes the charity's trading activities. It has a signed ordinary resolution to gift aid its taxable profits to the charity. Its trading results, extracted from its audited financial statements, were:

	2021 £	2020 £
Turnover	74,614	132,411
Cost of sales	(37,806)	(126,635)
Gross profit	36,808	5,776
Other income	5,642	10,090
Administrative expenses	(11,186)	(15,745)
Operating profit	31,264	121
Taxation	–	–
Profit after taxation	31,264	121
Retained earnings at start of period	–	–
Gift Aid donation to National Star Foundation	(31,264)	(121)
Retained earnings at end of period	–	–
Reserves		
Profit and loss reserves	–	–
Share capital	100	100
Shareholder's funds	100	100

The trading company made a gift aid donation of £31,264 (2020: £121) to the charity within nine months of the year end, with the result that it has a £nil annual corporation tax liability.

b) NSF Design & Build Limited

The charity owns 100% of NSF Design & Build Limited (company registration number 08628807), which was set up to manage capital projects on behalf of National Star Foundation. It has a signed ordinary resolution to gift aid its taxable profits to the charity. Its trading results, extracted from its audited financial statements, were:

	2021 £	2020 £
Turnover	296,357	1,331,962
Cost of sales	(287,725)	(1,293,167)
Gross Profit	8,632	38,795
Administrative expenses	(2,777)	(3,559)
Operating profit	5,855	35,236
Taxation	–	–
Profit after taxation	5,855	35,236
Retained earnings at start of period	–	–
Gift Aid donation to National Star Foundation	(5,855)	(35,236)
Retained earnings at end of period	–	–
Reserves		
Profit and loss reserves	–	–
Share capital	1	1
Shareholder's Funds	1	1

The trading company made a gift aid donation of £5,855 (2020: £35,236) to the charity within nine months of the year end, with the result that it has a £nil annual corporation tax liability.

3. Other charitable activities

Other Charitable Activities income of £7,135,450 (2020: £6,409,985) arises from a range of activities undertaken during the year including:

	2021 £	2020 £
Foundation House	1,373,884	1,206,824
Hereford	846,742	664,288
Hereford long-term residence	891,053	638,395
LiftTraining	258,593	258,000
Respite provision	905,567	849,580
StarBistro	57,048	83,672
Steps into Work	358,643	398,569
Bradbury Gardens long-term residence	937,725	824,377
Mamhilad (Wales)	626,849	618,184
MatrixCare (Malvern)	275,473	259,314
Re-education / therapy services	90,485	121,643

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2021

4. Donations and legacies

	Unrestricted funds £	Restricted funds £	2021 Total funds £	2020 Total funds £
Donations	165,754	446,626	612,380	865,890
Legacies	268,125	–	268,125	3,100
Other voluntary income	20,797	–	20,797	12,790
	454,676	446,626	901,302	881,780

In addition, the charity received a Government ESFA Building Conditions Grant of £72,132 (2020: £51,921), a Pension Grant of £123,253 (2020: £126,105), and Adult Social Care Infection Control Grants of £381,538 (2020: £117,113). There were no unfulfilled conditions or other contingencies attached to these grants. The charity is also entitled to a one quarter residuary share of a legacy from a long standing supporter. As at 31 August 2021, the final estate accounts of this legacy are yet to be finalised and a significant proportion of the estate is held in investments assets which will be encashed in due course. Therefore, the value of the residuary legacy is not certain, but is a significant gift and likely to be in the order of £1m. £565,023 of income from donations in the prior year related to restricted funds. All other income from donations and legacies in the prior year related to unrestricted funds.

5. Other income

	Unrestricted funds £	Restricted funds £	2021 Total funds £	2020 Total funds £
StarShop and Student Shops	5,448	–	5,448	13,635
Transport	141	–	141	11,618
Profit on sale of fixed assets	2,670	–	2,670	3,938
Coronavirus job retention scheme grant	101,982	–	101,982	159,316
Charity retail	90,767	–	90,767	–
Other income	5,252	–	5,252	(957)
	206,260	–	206,260	187,550

All other income in the prior year related to unrestricted funds.

