

Company Number: 02320712 (England & Wales)  
Charity Number: 800517

## The Directory of Social Change

Trustees' Report and Financial Statements  
For the year ended 31 December 2023

**The Directory of Social Change**  
**Report and Financial Statements for the year ended 31 December 2023**

**Contents**

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Message from the Chair	1
Trustees' Report	
1. Achievements and Activities	2 – 8
2. Public Benefit	8 – 10
3. Regulatory and Administrative Details	10– 12
4. Structure, Governance and Management	13 – 16
5. Finance Review	16 – 18
6. Strategic Report – Plans for the Future	18
7. Auditors	18
Statement of Trustees' Responsibilities	19
Independent Auditors' Report	20 – 22
Statement of Financial Activities	23
Balance Sheet	24
Statement of Cash Flows	25
Notes to the Financial Statements	26 - 42

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## **Message from the Chair**

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The challenges faced by the sector in 2022 continued unabated into 2023, with a ramping up of the culture wars, Local Authorities struggling to manage their finances and trusts and foundations facing unprecedented numbers of applications for funds. The year also saw more charity closures, downsizing of services and a huge increase in need from beneficiaries across the sector, all of which continue to reinforce the critical role that charities play in society.

While this all had a considerable impact on our revenue, and despite the additional cost to us, we continued to help the sector navigate its challenges through the provision of more free-to-end user services, such as webinars and advice. So although it was a tough year financially, to the best of our ability we sustained our mission to serve and support the sector.

However, notwithstanding the continued challenge of funding our work, we kept our eye on the future and the board agreed a new set of strategic priorities to further develop our reach, which we outline in this report.

We were also extremely pleased that our annual governance review demonstrated our improved performance, both as a board and a charity in all seven governance code areas. In addition, we were able to extend our conference offering, with new topics around governance, leadership and influencing policy and politicians, all of which were very well received.

Our books proved to be even more popular than ever, with a further eight new or revised print titles, and we were particularly pleased with the performance of our revised Charity Policies and Procedures publication, which provide templates of standard policies for charities to save them having to draft their own from scratch.

Towards the end of the year, we launched a project to enable funders to support their grantees with access to information and training in all areas, especially fundraising and governance. This got off to a very promising start and we expect to see it expand throughout 2024.

Our research team delivered five key research projects covering topics such as: changes in Local Authority Funding to the sector, the extent to which the needs of people affected by HIV in London have changed following the onset of the COVID-19 pandemic; what the available evidence tells us about small grants and small grants programmes; the funding landscape and grant-making support by charities for Armed Forces children and young people; and the annual COBSEO Members' survey (the membership body for Armed Forces Charities) in addition to our continued partnership with Forces in Mind Trust (FiMT), which funds our research on Armed Forces Charities.

DSC is proud to continue to be a key part of the Civil Society Group, which is a loose collaboration of around 80 infrastructure bodies who work together to influence the sector and government policies. In addition to which our own policy work continued, with key contributions to the Social Media Guidance published by the Charity Commission for England and Wales and briefings on the new draft Code of Conduct for non-party campaigners. We also continued to be members of The Department of Culture, Media and Sport Cost of Living Advisory Board.

A particular shout out to the Jessa Family who continue to support us with their invaluable donations, and to our key partners in the year, including but not restricted to, The Forces In Mind Trust, Armed Forces Covenant Fund Trust, Benefact Group (previously Ecclesiastical), Lloyds Bank Foundation for England and Wales, the National Lottery Community Fund, Sayer Vincent and the Samworth Foundation.



**William Butler**

Chair

The Directory of Social Change

## Trustees' Report

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### Trustees' Report

Welcome to the Trustees' Annual Report and Audited Financial Statements for the year ended 31 December 2023.

#### 1. Achievements and Activities during 2023

DSC's vision is 'An independent voluntary sector at the heart of social change'. In 2023 we continued to work towards our Strategic Objectives which underpin this vision:

- Equip voluntary sector organisations with high quality services and products that support them.
- Promote the value of a vibrant and diverse independent voluntary sector.
- Connect givers, influencers and social change makers.
- An independent DSC, financially robust in self-generated revenue.

DSC's strategic priorities as agreed in 2016 remain with an over-arching aim to increase our overall reach by:

- **Regional:** by increasing our range of services accessible throughout the UK
- **Expertise:** through growing expertise and reaching more beneficiaries with specific and expert help.
- **Digital:** through online learning and provision of other information and support.

The activities delivered, which are outlined in the following sections, all contributed to DSC reaching over 35,000 beneficiaries in 2023.

During the year, following a full strategy review, the Board of Trustees set a new group of Strategic Priorities for 2024 and beyond. They are better:

- Governance
- Leadership
- Fundraising
- Funding
- Speaking Out

These priorities shaped some key activities towards the end of the year, and were key to the planning carried out for 2024.

#### 1.1 Regional

DSC undertook a range of activities in 2023 that were specifically aimed at supporting the widest number of charities across England and Wales, irrespective of their geographical location.

##### 1.1.1 In house training

During the year we supported organisations including Bengali Workers Association; Berkshire Multiple Sclerosis Therapy Centre Ltd; Local Trust; Northfield Community Partnership; PEN International; Scripture Union; The Royal Society of Wildlife Trusts; WMCA and Zurich Community Trust.

Popular topics for in-house training delivery continued to be, governance and board development, finance, management development programmes, leadership, personal development and fundraising.

## **Trustees' Report**

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In 2023 we continued our work with Benefact Group, organising six webinars. The webinar was free to attend for Benefact customers and other small charities and covered the topics of, fundraising, volunteering, writing applications, challenge events, and impact measurements. The webinars are recorded and available to watch after the webinar has taken place.

### **1.1.2 Free content**

DSC continues to publish a large amount of free content from voluntary sector experts including DSC staff, trainers and authors. We published 125 free content articles in 2023.

This typically takes the form of 'how to' guides, best practice, top tips, interesting research findings, and topical debate features in written, audio or video format that is distributed across DSC's (and external media's) extensive social media and other electronic channels.

We continued to send daily email bulletins (covering policy, news, free top tips and our products and services) to our all of our beneficiaries in 2023, as well as adding consistent conference follow-up emails and occasional marketing to Governance App users, resulting in 52,563 individuals clicking links in those emails.

@DSC\_Charity Twitter followers stood at just under 19,800 followers at the end of the year.

In 2023 we did 6 episodes of *Charity Questions Podcast* which received 855 listens (142 listens on average per episode).

## **1.2 Expertise**

In 2023 DSC undertook a range of activities designed to connect either our own expertise or that of others in the sector, with the charities that most need it.

### **1.2.1 Public Training Courses**

Throughout 2023 we continued to deliver courses live online using a virtual platform, 215 courses were delivered and with over 1400 delegates attending. We are really pleased that we have been able to continue to support charities, and those that work within them, with our training.

We continued to deliver our free to attend DSC virtual online talks, DSC Sector Insights, which are one-hour sessions covering topical and current charity sector challenges. Speakers either from within DSC or invited guests shared their expertise or experience on a particular topic, with participants having the chance to ask questions and engage in conversations.

During 2023 we delivered three talks that covered subjects such as philanthropy, grant reports and community funding. All the talks were free to attend and were attended by over 300 participants.

### **1.2.2 Conferences**

In 2023 DSC organised eight conferences which were all run live online, six of the conferences were one-day events and two were two days. Conferences run were, Going Green; Fundraising Now 2023; The Ultimate Guide to Marketing Your Charity; From Here to Diversity; Good Governance Matters; Engage: Influencing Policy and Politicians; It's Tough at the Top: Good Leadership Matters, and The Charity Accountants' Online Conference 2023.

In total over 600 people attended the conferences throughout the year, the most well attended conference being The Charity Accountants Conference which is delivered in partnership with our long-time partners Sayer Vincent. Which was attended by a total of 146 people.

We worked with many people throughout the year to deliver the programme of conferences, which include DSC internal training associates and many guest speakers.

## **Trustees' Report**

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Some of the guest speakers included:

- ACEVO
- Carla Whalen, Russell-Cooke
- Catherine Johnstone, Royal Voluntary Service
- CFG
- Charity Commission
- Danyele Higgins, National Trust
- Dr Sanjiv Lingayah, Reframing Race
- DSC External Training Associates
- Edward Garrett, CAF
- Enver Solomon, Refugee Council
- Fozia Irfan, Children in Need
- Grace Da Costa, Quakers in Britain
- Harriet Lamb CBE, Ashden
- Henry Swithinbank, Surfers Against Sewage (SAS)
- Joe Barrell, Eden Stanley
- Jonathan Bird, Delivered Social
- Kate Bratt-Farrar, Heart Research UK
- Kate Lee, Alzheimer's Society
- Kathy Evans, Children England
- Kunle Olulode MBE, Voice for Change England
- Louise Parkes, GOSH
- Lucy Rhodes, Bates Wells
- Malcolm John, Action for Trustee Racial Diversity UK
- NCVO
- Ndidi Okezie, UK Youth
- Nicole Sykes, Pro Bono Economics
- Nilesh Pandya, Cripplegate Foundation and Islington Giving
- Penny Wilson, Getting on Board
- Radojka Miljevic, Campbell Tickell
- Rosemary Forest, Bond
- Sayer Vincent
- Wanda Wyporska, Black Equity Organisation

### **1.2.3 Publishing**

In 2023 nearly 8,000 copies of titles on the DSC website were sold and distributed to our customers in the UK and beyond in both print and digital formats. It was a year of variety for Publishing with new editions released of established DSC funding guides, core guidance texts and one publication representing a brand-new subject area for us.

*The Guide to UK Company Giving 2023/24* and *The Guide to New Trusts 2023/24* were published in the spring and our flagship publication, *The Directory of Grant Making Trusts 2024/25* in September – all three were in high demand. In February 2023 we also released a new 2<sup>nd</sup> edition of our *Charity Policies and Procedures Templates*. Instantly popular when published during the COVID-19 pandemic in 2020, for the new edition we added a further 21 new templates to create a complement of 55 oven-ready templates for charities to apply or adapt for their own organisations. Later in the autumn, in October, we brought out a new 6<sup>th</sup> edition of *The Charity Treasurer's Handbook*. Never out of print since it was first published back in 2002, the new edition was substantially revised by a new lead author, Elaine Alsop, with expert support from original author Dr Gareth G. Morgan.

An exciting addition to our publishing list in February 2023, *Advising Philanthropists*, focused on the emerging profession of philanthropic advice and attracted widespread interest not just in the UK but in the US and much of Europe. The new title was written by Emma Beeston and Beth Breeze and was inspired by their well-regarded course at the University of Kent.

## **Trustees' Report**

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The full list of new print titles from DSC in 2023 in order of publication was:

- *Advising Philanthropists*
- *Charity Policies and Procedures Templates (2<sup>nd</sup> edition)*
- *The Guide to UK Company Giving 2023/24 14<sup>th</sup> edition*
- *The Guide to New Trusts 2023/24 12<sup>th</sup> edition*
- *The Directory of Grant Making Trusts 2024/25*
- *The Charity Treasurer's Handbook (6<sup>th</sup> edition)*
- *Managing Your Inbox (Speed Read)*
- *Networking (Speed Read)*

### **1.2.4 Civil Society Group**

Since March 2020, DSC has been a major contributor of time and resources to an unprecedented collaboration between charity infrastructure organisations called the Civil Society Group ("CSG"). The CSG is supported by over 80 representative and membership bodies across the sector and its strategy has three themes:

- To use collective power to influence the governments in all parts of the UK and other key stakeholders.
- To promote and support programmes of beneficial change within the sector.
- To maintain a mechanism for better cooperation and communication, and data collation and dissemination.

Throughout 2023, DSC continued to help coordinate many of the Group's meetings between CEOs, policy and public affairs teams, and communications staff. DSC staff regularly chaired meetings, organised agendas and minutes, and authored or helped produce policy proposals and briefings. This has involved substantial and dedicated time by senior staff and trustees over an extended period, but clearly meets DSC's charitable objects and purposes in service of our beneficiaries.

Some of the group's achievements and activities during 2023 included:

- Securing £100m in the Spring Budget to support key charitable services for people during the ongoing cost-of-living crisis. DSC and other members of the CSG engaged with officials in DCMS throughout the year in the design and roll out of a £76m fund to support frontline organisations, launched in the summer and fully allocated by the end of the year, and a £25.5m fund for energy efficiency, launched in December.
- Continuing to support the State of the Sector Survey produced by ProBono Economics and Nottingham Trent University, by feeding into survey development and question design, testing the survey and promoting it. The survey has developed into a key tool to inform and influence policy makers in central government.
- Commissioning and publishing a major review on dismantling racism in the charity sector titled *From Good Intentions to Impact*, published on [www.civilsocietygroup.org.uk](http://www.civilsocietygroup.org.uk).

The CSG is planning further work for 2024, in anticipation of a General Election at some point before January 2025.

### **1.2.5 Policy and public affairs**

During the year DSC continued to respond to formal consultations and policy announcements affecting charities, particularly concerning the Charity Commission. Our Policy Principle of Responsible Regulation holds that the regulation of charities should be proportionate, appropriate and enabling, and we stressed these principles in relevant responses and communications.

In the summer we responded to the Charity Commission's consultation on new draft Social Media guidance for charities. DSC's response focused on practical ways to improve the draft that had been released earlier in the year, and we encouraged others to take part, including via the Civil Society Group. In September the Charity Commission released a revised version of the guidance and which clearly took on board the substantial feedback received from the sector and made many positive changes, including

## **Trustees' Report**

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things that DSC recommended. The final version is more realistic in its expectations of trustees and more practical about what they need to put in place in terms of policies and procedures around social media.

In the autumn we assessed the regulatory environment for charities in light of the coming General Election. This included analysing the new draft Code of Conduct for non-party campaigners, which was approved by Parliament and then put in force by the Electoral Commission in December. We wrote a briefing article for the DSC website on the latest developments and updated delegates at DSC's annual Engage conference in October on these and other relevant issues.

As in previous years, DSC analysed and commented on the Government's Budget statements, including the Spring Budget in March and the Autumn Statement in November, as well as the King's Speech in November, examining their implications for charities in articles on DSC's website. We know that many colleagues value our concise, freely available articles which cut through dense policy material to explain implications for charities.

DSC's Chief Executive Debra Allcock Tyler also authored monthly articles in Third Sector magazine and online, on topics relevant to the charity sector. These articles are also published on DSC's website. Our policy trustee Andrew Purkis also continued to contribute content on the regulatory and policy environment for charities for the DSC website and in Civil Society Media.

### **1.2.6 Research on Armed Forces Charities**

2023 marked the ninth year of DSC's research partnership with Forces in Mind Trust (FiMT), which funds DSC's research on Armed Forces Charities. The ongoing work provides information via reports and interactive data, all of which is housed on DSC's website. We have also completed several other related research projects for FiMT over the years.

DSC's *Sector Insight: Armed Forces Charities 2020*, remains the definitive guide to that particular sub-sector of charities, and feedback shows that it continues to be used by senior policy-makers and practitioners. In addition, DSC's *Focus On* series of eight reports provide topical analysis on areas of charitable provision by Armed Forces charities, which continue to be downloaded and cited. In 2023, DSC's researchers finalised written work and analysis for the next (third) edition of *Sector Insight Armed Forces Charities*, which is scheduled to be published in early 2024.

During 2023, DSC undertook a survey of Cobseo member organisations to provide up to date insight into how the cost-of-living crisis was affecting them. This work has helped inform policy discussions in support of Cobseo's membership organisations. The survey report was published on the DSC website, along with the accompanying *Cobseo Members' Impact Database*, which allow users to generate additional insights and graphics on survey response data.

DSC's sector-wide online Interactive Database of all Armed Forces Charities continued to be updated each month during 2023, providing regular analysis of key data on Armed Forces charities. Users can undertake custom searches and create tailored graphs to visualise the sector in different ways. We understand this has been used at Cabinet Office level and has become a definitive evidence tool to support strategic work on the Armed Forces charities sector.

The ongoing partnership with FiMT continues to be strategically important for DSC, and our expertise in this area has had a demonstrably positive impact on the sector.