6. Analysis of expenditure

	Staff costs £	Other costs £	Depreciation £	Total 2021 £	Total 2020 £
Charitable activities					
Teaching and welfare	20,682,062	909,234	1,048,358	22,639,654	21,436,965
Premises	892,218	1,986,990	139,799	3,019,007	2,389,028
Support costs	3,219,640	1,580,619	232,167	5,032,426	4,593,037
	24,793,920	4,476,843	1,420,324	30,691,087	28,419,030
Raising funds					
Other	130,381	253,766	–	384,147	360,050
Trading costs	21,217	23,658	–	44,875	135,369
	24,945,518	4,754,267	1,420,324	31,120,109	28,914,449

Included within support costs are the following governance costs:

	2021 £	2020 £
Auditor's remuneration (gross)		
– Audit	26,676	29,344
– Non audit	5,220	4,020
Trustees / directors meeting costs	43	1,207
Other	99	963
	32,038	35,534

For the year ended 31 August 2021

	2021 £	2020 £
Net income is stated after charging / (crediting) the following:		
Depreciation	1,420,324	1,453,912
Auditor's remuneration (net)		
– audit	22,230	24,453
– non audit	4,350	3,350
Profit on sale of fixed assets	(2,670)	(3,938)
Bank loan interest	17	4,417
Operating lease payments		
– land and buildings	127,492	118,852
– other	52,258	41,266

	2021 £	2020 £
Wages and salaries	22,551,028	20,829,877
Social security costs	1,559,986	1,499,773
Other pension costs	834,504	812,588
	24,945,518	23,142,238

During the year, the Trustees received £nil (2020: £nil) remuneration and no retirement benefits were accruing. No Trustees received reimbursed expenses during the year (2020: £nil).

	2021 No.	2020 No.
Charitable activities	1,106	1,062
Cost of generating funds – fundraising office	3	5
	1,109	1,067

Key management personnel are defined as the Chief Executive, Deputy Chief Executive, Chief Operations Officer and Principal. The remuneration figure includes gross salary, employer's National Insurance, employer's pension and benefits in kind.

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2021

9a. Tangible fixed assets – group

	Freehold land and buildings £	Assets under construction £	Leasehold property improvements £	Motor vehicles £	Fixtures & equipment £	Total £
Cost						
At 1 September 2020	35,945,424	796,774	225,032	1,064,045	3,263,179	41,294,454
Additions	494,354	109,120	12,633	100,333	508,753	1,225,193
Disposals	(573,198)	(51,342)	(21,113)	(135,496)	(215,617)	(996,766)
Transfers	700,725	(700,725)	–	–	–	–
At 31 August 2021	36,567,305	153,827	216,552	1,028,882	3,556,315	41,522,881
Depreciation						
At 1 September 2020	11,487,042	–	173,181	765,863	2,459,746	14,885,832
Disposals	(573,198)	–	(21,113)	(135,496)	(215,617)	(945,424)
Charge for the period	1,001,935	–	35,685	57,666	325,038	1,420,324
At 31 August 2021	11,915,779	–	187,753	688,033	2,569,167	15,360,732
Net Book Value						
At 31 August 2021	24,651,526	153,827	28,799	340,849	987,148	26,162,149
At 31 August 2020	24,458,382	796,774	51,851	298,182	803,433	26,408,622

Included in the above within Fixtures & Equipment at cost is £158,096 (2020: £156,372) of Intangible software assets with depreciation charged on these assets during the year of £17,392 (2020: £17,157).

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2021

9b. Tangible fixed assets – charity

	Freehold land and buildings £	Assets under construction £	Leasehold property improvements £	Motor vehicles £	Fixtures & equipment £	Total £
Cost						
At 1 September 2020	36,220,568	796,774	225,032	1,064,045	3,263,179	41,569,598
Additions	503,328	109,120	12,633	100,333	508,753	1,234,167
Disposals	(573,198)	(51,342)	(21,113)	(135,496)	(215,617)	(996,766)
Transfers	700,725	(700,725)	–	–	–	–
At 31 August 2021	36,851,423	153,827	216,552	1,028,882	3,556,315	41,806,999
Depreciation						
At 1 September 2020	11,487,042	–	173,181	765,863	2,459,746	14,885,832
Disposals	(573,198)	–	(21,113)	(135,496)	(215,617)	(945,424)
Charge for the period	1,001,935	–	35,685	57,666	325,038	1,420,324
At 31 August 2021	11,915,779	–	187,753	688,033	2,569,167	15,360,732
Net Book Value						
At 31 August 2021	24,935,644	153,827	28,799	340,849	987,148	26,446,267
At 31 August 2020	24,733,526	796,774	51,851	298,182	803,433	26,683,766

Included in the above within Fixtures & Equipment at cost is £158,096 (2020: £156,372) of Intangible software assets, with depreciation charged on these during the year of £17,392 (2020: £17,157).

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2021

10. Investments – group and charity

Cost or valuation	Charity listed investments £	Charity investment in subsidiary £	Charity total £
At 1 September 2020	3,198,505	101	3,198,606
Additions	–	–	–
Disposals	–	–	–
Gains on investments	780,709	–	780,709
Net Book Value			
At 31 August 2021	3,979,214	101	3,979,315

The historical cost of listed investments at 31 August 2021 was £2,104,826 (2020: £2,104,826).

At 31 August 2021 the investments comprise accumulation units in CCLA COIF Charities Investment Fund of £1,495,018 (2020: £1,233,914), Schroder Charity Equity Value Fund of £1,260,592 (2020: £875,251), and St James's Place Wealth Management split into three separate investment funds; Diversified Bond £468,649 (2020: £437,827), Global Equity £278,225 (2020: £220,296) and Strategic Income £476,730 (2020: £431,217).

Such investments are primarily held to provide a return where monies are not required immediately for the charity's activities and form part of the charity's reserves policy.

Shares in Subsidiary

The charity holds 101 ordinary shares of £1 each representing 100% of the allocated share capital of NSF Trading Limited (100 shares) and NSF Design & Build Limited (1 share), both entities are incorporated in England and Wales. The value of the investments is the cost of £101.

11. Debtors – amounts falling due within one year

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Trade debtors	1,027,815	993,409	1,020,425	992,535
VAT	9,773	65,384	1,796	–
Amount owed by subsidiary undertaking	–	–	106,324	23,386
Prepayments and accrued income	698,656	303,077	697,733	298,529
Other debtors	13,792	19,935	13,792	19,935
	1,750,036	1,381,805	1,840,070	1,334,385

Trade debtors are stated after impairment provision totalling £49,517 (2020: £85,677).

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2021

12. Creditors – Amounts falling due within one year

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Trade creditors	1,298,493	1,254,833	1,283,493	1,091,470
Taxes and social security costs	392,330	382,205	392,330	382,205
VAT	–	–	–	733
Amount owed to subsidiary undertaking	–	–	–	89,114
Accruals	519,664	475,106	483,919	401,955
Deferred income	1,476,957	1,359,386	1,468,665	1,348,379
Pension	130,431	123,213	130,431	123,213
Other creditors	920,331	992,123	919,919	990,640
Bank loan	53,871	52,720	53,871	52,720
	4,792,077	4,639,586	4,732,628	4,480,429

Deferred income	2021 £
Deferred income at 1 September 2020	1,359,386
Resources deferred in the year	1,476,957
Amounts released from previous years	(1,359,386)
Deferred income at 31 August 2021	1,476,957

The value of deferred income relates to income that has been received during the year that relates to future periods, such as ESFA element 1&2 funding, respite funding & LIFT income.

Creditors – amounts falling due after one year

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Bank loan	13,479	67,287	13,479	67,287
	13,479	67,287	13,479	67,287

Creditors – bank loan – group and charity

In November 2016, a loan of £300,000 was drawn from HSBC Bank plc. The loan is for a six year term and is repayable by monthly instalments, with the final payment being in 2022. The loan is secured by way of a legal charge

over the freehold property known as 2 Manor Barn, Ullenwood, Cheltenham. Interest is charged at a rate of 2.5% above the Bank of England Base Rate.