### **1.2.7 Commissioned Research**

DSC has a track record of providing high-quality impact evaluations, strategic reviews, data analyses, surveys, and other research consultancy for clients. During 2023 DSC successfully delivered five research projects, which had been planned or funded prior to 2023. These projects included:

- *Grants for Good: Exploring local authority grant-making to the VCSE sector* (DSC, 2023). This research explored local authority grant-making to the VCSE sector, providing the clearest picture to date of the level of local authority grant-making to the Voluntary, Community and Social Enterprise (VCSE) sector in the UK.
- *London's HIV voluntary and community sector: Responding and rebuilding after Covid-19* (FTCI – Fast Track Cities Initiative, 2023). This report presents new research investigating the extent to which the needs of people affected by



## **Trustees' Report**

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HIV in London have changed following the onset of the COVID-19 pandemic. It also sheds light on the resilience of voluntary and community organisations and their readiness to respond to these varied and changing needs.

- *Funding for Armed Forces children and young people* (SCiP – Service Children's Progression Alliance, 2023). This project, which was funded by Forces in Mind Trust, examined the funding landscape and grant-making support by charities for Armed Forces children and young people.
- *Small Grants, Big Changes: An overview and analysis* (Armed Forces Covenant Fund Trust, 2023). This report was funded by the Armed Forces Covenant Fund Trust. It looks at what the available evidence tells us about small grants and small grants programmes, highlighting examples of best practice and featuring the thoughts and opinions of representatives of organisations with experience in applying for and receiving small grants.
- *Cobseo Members' Survey: June 2023* (Cobseo/FiMT, 2023). Funded by Forces in Mind Trust (FiMT), this survey-based research with members of Cobseo (The Confederation of Service Charities), enables member organisations to provide insight into the impact of the cost-of-living crisis on their ability to serve beneficiaries.

### **1.3 Digital**

2023 saw DSC continue to extend its digital reach in a number of areas, increasing the help that we are able to offer online, and delivering information support in formats that are easier to access for a range of our beneficiaries.

#### **1.3.1 Digital Publishing**

We further extended the number of titles available in dual print and digital platforms. Most of our titles are now available digitally either as Kindle titles through amazon.co.uk or as viewable pdfs and epub formats through both [www.dsc.org.uk](http://www.dsc.org.uk) and [www.kortext.com](http://www.kortext.com). In 2023 we produced the following e-publications in digital formats from brand new books:

- *Advising Philanthropists*
- *Charity Policies and Procedures Templates (2<sup>nd</sup> edition)*
- *The Charity Treasurer's Handbook (6<sup>th</sup> edition)*
- *The Guide to New Trusts 2023/24*
- *Networking (Speed Read)*
- *Managing Your Inbox (Speed Read)*

For our beneficiaries who may be sight impaired we provide our printed publications in scalable pdf format or e-pub formats to aid readability. Where they are not for sale on our website as part of our standard offering, they can be requested through our customer services department.

#### **1.3.2 Funding websites**

In 2023 Funds Online supported thousands of our beneficiaries looking for funding information.

The platform provided detailed funding entries from four main datasets to subscribers, made up of funding from trusts giving a combined total of £4.9 billion, companies giving £330 million in cash and in-kind contributions, £2.4 billion in funding from local, regional and central government and £383 million in funding to individuals for social welfare, education and training.

There was also significant progress made to improve functionality for subscribers, including enhanced search results and details of when entries had been last been updated. Internal processes were also reviewed and upgraded, which enabled our research team to significantly increase the speed in updating funder records. This increase in frequency, meant that those subscribers with saved funders and searches in their Dashboard received emails even more updates on funders. The dashboard allows subscribers to track activity, new funding opportunities, saved funders while also uploading documents including applications, enabling all information to be stored in one place.

Our monthly webinars delivered by our fundraising trainer, focused on highlighting the key features and benefits of the platform remained a popular and hugely beneficial addition to the platform.

## **Trustees' Report**

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### **1.3.3 DSC website [www.dsc.org.uk](http://www.dsc.org.uk)**

The user profile facility of our main website is an area where users register and set up their own space to download and store information including a range of free factsheets, downloadable publications, presentations, brochures and policy briefings.

At the end of 2023 we had approximately 24,500 registered users. Free downloads totalled 17,923 in the year (11,400 not including Look Insides).

### **1.3.4 Governance App**

The Governance App continued to provide a simple and free way for Boards of trustees to assess their performance against the key elements of the Charities Governance Code. During 2023, 3,760 trustees from 1,412 organisations used the app to review their performance.

In 2023, with support from the National Lottery Community Fund, we launched new functionality enabling organisations to generate automatic reports and benchmark themselves against their previous reviews.

### **1.3.5 An independent DSC, financially robust in self-generated revenue**

DSC generated 99.5% of its own funds in 2022 (2021 – 99.9%), the balance of 0.5% being provided by donations. There was a decrease in generated income of 11% to £1,448,243 from £1,627,759 in 2021.

Despite the current socio-economic issues facing UK, there was a further decrease in the defined benefit pension scheme deficit. The current value of the defined benefit pension scheme provision for 2022 was £3,118 (2021: £5,864).

In addition to the support we continue to receive from having taken the CBILS loan in 2020, we also continued to take advantage of the HMRC payment plans available for PAYE and VAT.

We invested in some new IT projects which were started in 2021. These projects covered changes and developments being made to improve our internal customer data managements and financial data. At the end of 2022 these projects had been completed and were brought into use at the start of 2023. No new IT projects were started in 2023. The projects were funded by DSC'S own reserves and were with the aim of increasing the reach of DSC to its beneficiaries, and improving the support we provide to our beneficiaries.

Commissioned research has continued to bring in material income of £32,714 in 2023 (2022: £80,288) derived from a range of projects, including the Armed Forces Covenant Research. Our continuing experience with these types of projects provide a good record for developing these research income generating activities in the future.

## **2. Public Benefit**

The Charitable Company has complied with the guidance on public benefit requirement in accordance to Section 17 of the Charities Act 2011.

The Charity Commission in its "Charities and Public Benefit" Guidance requires that key principles be met in order to show that an organisation's aims are for the public benefit: firstly, there must be an identifiable benefit, and secondly the benefit must be to the public or a section of the public.

The Guidance lists "promoting the efficiency of other charities" as one of the examples of benefits to the public, and the objects of The Directory of Social Change include the promotion and advancement of education and the promotion of efficiency and efficacy of other charities. It achieves this through its educational publishing, courses, conferences, exhibitions and electronic websites. In pursuing these objectives, the Trustees are mindful of and strive to achieve ways of minimising the impact of its activities and products on the environment.

## Trustees' Report

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Although DSC aims principally to serve the charity sector, we also provide services to the wider not-for-profit sector and grade our level of charges specifically so as to remain affordable to smaller charities with limited resources.

In addition, we continued to make a number of facilities available free to our beneficiaries during the year.

### 2.1 Free content

Of the 35,000 people DSC reaches every year, by far the majority of them access our free services, information and advice.

This support includes:

- **Blog posts and articles:** including inspirational articles, practical articles giving tips and advice, and policy position papers explaining issues and sharing our views, including consultation responses and recommendations. In 2023 all our blogs and articles were read just over 26,000 times.
- **Video content:** 305 videos on our YouTube page (with some also appearing on the DSC website), covering all of our main topic areas, our Charity Questions Podcast and some recorded event content from our Charity Accountants' Conference and other training sessions. These videos have been viewed over 60,000 times.
- **Podcasts:** our Charity Questions podcast is available for free on all major podcast platforms and the DSC website. In 2023 we did 6 episodes with 855 listeners.
- **Free virtual sessions:** Monthly free demonstrations of the Funds Online platform and Governance App platform. During the year 23 funds online sessions were delivered with 681 attendees, and eight governance app sessions were delivered and attended by 55 attendees.
- **Event/meeting speakers:** Our senior staff regularly speak at external events, meetings, launches etc. benefitting both the hosts/organisers and the attendees.

A number of our products and services are also free to the end user because we've received grant funding to either develop or maintain them.