Included within the above are amounts falling due as follows:

	2021 £	2020 £
Within one year	53,871	52,720
Within one and two years	13,479	54,108
Within two and five years	–	13,179
	67,350	120,007

As part of the organisation's response to its risk management processes in light of the coronavirus pandemic, the organisation continues to hold an overdraft facility with HSBC to support any cash flow pressures that may result from a disruption to services and to mitigate risk. The facility of £2.5m is secured against the organisation's assets by way of a Debenture and was not used in the reporting period.

13. Share capital

The charity does not have a share capital as it is limited by guarantee. Each of the Members is a guarantor to the extent of £1 in the event of the charity being wound up whilst they are members, or within one year of them ceasing to be members in respect of debts and liabilities contracted before they ceased to be a member.

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2021

14. Restricted funds

2021	Balance at 1 September 2020 £	Income £	Expenditure £	Transfers £	Balance at 31 August 2021 £
Therapies Centre Star Appeal Development (Schroder Foundation – £50,000 September 2009)	38,917	–	(1,000)	–	37,917
Star Appeal / Development (The Henry Smith Charity – £125,000 May 2008/ £125,000 May 2011)	197,083	–	(5,000)	–	192,083
Elizabeth House Residential Accommodation Project (Big Lottery Fund – £300,000 January 2000)	176,500	–	(6,000)	–	170,500
Cleeve Bungalow Residential Accommodation Project (Big Lottery Fund – £250,000 July 2006)	174,583	–	(5,000)	–	169,583
Education & Skills Funding Agency – Building Improvement Fund Capital Grant – Pittville Project (£2,209,746 2014– 2015). The restriction ends in 2025.	1,835,175	–	(59,399)	–	1,775,776
Committed Funds – various restricted gifts	77,982	246,806	(178,159)	(79,009)	67,620
Covid-19 PPE – various restricted gifts	50,417	–	(50,417)	–	–
Smart House Project – MW&AB Ingram's Charitable Trust	183,997	–	–	–	183,997
Sunken Trampoline & Swing – Greaves and Withey Foundation	–	16,650	–	(16,650)	–
Outdoor Gym Equipment – Severn Trent Community Fund	–	10,001	–	(10,001)	–
Outdoor Gym Equipment – various other restricted gifts	–	34,489	–	(34,489)	–
Ledbury Road Hereford – The Eveson Charitable Trust (part of a £200,000 pledge)	–	100,000	–	(100,000)	–
Ledbury Road Hereford – various other restricted gifts	–	38,680	–	(31,900)	6,780
Development Fund	133,500	–	–	(3,000)	130,500
	2,868,154	446,626	(304,975)	(275,049)	2,734,756

A number of the restricted funds detailed above relate to fundraised capital projects where the specified funder has required that the fund is separately noted and recorded. Where a donation has been given and the asset is required to be held for a number of years, the fund has remained restricted and the appropriate depreciation has been

charged against it. The nature of the funding is identified in the schedule details above.

Where the funder's restrictions have been fulfilled and no further restrictions apply, the funds have been transferred to unrestricted funds as shown in the note.

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2021

14. Restricted funds (continued)

Comparative disclosure for year ended 31 August 2020	Balance at 1 September 2019 £	Income £	Expenditure £	Transfers £	Balance at 31 August 2020 £
Therapies Centre Star Appeal Development (Schroder Foundation – £50,000 September 2009)	39,917	–	(1,000)	–	38,917
Star Appeal / Development (The Henry Smith Charity – £125,000 May 2008/ £125,000 May 2011)	202,083	–	(5,000)	–	197,083
Elizabeth House Residential Accommodation Project (Big Lottery Fund – £300,000 January 2000)	182,500	–	(6,000)	–	176,500
Cleeve Bungalow Residential Accommodation Project (Big Lottery Fund – £250,000 July 2006)	179,583	–	(5,000)	–	174,583
Education & Skills Funding Agency – Building Improvement Fund Capital Grant – Pittville Project (£2,209,746 2014– 2015). The restriction ends in 2025.	1,904,988	–	(69,813)	–	1,835,175
Committed Funds – various restricted gifts	71,066	93,738	(47,197)	(39,625)	77,982
Covid-19 PPE – various restricted gifts	–	174,074	(123,657)	–	50,417
Smart House Project – MW&AB Ingram's Charitable Trust	183,997	–	–	–	183,997
Ledbury Road Hereford – The Eveson Charitable Trust (part of a £200,000 pledge)	–	100,000	–	(100,000)	–
Ledbury Road Hereford – various other restricted gifts	10,000	63,711	–	(73,711)	–
Development Fund	–	133,500	–	–	133,500
	2,774,134	565,023	(257,667)	(213,336)	2,868,154

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2021

15. Unrestricted funds

2021	Balance at 1 September 2020 £	Income £	Expenditure £	Transfers and investment gains £	Balance at 31 August 2021 £
General unrestricted funds	27,100,494	31,767,348	(30,770,258)	826,345	28,923,929
Designated Funds – future development	1,510,000	–	–	268,125	1,778,125
Designated Funds – Covid-19 risk	1,044,684	–	–	–	1,044,684
Charity	29,655,178	31,767,348	(30,770,258)	1,094,470	31,746,738
Non-charitable trading funds	–	74,614	(44,875)	(29,739)	–
Consolidation adjustments	(275,144)	–	–	(8,974)	(284,118)
Group	29,380,034	31,841,962	(30,815,133)	1,055,757	31,462,620

Designated funds

At the year end the trustees have designated funds of £1,778,125 (2020: £1,510,000) for the future development of the Ullenwood site, and designated funds of £1,044,684 (2020: £1,044,684) for Covid-19 risk.

Comparative disclosure for year ended 31 August 2020	Balance at 1 September 2019 £	Income 2020 £	Expenditure 2020 £	Transfers and investment gains 2020 £	Balance at 31 August 2020 £
General unrestricted funds	27,052,191	29,256,759	(28,521,413)	(687,043)	27,100,494
Designated Funds – future development	1,750,000	–	–	(240,000)	1,510,000
Designated Funds – Covid-19 risk	–	–	–	1,044,684	1,044,684
Charity	28,802,191	29,256,759	(28,521,413)	117,641	29,655,178
Non-charitable trading funds	–	132,411	(135,369)	2,958	–
Consolidation adjustments	(235,129)	–	–	(40,015)	(275,144)
Group	28,567,062	29,389,170	(28,656,782)	80,584	29,380,034

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2021

16. Analysis of net assets between funds of the group and charity

	Fixed Assets £	Investments £	Net Current Assets / Liabilities £	Long Term Liabilities £	Fund Balance £
2021					
Restricted funds	2,345,859	–	388,897	–	2,734,756
Designated funds	–	–	1,778,125	–	1,778,125
Covid-19 risk	–	–	1,044,684	–	1,044,684
Unrestricted funds	24,100,408	3,979,315	857,685	(13,479)	28,923,929
Charity	26,446,267	3,979,315	4,069,391	(13,479)	34,481,494
Subsidiary's Reserves – NSF Trading Limited	–	(100)	100	–	–
Subsidiary's Reserves – NSF Design & Build Limited	–	(1)	1	–	–
Consolidation	(284,118)	–	–	–	(284,118)
Group	26,162,149	3,979,214	4,069,492	(13,479)	34,197,376

Comparative disclosure for year ended 31 August 2020	Fixed assets £	Investments £	Net current assets / liabilities £	Long term liabilities £	Fund balances £
Restricted funds	2,422,258	–	445,896	–	2,868,154
Designated funds	–	–	1,510,000	–	1,510,000
Covid-19 risk	–	–	1,044,684	–	1,044,684
Unrestricted funds	24,261,508	3,198,606	(292,333)	(67,287)	27,100,494
Charity	26,683,766	3,198,606	2,708,247	(67,287)	32,523,332
Subsidiary's Reserves – NSF Trading Limited	–	(100)	100	–	–
Subsidiary's Reserves – NSF Design & Build Limited	–	(1)	1	–	–
Consolidation	(275,144)	–	–	–	(275,144)
Group	26,408,622	3,198,505	2,708,348	(67,287)	32,248,188