This includes:

- **The Governance App:** Free governance review tool available to all charities. Developed with funding from Clothworkers' Company, Tudor Trust, The National Lottery Community Fund and Lloyds Bank Foundation, The Governance App helped 3,760 trustees from 1,412 organisations to review their performance during 2023.
- **Armed Forces Charities database and research:** a huge database and archive of research into Armed Forces Charities, available through the main DSC website. Including an in-depth Sector Insight report on the sector forthcoming in early 2024 which was produced in 2023.

Some of our more in-depth and expert-level support, which most people pay a fee for, are also available for free via intermediaries:

- **Books:** most of our books are available, and all can be requested, from local libraries. Many infrastructure and membership organisations either bulk purchase for their members or have copies of titles like DGMT at their offices for members to access.
- **Funds Online:** Increasingly membership bodies, funders and other organisations are taking out subscriptions on behalf of their users, beneficiaries and grantees so that the service is free to them.
- **Funders, federations and infrastructure organisations:** During 2023 many intermediary organisations covered the cost of their members, grant holders or other beneficiaries to access vital support from DSC, ensuring that they could access the help they need at no cost to them

## **Trustees' Report**

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### **2.2 Publications**

For those with severe mobility difficulties without access to a computer, we provide a free copy of our publication *The Guide to Grants for Individuals in Need*. Our website [www.grantsforindividuals.org.uk](http://www.grantsforindividuals.org.uk) can also be accessed free of charge by visitors to those public libraries that subscribe to the service.

For our beneficiaries who may be sight impaired we provide our printed publications in scalable pdf format or mobile and e-pub formats to aid readability. Where they are not for sale on our website as part of our standard offering, they can be requested through our customer services department.

### **3. Regulatory and Administrative Details**

#### **3.1 Regulatory Compliance Statements**

The Directory of Social Change is registered in England and Wales as a company limited by guarantee (without share capital) with number 02320712 and as a charity no. 800517.

The Trustees are also the Directors of the Charitable Company for the purposes of the Companies Act. The Trustees in presenting their annual report and financial statements for the year ended 31 December 2023 for the Charitable Company confirm that they comply with the current statutory requirements, the requirements of the Charitable Company's governing document and the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (effective 1 January 2017) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006

#### **3.2 Who we are**

Established in 1975, The Directory of Social Change (DSC) campaigns for an independent voluntary and community sector. DSC is the largest provider of information and training to the UK voluntary and community sectors.

The main activities of the organisation include:

- Championing the needs of small and medium voluntary sector organisations
- Providing practical training courses
- Running conferences, seminars and fairs
- Researching and publishing reference guides and handbooks
- Providing the subscription website [www.fundsonline.org.uk](http://www.fundsonline.org.uk)
- Campaigning on issues that affect the voluntary sector
- Publishing valuable free content pieces across social media and electronic channels
- Providing the free Governance App to improve charity governance
- Providing advice and support to CEOs and charity boards

Visit our website for more information at [www.dsc.org.uk](http://www.dsc.org.uk)

#### **3.3 Where we are**

DSC has vacated its office in 2023 at its Liverpool premises, all of our staff work remotely. Our registered address is.

c/o BWB,  
First floor  
10 Queen Street Place  
London, EC4R 1BE  
E-mail: [cs@dsc.org.uk](mailto:cs@dsc.org.uk)

## **Trustees' Report**

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### **3.4 Trustees:**

The following individuals acted as Trustees throughout the year and to the date of this report, except where otherwise stated:

William Butler, Chair	Third Sector Consultant
Michaela Clark (appointed 20 November 2023)	Capacity Building Manager, MK Community Foundation
Joyce Fraser	Chair, Black Heroes Foundation
Matthew Hill	Associate Director of IT, ReThink Mental Illness
Emily Hughes	Head of Volunteer Experience, Girlguiding, Trustee
Garry Jones (appointed 20 November 2023)	CEO, Support Staffordshire
Anneka Kapadia (resigned 24 January 2024)	Policy and Programme Officer, Greater London Authority
Lizzie Kenyon	Director of Services, Keep Britain Tidy
Phyllida Perrett (resigned 24 January 2024)	Third Sector Consultant
Andrew Purkis OBE	Charity Chair and Trustee, school governor and blogger
Kashif Shabir (resigned 13 February 2023)	CEO, Muslim Aid
Dhillon Shenoy (appointed 20 November 2023)	Student and Volunteer
Nasrullah Tahir (appointed 20 November 2023)	Head of Global Development, The Citizens Foundation
Lesley Thornley	Ex Chief Executive, Hull & East Riding, CAB
Andrew Townend (appointed 20 November 2023)	Chief Operating Officer, AfriKids

### **3.5 Chief Executive, Company Secretary and Senior Management:**

Chief Executive	Debra Allcock Tyler
Company Secretary	Harry Wrafter (Appointed 25 January 2023)

The Senior Leadership Team during 2023 comprised:

Debra Allcock Tyler	Chief Executive
Ben Wittenberg	Director of Development and Delivery
Jay Kennedy	Director of Policy and Research
Annette Lewis	Director of Services
Yvonne Coleman	Director of Finance and IT

### **3.6 Auditors, Bankers and Solicitors**

#### **Auditors:**

Simpson Wreford & Partners  
3rd Floor Suffolk House  
George Street  
Croydon CR0 0YN

#### **Bankers:**

National Westminster Bank Plc	National Westminster Bank Plc
PO Box 224	6 Grange Road West
9 The Broadway	Charing Cross
Stanmore	Birkenhead
Middlesex HA7 4XW	Merseyside CH41 4DF

#### **Solicitors:**

Bates Wells & Braithwaite London LLP  
10 Queen Street Place  
London, EC4R 1BE

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**Trustees' Report**

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**3.7 The Regulatory Environment**

The regulatory environment within which DSC operates is considered to be the following:

**Finance and Accounting**

- The Companies Act 2006
- The Charities Act 2015
- Charities SORP,
- United Kingdom Accounting Standards
- Financial Reporting Standard FRS 102
- UK Generally Accepted Accounting Practice (UK GAAP)
- VAT partial exemption regulations

**Human Resources**

- Employment Law
- Health and Safety Regulations
- Pensions Regulator Requirements
- The Equalities Act

**Operational Matters**

- Data Protection Legislation
- Health and Safety Regulations
- The Equalities Act
- Legal Deposit Libraries Act 2003
- Copyright Designs and patents Act 1988

**Maintaining awareness of legislative and regulatory changes**

The charitable company's Solicitors provide regular e-newsletters, updates and provide webinars on topical subjects.

DSC also receives updates from firms of accountants and solicitors with whom it has professional relationships.

A number of members of staff have professional qualifications whose professional institutes provide updates and information to their members. These organisations include The Chartered Institute of Personnel and Development, The Chartered Association of Certified Accountants.

Being a training organisation many of the trainers bring their professional expertise to bear and enable courses, training session and webinars to be put on by DSC and from which the organisation itself benefits.

## Trustees' Report

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### 4. Structure, Governance and Management

#### 4.1 Governing Document and Constitution

The Directory of Social Change is registered as a company limited by guarantee (without share capital) and as a charity. Its governing instrument is its Memorandum and Articles of Association last revised on 15th December 2004. All the Members of the Charitable Company are Trustees and undertake to contribute to its assets in the event of it being wound up while s/he is a member, such amount as may be required not exceeding £1. All the Trustees are also Directors of the Charitable Company for the purposes of the Companies Act.

#### 4.2 Trustees Appointment, recruitment, training and induction

All Trustees are unremunerated and are voluntary. Trustees are appointed by resolution of the Trustees. At each Annual General Meeting one-third of the Trustees are subject to retirement by rotation but may offer themselves for re-election. No person other than a Trustee retiring by rotation may be appointed or re-appointed a Trustee at any general meeting of Trustees unless he or she is recommended by the Trustees.

Training of Trustees is given on new legislative issues affecting charity trustees and directors as needed. As a training organisation Trustees also have the right to attend any of DSC's courses as part of their duties to ensure that products being offered are within the objects of the organisation and of appropriate quality.

There is a specified Trustee Recruitment Policy and Procedure which outlines clearly our approach to recruiting trustees and has been amended to ensure it reflects diversity and inclusion.