17. Other financial commitments

At 31 August 2021 the group had future minimum lease payments under non-cancellable operating leases as follows:

	Property £	Other £	2021 Total £	2020 Total £
Commitment expiring:				
Within one year	55,283	41,562	96,845	120,019
One to five years inclusive	41,250	39,705	80,955	52,964
	96,533	81,267	177,800	172,983

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2021

18. Pension commitments

Defined contribution:

The charity operates defined contribution schemes for its non-teaching employees. The assets are held separately from those of the charity in independently administered funds, and the amount charged to the SOFA was £457,279 (2020: £435,746).

Defined benefit:

The charity participates in the Teachers' Pension Scheme ('the TPS') for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £377,225 (2020: £376,842) and at the year-end £45,115 (2020: £43,507) was accrued in respect of contributions to this scheme.

The TPS is an unfunded multi-employer defined benefits pension scheme governed by The Teachers' Pensions Regulations 2010 (as amended) and The Teachers' Pension Scheme Regulations 2014 (as amended). Members contribute on a 'pay as you go' basis with contributions from members and the employer being credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2016 and the Valuation Report, which was published in March 2019, confirmed that the employer contribution rate for the TPS would increase from 16.4% to 23.6% from 1 September 2019. Employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 23.68%.

The 31 March 2016 Valuation Report was prepared in accordance with the benefits set out in the scheme regulations and under the approach specified in the Directions, as they applied at 5 March 2019. However, the assumptions were considered and set by the Department for Education prior to the ruling in the 'McCloud/ Sargeant case'. This case has required the courts to consider cases regarding the implementation of the 2015 reforms to Public Service Pensions including the Teachers' Pensions.

On 27 June 2019 the Supreme Court denied the government permission to appeal the Court of Appeal's judgment that transitional provisions introduced to the reformed pension schemes in 2015 gave rise to unlawful age discrimination. The government is respecting the Court's decision and has said it will engage fully with the Employment Tribunal as well as employer and member representatives to agree how the discriminations will be remedied. The government announced on 4 February 2021 that it intends to proceed with a deferred choice underpin under which members will be able to choose either legacy or

reformed scheme benefits in respect of their service during the period between 1 April 2015 and 31 March 2022 at the point they become payable.

The TPS is subject to a cost cap mechanism which was put in place to protect taxpayers against unforeseen changes in scheme costs. The Chief Secretary to the Treasury, having in 2018 announced that there would be a review of this cost cap mechanism, in January 2019 announced a pause to the cost cap mechanism following the Court of Appeal's ruling in the McCloud/ Sargeant case and until there is certainty about the value of pensions to employees from April 2015 onwards. The pause was lifted in July 2020, and a consultation was launched on 24 June on proposed changes to the cost control mechanism following a review by the Government Actuary. Following the public consultation, the Government have accepted three key proposals recommended by the Government Actuary, and are aiming to implement these changes in time for the 2020 valuations.

In view of the above rulings and decisions the assumptions used in the 31 March 2016 Actuarial Valuation may become inappropriate. In this scenario, a valuation prepared in accordance with revised benefits and suitably revised assumptions would yield different results than those contained in the Actuarial Valuation.

Until the cost cap mechanism revision is completed it is not possible to conclude on any financial impact or future changes to the contribution rates of the TPS. Accordingly no provision for any additional past benefit pension costs is included in these financial statements.

19. Capital commitments

At 31 August 2021 the group had capital commitments as follows:

	2021 £	2020 £
Land and buildings:		
Authorised and contracted for – Ledbury Road, Hereford (Residential Accommodation)	–	11,414
Authorised and contracted for – Ledbury Road, Hereford (Education & Therapies Centre)	–	192,609
Authorised and contracted for – Ullenwood Car Park & External Works	–	5,000
Authorised and contracted for – Ullenwood Heating Infrastructure	–	67,875

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2021

20. Related party transactions

As stated in Note 1 to the financial statements, the charity has two wholly owned subsidiary companies – NSF Trading Limited and NSF Design & Build Limited.

During the year a management charge was made by National Star Foundation to NSF Trading Limited of £6,895 (2020: £10,569). At the end of the year gift aid of £31,264 (2020: £121) was payable by NSF Trading Limited to National Star Foundation. The total year-end balance owed to National Star Foundation was £46,747 (2020: £23,386).

During the year income was received by NSF Design & Build Limited from National Star Foundation of £296,357 (2020: £1,331,962), this related to recharged building costs plus fees. At the year-end gift aid of £5,855 (2020: £35,236) was payable by NSF Design & Build Limited to National Star Foundation. The total year-end balance owed to National Star Foundation was £59,577 (2020: £89,114 owed from National Star).

21. Agency arrangements

The charity acts as an agent in distributing 16–19 year olds bursary funds from the Education & Skills Funding Agency (ESFA). Payments received from the ESFA and subsequent disbursements are excluded from the SOFA as the charity does not have control over the charitable application of funds.

Summary of Bursary Account	2021 £	2020 £
At 1 September 2020	16,616	18,884
Income from ESFA	26,323	25,629
Bursary payments	(18,683)	(27,897)
At 31 August 2021	24,256	16,616

22. Financial instruments – group

	2021 £	2020 £
Financial assets		
Financial assets measured at fair value	3,979,214	3,198,505
Financial assets measured at settlement amount	8,635,773	7,104,176
Financial liabilities		
Financial liabilities measured at settlement amount	2,738,488	2,722,062

Financial assets measured at fair value consist of investments.

Financial assets measured at settlement amount comprise of cash at bank and in hand, trade debtors, accrued income and other debtors.

Financial liabilities measured at settlement amount comprise of trade creditors, accruals and other creditors.

National Star Foundation

Notes to the Financial statements

For the year ended 31 August 2021

23. Analysis of changes in net debt

	At 1 September 2020 £	Cash-flows £	New finance leases £	Other non-cash changes £	At 31 August 2021 £
Cash	3,966,129	3,145,404	–	–	7,111,533
Cash equivalents	2,000,000	(2,000,000)	–	–	–
Overdrafts	–	–	–	–	–
	5,966,129	1,145,404	–	–	7,111,533
Loans falling due within one year	(52,720)	52,720	–	(53,871)	(53,871)
Loans falling due after more than one year	(67,287)	(63)	–	53,871	(13,479)
Finance lease obligations	(172,983)	36,683	(41,500)	–	(177,800)
Total	5,673,139	1,234,744	(41,500)	–	6,866,383

24. Post balance sheet events

Subsequent to the year ended 31 August 2021, the charity had no post balance sheet events.

For the year ended 31 August 2021

		Unrestricted Funds £	Restricted funds £	Total Funds 2020 £	Total Funds 2019 £
Income from:	Note				
Donations and legacies	4/14	316,757	565,023	881,780	366,977
Charitable activities					
Student fees		22,039,891	–	22,039,891	21,503,871
Other charitable activities	3	6,409,985	–	6,409,985	5,730,350
ESFA capital grants		51,921	–	51,921	75,442
Pension Grant		126,105	–	126,105	–
Adult Social Care Infection Control Grant		117,113	–	117,113	–
Other trading activities					
Trading turnover – NSF Trading Limited	2a	132,411	–	132,411	471,199
Investments		7,437	–	7,437	9,763
Other					
Other income	5	187,550	–	187,550	44,943
Total income		29,389,170	565,023	29,954,193	28,202,545
Expenditure on:					
Raising funds	6	360,050	–	360,050	226,593
Charitable activities	6/14	28,161,363	257,667	28,419,030	26,680,712
Other expenditure:					
NSF Trading Limited	2a	131,810	–	131,810	281,449
NSF Design & Build Limited	2b	3,559	–	3,559	3,632
Total expenditure		28,656,782	257,667	28,914,449	27,192,386
Net Income before loss on investments		732,388	307,356	1,039,744	1,010,159
Net (loss) / gain on investments	10	(132,752)	–	(132,752)	29,338
Net income		599,636	307,356	906,992	1,039,497
Transfer between funds	14/15	213,336	(213,336)	–	–
Net movement in funds		812,972	94,020	906,992	1,039,497
Reconciliation of funds:					
Total funds at 31 August 2019	14/15	28,567,062	2,774,134	31,341,196	30,301,699
Total funds at 31 August 2020	14/15	29,380,034	2,868,154	32,248,188	31,341,196