There is a defined procedure for the induction of Trustees, which includes the provision of a detailed information pack upon each appointment which covers introduction to fellow Trustees, the leadership team and staff with organisation chart; Memorandum and Articles of Association; the history of the organisation, its objectives and policies, its work and products; recent Trustees minutes of meetings; the latest audited Trustees Report and Financial Statements; information on the role and responsibilities of a Trustee, access to training where required and a buddy system where existing trustees mentor new ones.

### Annual Governance Review

In July 2023 we carried out our second full governance review using DSC's own Governance App, the tool available to any charity that wants to carry out a free and comprehensive review of their governance against key elements of the Charity Governance Code.

There were a number of key highlights from the 2023 governance review, especially when compared with the results from the 2021 review. With the average scores improving in six of the seven governance areas:

Section average scores	2023	2021
Organisational purpose	8.7	8.4
Integrity	9	8.8
Leadership	9	8.5
Board effectiveness	8	8.5
Equality, diversity and inclusion	7.7	7.5
Openness and accountability	7.7	7
Decision-making, risk and control	8.6	8.2
<b>Average</b>	<b>8.4</b>	<b>8.1</b>

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## **Trustees' Report**

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The overall average of all responses (trustees and executive) to all 70 Governance App questions increased from 8.1 in 2021, to 8.4 in 2023, and scores improved in 40 areas since the 2021 review. The top 20 scoring questions averaged 9.4 in 2023, up from 9.1 in 2021, and the lowest scores were higher with the lowest 20 scoring questions averaging 7.5 in 2023, up from 7.0 in 2021.

The range of responses and areas of improvement were discussed at the July Board meeting, with actions being fed into the Board's ongoing plans for development.

### **4.3 Organisation Structure and decision making**

A voluntary Board of Trustees is responsible for the overall management and direction of the Charitable Company. The Board meets four times a year and at any other time as circumstances dictate.

The Board also has a number of working groups that consist of trustees and staff which focus on particular areas of interest. These working groups act as advisors and sounding boards for the charity's work. Some of the working groups are set up to deal with specific issues as and when needed. Others are more long-standing. The current working groups are: Wellbeing, Equity, Equality, Diversity and Inclusion; Policy; and one that meets between the main board meetings for general update on progress. Financial matters are dealt with by the Board as a whole.

A Senior Leadership Team meets monthly and reports to the Trustees. The members of the group are shown under section 3.5 above. The day to day running of the charity is delegated to the senior leadership team.

### **4.4 Relationships with other charities, organisations and individuals**

We work with a very wide range of organisations. We are very grateful to all the members of the Civil Society Group who we worked alongside during the year.

We would also like to thank the following partners and sponsors for their support during 2023:

- Armed Forces Covenant Fund Trust
  - Benefact Group
  - Charity Commission for England and Wales
  - Civil Society Media
  - Cobseo, the Confederation of Service Charities
  - Fast Track Cities London
  - Forces in Mind Trust (FiMT)
  - Garfield Weston Foundation
  - Shyrose Jessa/Murtaza Jessa/The Jessa family
  - Lloyds Bank Foundation for England and Wales
  - Natwest Bank plc
  - Nottingham Trent University
  - Prospectus
  - Sayer Vincent
  - Service Children's Progression Alliance
  - The National Lottery Community Fund
  - The Tudor Trust
  - The Clothworkers' Foundation
  - Third Sector
  - University of Kent
  - Zurich Community Trust
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## **Trustees' Report**

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### **4.5 Risk**

We monitor risk on an ongoing basis and we examine three areas:

1. Specific risks which are current – e.g. daily cash flow
2. General risks that we're managing all the time – e.g. decline in revenue streams, IT failures
3. Unpredictable, large risks – e.g. pandemics, collapse of the economy.

The Executive look at risk as part of normal monthly reporting. Trustees are updated quarterly.

#### **Current areas of specific risk:**

- Charity closures due to rising inflation and the energy crisis impacting revenue streams
- DSC's customer base being vulnerable to fluctuating funding patterns
- Cyber Security, IT Systems outage or collapse
- Suppliers' insolvency
- Cashflow – ensuring that cash in balances cash out

#### **Actions taken to mitigate these risks are:**

- Live financial and operational information is reviewed weekly by the Executive Team
- Audit Board Working Group in place to review the yearly accounts and risk profile during the audit which reports to the full Board
- Plans in place to quickly respond to the short-term nature of order and bookings patterns
- Further development of on-line offerings
- Offsite hosting of websites in multiple data centres, so if one server goes down another is brought online; all critical data is backed-up offsite.
- A Disaster Recovery Plan has been prepared
- Back-up plans are in place

#### **General risks:**

These might include matters such as failure or poor performance of a specific product; damage to reputation from a specific instance of poor delivery or customer service, or a failed partnership that damages reputation or ability to deliver other services.

#### **Actions taken to mitigate these risks are:**

Risk management has been integrated into our monthly management reporting, with a clear assessment and escalation process. Managers are accountable for identifying and communicating risks in their own areas of the business. Following the monthly management reports, discussions about mitigating action with regard to any risk needing attention takes place either at the Leadership Team meeting, or with the relevant Senior Leader.

Specific Board Working Groups are set up to monitor high risk investments or projects eg, IT, as and when required.

#### **Unpredictable, large risks:**

Risks that emerge or occur quickly are assessed and referred immediately (along with a planned response where appropriate) to the relevant member of the senior leadership team.

## **Trustees' Report**

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DSC adopts the Charity Finance Group approach to managing risk which is to identify current operational risks, emerging longer term risks and mitigating actions on a monthly basis as part of general management practices and trustees discuss this at quarterly board meetings.

Risks are reviewed by the Trustees from time to time to reflect the need to keep particular items under review, but also to respond to new or existing risks that are given public prominence concerning charities generally.

### **5. Finance Review**

In 2023 DSC generated 99.5% of its own funds (2022 – 99.9%), the balance of 0.5% being provided by donations. The self-generated income arises through the sales of our books, websites, training, research services and events.

Overall charitable income in 2023 was £1,448,243 compared to £1,627,759 in 2022, a change of 11% from 2022 (2022: a 4.5% change from 2021). Income from publications, subscriptions and research has reduced by 18.4% compared to a reduction of 8.9% in 2022. Although there was a decrease in income from publications and dissemination of information including research projects, we continue to hold our online and face to face training programmes which have continued to be a success and have reflected in the 2023 training and events income increasing by 4.7% from 2022. (2022: an increase of 6.2% on 2021)

Expenditure on unrestricted activities was 1,437,051 in 2023 compared to £1,532,261 in 2022, a decrease of 6.2% (2022: 4.3% decrease compared to 2021), while expenditure on restricted activities decreased by 31% to £148,493 from £215,675 in 2022.

During the year our lease for our premises in Liverpool came to an end and it was decided not to have this renewed, this reduced our office and premises costs in 2023, although there were some dilapidation costs of about £6,000. The non-renewal of this lease will continue to save us a cost of about £31,000 annually. There were also reductions of 12.1% in governance and modest reduction of 1.5% in staffing costs.

In 2023 we have continued to adopt the policy of holding regular Board Working Group meetings to monitor the financial situation on a regular basis. This strategy has continued to pay off as decisions could be made rapidly as needed. In 2023 we have continued to hold regular Audit Board Working Group meetings, this was set up in 2022 to provide oversight on controls, risk management and financial reporting in the year and this is reflected in the Governance costs of £68,291 in 2023, (2022: £77,729). The analysis is shown in Note 6 to the Accounts.

We were able to complete the Forces in Mind (FiMT) grant activity in addition to other grant projects, thus at the end of 2023 we had no restricted reserves. (2022: £148,493).

There has been a 35% decrease in current assets in 2023 compared 2.5% decrease in 2022, and a 1.4% decrease in total liabilities (2022: 12.6% decrease). Overall, we had a 46.4% decrease in net assets in 2023 (2022: 3.4% decrease).

#### **5.1 DSC Earned Income**

We continue to work closely with a wide range of individuals and organisations, while at the same time ensuring that we are not financially dependent on any single funder, purchaser or provider for our operational programme. We received donations of £7,072 in 2023 (2022 - Nil).