Administrative and legal details

National Star Foundation (formerly the National Star Centre for Disabled Youth) is a company ('the Company') limited by guarantee and a registered charity ('the Charity'). National Star Foundation is governed by its Memorandum and Articles of Association (as Incorporated 20 August 1953 and last amended 9 January 2012). It operates a wide range of activities and programmes in pursuance of its charitable purposes, the largest of which is the operation of National Star College ('the College'). It uses National Star as a working name and operates two subsidiary companies; NSF Trading Limited (company number 01168043) and NSF Design & Build Limited (company number 08628807), which form the group ('the Group').

Company number

00522846 in England and Wales

Charity number

220239

Registered office

Ullenwood Manor, Ullenwood, Cheltenham, GL53 9QU.

Auditors

Crowe U.K. LLP, 4th Floor, St James House, St James' Square, Cheltenham, GL50 3PR.

Bankers

HSBC Bank, 2 The Promenade, Cheltenham, GL50 1LR.

Solicitors

Veale Wasbrough Vizards, Narrow Quay House, Narrow Quay, Bristol.

Investment managers

CCLA Investment Management Ltd, Cazenove Capital and St. James's Place Wealth Management.

Frazer, age 23

Without National Star...

“My dream to be independent would still be just a dream.”

Learner Frazer

When Frazer was growing up, he always dreamed of living independently but never thought it would ever happen. Frazer is epileptic and has complex medical needs following brain surgery to remove a rare tumour known as hypothalamic hamartomas.

He left National Star during the pandemic, which meant that he had to move back home with his mum and dad for a while. A year on, Frazer is finally settling into his own place, in supported living accommodation in Droitwich.

'I wanted to live away from home so that I can make my own choices. I never thought I would be able to do it,' says Frazer.

While at National Star, Frazer received the William Fletcher Award for his outstanding work as a club ambassador for Forest Green Rovers. He worked with support staff to bring fellow college students to matches.

The employability and work skills he learned in college, combined with the support and encouragement he received from staff, has enabled Frazer to realise his dream. 'My confidence is 100% better since going to National Star,' says Frazer.

'Now that I have moved into my new home a whole new chapter in my life has just begun.'

His next big plan is to find part-time work and earn money of his own.



Providing crucial care during the pandemic

Throughout the pandemic, National Star has remained open, providing much needed care, support and education. It was one of the few specialist providers in the country to remain fully open.

That was only achieved through the charity's multi-disciplinary staff teams quickly adapting to different ways of working. Their innovative approach and dedication to those they support enabled National Star to continue to provide care, therapies and learning.

High levels of infection control were critical, as well as lobbying for all learners and residents to be vaccinated as a matter of priority in January 2021.

Despite the challenges of the pandemic and lockdowns of 2020–21, National Star was still able to provide 745,539 hours of education, care and therapy to young people and adults with complex disabilities and learning difficulties.



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www.nationalstar.org

National Star is a working name of National Star Foundation which is registered in England and Wales, company number 00522846, charity number 220239. Registered office Ullenwood Manor, Ullenwood, Cheltenham, Gloucestershire, GL53 9QU



Ofsted January 2018



Foundation House, Gloucester 2020
Elizabeth House, Gloucester 2018
Ullenwood, Cheltenham 2017



National Star

Realising the aspirations
of people with disabilities



Winner – Interdisciplinary Working, 2020
Shortlisted – Innovative Use of Technology, 2020