Our financial structure enables us to continue to be independent, flexible and free to comment without fear or favour. This is a core value for us.

## **Trustees' Report**

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### **5.2 Remuneration Policy**

The overall policy on remuneration within DSC is as follows:

- Trustees are voluntary and not remunerated. Out-of-pocket expenses paid to trustees are shown as part of Note 6 to the Financial Statements.
- The Chief Executive's salary is determined in line with the pay policy for all DSC staff. The remuneration of the Chief Executive Officer is specifically agreed by the Trustees following a performance assessment and recommendation by the Chair to the Trustees.
- Staff remuneration is reviewed as an important but separate element of the annual budget process.

Each year the salary budget for the ensuing year is considered at a Trustees Board Meeting based on proposals put forward by the Senior Leadership Team and takes account of the cost of living, individual performance assessments and the need to retain the most appropriate staff for each post in the expected economic climate for the ensuing year. DSC has a clear and concise salary policy.

### **5.3 Reserves**

The Trustees' approach is to adopt recommendations in Charity Finance Group's report 'Beyond Reserves'.

Currently when determining the reserves position for the forthcoming year the Board considers whether the resources available for use in the planned activities of the Charitable Company within the year are sufficient before determining what should be the appropriate level of reserves for that particular year. During the year under review Trustees agreed that the medium to long term goal is to increase the level of unrestricted free reserves, as funds allow.

The full Board considers the reserves position of the Charitable Company on a quarterly basis when reviewing the management accounts with an analysis of the results by activity and the forecast results for the coming quarters; together with a review of management of debtors, statistical management indicators and cash flow analysis and forecasts.

In any one year, we may earmark Unrestricted General Funds for a particular project or to use as Designated Funds. The reasons for the setting up of such funds, the policy for any transfers between funds, and allocation to or from designated funds, will be stated in the notes to the accounts.

Funds are designated to an amount equal to the sum represented by the net book value of Fixed Assets comprising leasehold improvements, furniture and fittings and computer equipment. Our Designated Funds are reviewed annually.

Trustees continue to believe that the current policy of managing resources generally rather than just reserves in isolation is the right course to adopt in the current economic climate, however, this decision is continually reviewed including the ongoing level considered acceptable.

Total unrestricted reserves at the end of 2023 were £149,970 (restricted reserves were £Nil) and the Trustees are working to increase this level in 2024.

### **5.4 Investment Policy and Performance**

At the Balance Sheet date, the Charitable Company only held cash investments. The Bank of England base rate was 3.5% from the beginning of 2023 rising to 5.25% by the end of December 2023. The continuing national policy of holding rates at such a low-level means that it is not viable to manage the movement of funds between current and investment accounts. All funds during 2023 were held on current account. Income generated in 2023 amounted to £538 (2022 - £61).

## **Trustees' Report**

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### **5.5 Fundraising**

The Charitable Company has not made any fundraising appeals to the general public during the year and is unlikely to do so in the future. Fundraising focusses on securing grants and donations from registered charities and business links. There has been no outsourced fundraising via professional fundraisers or other third parties. Consequently, the Charitable Company is not registered with the Fundraising Regulator and received no fundraising complaints in the year.

### **5.6. Restricted Funds**

To the extent that Restricted Grants are liable to be returned to Grant Providers where they are unspent and it is not intended that they be spent, there was no grant due to be returned at 31 December 2023 (2022: £Nil).

## **6. Strategic Report - Plans for the Future**

During 2023 the Trustees revisited the organisational strategy and decided that the overall aim of increasing reach remained unchanged but that the charity would target its resources at helping the sector to improve its governance, fundraising, leadership, voice and how funders do their work.

## **7. Auditors**

The auditors, Simpson Wreford & Partners have been appointed in accordance with section 485 of the Companies Act 2006.

In preparing this report, the directors have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

This report was approved by the Trustees on 25 April 2024 and signed on their behalf, by:



**William Butler**  
Chair



**Lesley Thornley**  
Trustee and Chair of Audit Board Working Group

**For the year ended 31 December 2023**

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The Trustees (who are also directors of The Directory of Social Change for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure of the charitable company 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 Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the 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 and explain the charitable company's transactions and 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 hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

So far as each of the Trustees is aware at the time the report is approved:

- There is no relevant audit information of which the charitable company's auditors are unaware; and
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE DIRECTORY OF SOCIAL CHANGE

For the year ended 31 December 2023

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### Opinion

We have audited the financial statements of The Directory of Social Change (the 'charitable company') for the year ended 31 December 2023 which comprise the Statement of Financial Activities, the Balance Sheet, and the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31st December 2023, and of the incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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 ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

### Other information

The other information comprises the information included in the annual report of the trustees, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
  - the Report of the Trustees has been prepared in accordance with applicable legal requirements.
-

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE DIRECTORY OF SOCIAL CHANGE

For the year ended 31 December 2023

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### Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 and Charities Act 2011 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or

### Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities set out on page 19, 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

We have been appointed auditor under the section 151 of the Charities Act 2011 and report in accordance with that Act.

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 a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

- We obtained an understanding of the legal and regulatory framework applicable to the charitable company and the sector in which it operates, through discussions with management and those charged with governance, and also from our detailed understanding of the sector. We identified the financial reporting framework including but not limited to (United Kingdom Generally Accepted Accounting Practice, The Charities Act 2011 and the Companies Act 2006), Data Protection Act 2018, Bribery Act 2010 being of significance in the context of The Directory of Social Change and its ongoing activities.
- We made enquiries with management and those charged with governance and also reviewed board meeting minutes to confirm our understanding that the charitable company continued to comply with the applicable legal and regulatory frameworks, and also to confirm our understanding of the specific policies and procedures enlisted by the charitable company to ensure ongoing compliance.

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE DIRECTORY OF SOCIAL CHANGE

For the year ended 31 December 2023

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- We assessed the susceptibility of the charitable company's financial statements to material misstatement, including how fraud may occur, and gained an understanding of the charitable company's policies and procedures on fraud risks through discussion with the charitable company's management.
- We considered the risk of material misstatement due to fraud as a result of possible management override of controls, and improper revenue recognition. To address these risks we tested the appropriateness of journal entries posted, reviewed those judgements made in making accounting estimates, and tested the application of revenue recognition and the cut-off of revenue.
- We communicated those laws and regulations considered relevant to the charitable company, and potential fraud risks to all engagement team members, and consider that the engagement team had the appropriate competence and capabilities to identify or recognise non-compliance with laws and regulations, and remained alert to any indications of fraud throughout the audit.

Due to the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This description forms part of our auditor's report.

### 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 auditors' 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.



.....  
John Millidge (Senior Statutory Auditor)

for and on behalf of Simpson Wreford & Partners, Chartered Accountants & Statutory Auditors  
Suffolk House, George Street, Croydon, CR0 0YN

3 May 2024



**The Directory of Social Change**  
**Statement of Financial Activities (incorporating the Income and Expenditure Account)**

**For the year ended 31 December 2023**

		<b>Restricted Funds</b>	<b>Unrestricted Funds</b>	<b>Total Funds</b>	<b>Total Funds 2022 (as restated)</b>
	<b>Note</b>	<b>2023 £</b>	<b>2023 £</b>	<b>2023 £</b>	<b>£</b>
<b>INCOME FROM</b>					
Donations and legacies	2	-	7,072	7,072	2,002
Charitable activities	3				
- Training and events		-	547,346	547,346	522,571
- Publications		-	900,897	900,897	1,105,188
Investments		-	538	538	61
<b>Total income</b>		<b>-</b>	<b>1,455,853</b>	<b>1,455,853</b>	<b>1,629,822</b>
<b>EXPENDITURE ON</b>					
Charitable activities	5				
- Training and events		-	538,730	538,730	491,763
- Publications		140,592	906,221	1,046,813	1,156,628
		<b>140,592</b>	<b>1,444,951</b>	<b>1,585,543</b>	<b>1,648,391</b>
<b>Net income / (expenditure)</b>		<b>(140,592)</b>	<b>10,902</b>	<b>(129,690)</b>	<b>(18,569)</b>
<b>Transfers between funds</b>		<b>(7,901)</b>	<b>7,901</b>	<b>-</b>	<b>-</b>
<b>NET MOVEMENT IN FUNDS</b>		<b>(148,493)</b>	<b>18,803</b>	<b>(129,690)</b>	<b>(18,569)</b>
Total funds at 1 January 2023		148,493	131,167	279,660	298,229
<b>Total funds at 31 December 2023</b>		<b>-</b>	<b>149,970</b>	<b>149,970</b>	<b>279,660</b>

All amounts are from continuing activities.

The Statement of Financial Activities includes all gains and losses recognised in the year. There is no other comprehensive income in the year, or in the previous year.

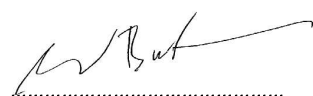
The notes on page 26 - 42 form part of these financial statements.

For the year ended 31 December 2023

		2023	2022 (as restated)
	Note	£	£
<b>FIXED ASSETS</b>			
Tangible assets	11	6,326	10,874
Intangible assets	12	282,186	118,299
		<b>288,512</b>	129,173
<b>CURRENT ASSETS</b>			
Stock	13	430,200	577,310
Debtors	14	81,705	256,849
Cash at bank		30,574	6,830
		<b>542,479</b>	840,989
<b>CURRENT LIABILITIES</b>			
Creditors: amounts falling due within one year	15	(632,856)	(607,591)
<b>NET CURRENT ASSETS</b>		<b>(90,377)</b>	233,398
<b>Creditors:</b> amounts falling due after more than one year	15	<b>(48,165)</b>	(82,911)
<b>NET ASSETS</b>		<b>149,970</b>	279,660
<b>CHARITABLE COMPANY FUNDS</b>			
Restricted funds		-	148,493
Unrestricted - designated funds	17	6,326	10,874
Unrestricted - general funds	17	143,644	120,293
		<b>149,970</b>	279,660

The financial statements have been prepared in accordance with the special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2006.

The financial statements were approved and authorised for issue by the Trustees on 25 April 2024 and were signed below on their behalf by:



**William Butler**  
Chair



**Lesley Thornley**  
Trustee and Chair of Audit Board Working Group

The notes on page 26 - 42 form part of these financial statements.

**The Directory of Social Change**  
**Statement of Cash Flows**

**For the year ended 31 December 2023**

	<b>2023</b>	<b>2022 (as restated)</b>
	<b>£</b>	<b>£</b>
<b>Cash flows from operating activities</b>		
Net deficit for the year	(129,690)	(18,569)
Amortisation of intangible assets	47,177	105,473
Depreciation of tangible assets	4,548	3,480
Interest receivable and similar income	(538)	(61)
Decrease / (increase) in stock	147,110	(152,257)
Decrease in debtors	175,144	91,261
Decrease / (increase) in creditors	22,519	(79,131)
<b>Net cash generated from / (used in) operating activities</b>	<b>266,270</b>	<b>(49,804)</b>
<b>Cash flows from investing activities</b>		
Interest income	538	61
Purchase of tangible assets	-	(668)
Purchase of intangible assets	(211,064)	-
<b>Net cash used in investing activities</b>	<b>(210,526)</b>	<b>(607)</b>
<b>Cash flows from financing activities</b>		
Repayments of borrowing	(32,000)	(32,000)
<b>Net cash used in financing activities</b>	<b>(32,000)</b>	<b>(32,000)</b>
<b>Increase / (decrease) in cash and cash equivalents in the year</b>	<b>23,744</b>	<b>(82,411)</b>
Cash and cash equivalents at the beginning of the year	6,830	89,241
<b>TOTAL CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR</b>	<b>30,574</b>	<b>6,830</b>

**Analysis of net debt 2023**

	<b>At 1 Jan 2023 £</b>	<b>Cash Flows £</b>	<b>At 31 Dec 2023 £</b>
Cash at bank and in hand	6,830	23,744	30,574
Bank loan	(112,000)	32,000	(80,000)
	<b>(105,170)</b>	<b>55,744</b>	<b>(49,426)</b>

**For the year ended 31 December 2023**

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## **1. ACCOUNTING POLICIES**

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

### **Statement of compliance**

The financial statements have been prepared in accordance with current statutory requirements, the requirements of the Charitable Company's governing document and the provisions of the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with FRS 102 (second edition), the Financial Reporting Standard applicable in the UK and Republic of Ireland the Companies Act 2006.

The Directory of Social Change meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

### **Company Status**

The Directory of Social Change is registered in England and Wales as a company limited by guarantee (without share capital) no. 02320712 and a charity no. 800517. Its governing instrument is its memorandum and articles of association. The members of the charitable company are the trustees named on page 11. In the event of the charitable company being wound up, the liability in respect of the guarantee is limited to £1 per member of the charitable company. The Charity's registered office is First Floor, 10 Queen Street Place, London, EC4A 1BE.

### **Preparation of accounts on a going concern basis**

DSC had a difficult financial year in 2023, but at all times, Trustees were kept fully aware of the financial situation, how the economy was impacting the charity and how our cash was being managed. The evidence with which the charity were presented, and the prompt actions taken by the Executive Team to address the negative financial trends enabled the charity to continue to have confidence that DSC could continue to operate and that 2024 showed signs of improvement.

In addition to updates from the Executive Team, the Trustees assess risk as part of normal practice, and in order to ensure that the charity continues to be a going concern and will continue its operations for the foreseeable future, the Trustees review monthly management account forecasts and cash flow forecasts every 6 weeks. The Trustees also review the cash flow forecast prepared by the Executive Team to assess the charity's liquidity and its ability to meet future liabilities as they arise. The cash forecast also identifies to the Trustees any potential low cash months and high cash months.

In addition, in the Autumn of 2023 the charity saw the introduction of a new initiative, the Funders' Project, which started to bear fruit and the charity has signed new contracts for delivery of more of these projects during 2024. The end of the charity's financial year is usually the lowest period of its performance. Nonetheless the charity ended 2023 ahead of budgeted cash flow which translated into a better cash flow position for the start of 2024.

The financial information provided by the Executive Team indicates that the first quarter of 2024 has performed in line with expectations and that the future performance is currently predicted to do better than expectation. The cash position has improved in the first quarter and is forecasted to continue on its current trajectory over the next twelve months in line with expectation and improved income generation.

As is the charity's practice, forecasts and month end reports against budget, prepared by the Executive Team, include operational detail and will be reviewed every quarter by the full Trustee Board and at 6-week intervals between board meetings by the Generic Board Working Group during the year to ensure that the financial performance and the charity's activities reflect the latest information. This regular oversight allows Trustees to assess risk areas and decide on actions to take to mitigate any identifiable risks in a timely way.

Income is expected to meet budget for the year overall based on our monthly forecasts which analyse booking trends and buying patterns. The expenditure is additionally carefully monitored to ensure that the cash balances are anticipated and properly dealt with in terms of timing and amounts.

Therefore, having carefully reviewed the financial forecast, cash flow forecast and performance to date for the current year for at least a period of twelve months from the date of approval of the financial statements, including expected income and anticipated expenditure, the trustees consider that there are no material uncertainties regarding going concern and therefore that the financial statements are appropriately prepared on the going concern basis.

#### **Significant judgements and sources of examination uncertainty**

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the Charity's accounting policies. The key judgements that have been applied by management relate to:

- Depreciation and amortisation rates used;
- The overhead rate used when calculating a value for work in progress; and
- A discount rate of 5.31% (previously 4.96%) has been used to calculate the present value of pension provision.

#### **Income**

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

##### Donations and legacies

Donations and gifts are included in full in the Statement of Financial Activities when there is entitlement, probability of receipt and the amount of income receivable can be measured reliably. Gift Aid received or receivable in respect of donations is included where applicable.

##### Gifts in kind

Gifts in kind represent assets donated for distribution or use by the charity. Assets given for distribution are recognised as income only when distributed. Assets given for use by the charity are recognised when receivable. Gifts in kind are valued at the amount actually realised from the disposal of the assets or at the price the charity would otherwise have paid for the assets.

##### Grants

Grants are recognised in full in the statement of financial activities in the year in which the charity has entitlement to the income, the amount of income receivable can be measured reliably and there is probability of receipt.

##### Income from charitable activities

Income from charitable activities is recognised as earned as the related services are provided. Income from other trading activities is recognised as earned as the related goods are provided.

##### Subscription income

Subscription income is recognised on a straight line basis over the subscription term. This results in deferred income within creditors (refer Note 16).

##### Investment income

Investment income is recognised on a receivable basis once the amounts can be measured reliably.

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**For the year ended 31 December 2023**

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### **Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Expenditure on charitable activities comprises of expenditure associated with training and events, publications and dissemination of information.
- Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Expenditure is allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead support costs and are apportioned based on turnover as follows:

- Training and events: 38% (2022 - 32%)
- Publications and dissemination: 62% (2022 - 68%)

### **Allocation of costs**

Staff costs are allocated between direct charitable expenditure and support costs based on the time spent on these activities. Other costs are allocated directly to the relevant heading.

### **Operating leases**

Rental charges are charged on a straight-line basis over the life of the lease.

### **Intangible Fixed Assets**

Intangible fixed assets are measured at cost less accumulated amortisation and any accumulated impairment losses.

Software development costs are recognised as an intangible asset when all of the following criteria are demonstrated:

- The technical feasibility of completing the software so that it will be available for use or sale.
- The intention to complete the software and use or sell it.
- The ability to use the software or to sell it.
- How the software will generate probable future economic benefits.
- The availability of adequate technical, financial and other resources to complete the development and to use or sell the software.
- The ability to measure reliably the expenditure attributable to the software during its development.

Amortisation is charged so as to allocate the cost of intangibles less their residual values over their estimated useful lives, using the straight-line method. During the year, the directors reviewed their estimate of the useful economic lives, and consequently they were extended from 4 years to 8 years. The intangible fixed assets are amortised over the following useful economic lives:

Software development costs	8 years
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**For the year ended 31 December 2023**

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### **Tangible fixed assets**

Fixed assets are stated at cost or deemed cost (donated valuation at estimated fair value) less accumulated depreciation and impairment losses. Assets costing more than £500 are capitalised.

Depreciation is calculated to write off the costs of the fixed asset by equal instalments as follows, all straight line:

Leasehold improvements	41 months, straight line (the life of the lease)
Furniture, fittings and equipment	5 years straight line
Computer equipment	4 years straight line

### **Financial instruments**

The charity 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.

#### Creditors and provisions

Creditors and provisions 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. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

#### Debtors

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

#### Cash at bank and in hand

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

### **Stock**

Stocks are valued at the lower of cost and net realisable.

#### Publications

Book stocks and work in progress on forthcoming books are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes, in the case of books and publications produced by the charitable company, production costs and applicable overheads as reduced by the amount of any grant receivable; in the case of books bought in from other publishers, purchase cost only is included. A provision has been made for slow-moving items on the basis of expected future sales.

#### Subscription websites

The work in progress relates to the subscription websites for re-saleable items. Cost includes staff costs and associated overheads, which are amortised over the annual life of the subscriptions. This is continued on a rolling basis as the subscription websites are continually updated.

**For the year ended 31 December 2023**

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Electronic work-in-progress

The Work-in-Progress relates to work on the Funding Online website, live streaming work, and work for on-line learning. Cost includes staff costs, associated overheads and third-party supplier costs as incurred for these developments. Once live these will be amortised over 8 years.

**Funds**

Unrestricted funds are donations and other income receivable or generated for the objects of the charity.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

Restricted funds are those funds which are to be used in accordance with specific instructions imposed by the donor or trust deed.

**Employee benefits**

Short term benefits

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

Employee termination benefits

Termination benefits are accounted for on an accrual basis and in line with FRS 102.

Pension scheme

The Directory of Social Change operates a defined benefit pension scheme for the benefit of its employees. The assets of the scheme are held independently from those of The Directory of Social Change in an independently administered fund.

The pensions costs charged in the financial statements represent the contributions payable during the year. There was also a defined benefit pension scheme which was closed to new contributions on 30 September 2013. Further information is provided in note 10.



For the year ended 31 December 2023

2. DONATIONS AND LEGACIES	Total Funds 2023 £	Total Funds 2022 £
Donations	7,072	2,002

3. INCOME FROM CHARITABLE ACTIVITIES	Total Funds 2023 £	Total Funds 2022 (as restated) £
Training and events	547,346	522,571
Publications and dissemination of information	900,897	1,105,188
	1,448,243	1,627,759

Income from publications and dissemination of information includes restricted grant income of £Nil (2022: £157,208) relating to research projects. Further details are provided in note 17.

#### 4. OTHER INCOME

There was no other income in the year or in the prior year.

5a ANALYSIS OF EXPENDITURE	Staff Costs £	Amortisation & Depreciation £	Other Costs £	Support Costs £	Total Costs £
Training and events	390,124	19,656	54,901	74,049	538,730
Publications and dissemination of information	636,518	32,069	257,409	120,817	1,046,813
	1,026,642	51,725	312,310	194,866	1,585,543

The staff costs for each expenditure type shown above comprise the staff costs from each charitable activity, together with the staff costs allocated to activities as part of governance costs and support costs as detailed in Notes 6 and 7 respectively.

For the year ended 31 December 2023

**5b COMPARATIVE ANALYSIS OF EXPENDITURE (2022)**

	<b>Staff Costs £</b>	<b>Amortisation &amp; Depreciation £</b>	<b>Other Costs £</b>	<b>Support Costs £</b>	<b>Total Costs £</b>
Training and events	329,140	34,865	58,831	68,927	491,763
Publications and dissemination of information	699,421	74,088	236,648	146,471	1,156,628
	<u>1,028,561</u>	<u>108,953</u>	<u>295,479</u>	<u>215,398</u>	<u>1,648,391</u>

**6. GOVERNANCE**

	<b>Total Funds 2023 £</b>	<b>Total Funds 2022 £</b>
Staff costs	47,741	48,181
Other costs	1,850	10,018
Audit and accountancy	18,700	19,530
	<u>68,291</u>	<u>77,729</u>

During the year, no Trustees received any remuneration (2022: £Nil) or any benefits in kind (2022: £Nil).

During the year 2 Trustees were reimbursed £151 for out-of-pocket expenses for travel and subsistence (2022: 2 Trustees were reimbursed £176).

**7a SUPPORT COSTS ALLOCATED TO ACTIVITIES**

	<b>Staff Costs £</b>	<b>Office Costs £</b>	<b>Premises Costs £</b>	<b>Governance Costs £</b>	<b>Total Costs £</b>
Training and events	20,533	18,747	8,818	25,951	74,049
Publications and dissemination of information	33,501	30,588	14,388	42,340	120,817
	<u>54,034</u>	<u>49,335</u>	<u>23,206</u>	<u>68,291</u>	<u>194,866</u>

Support costs are the costs of central management. These costs are apportioned to activities based on total and direct costs.

For the year ended 31 December 2023

**7b COMPARATIVE SUPPORT COSTS ALLOCATED TO ACTIVITIES (2022)**

	Staff Costs £	Office Costs £	Premises Costs £	Governance Costs £	Total Costs £
Training and events	17,323	16,296	10,435	24,873	68,927
Publications and dissemination of information	36,812	34,629	22,174	52,856	146,471
	<u>54,135</u>	<u>50,925</u>	<u>32,609</u>	<u>77,729</u>	<u>215,398</u>

**8. NET INCOME FOR THE YEAR**

	2023 £	2022 £
This is stated after charging:		
- Depreciation of tangible fixed assets	4,548	3,480
- Amortisation of intangible fixed assets	47,177	105,473
- Auditors' remuneration for audit services	16,200	17,030
- Auditors' remuneration for non-audit services	2,500	2,500
	<u>60,425</u>	<u>128,483</u>

**9. STAFF COSTS AND NUMBERS**

	2023 £	2022 £
Wages and salaries	1,004,335	1,015,440
Social security costs	100,391	90,393
Pension costs	23,691	25,044
	<u>1,128,417</u>	<u>1,130,877</u>

An amount of £182,819 (2022: £200,838) of the above was allocated to work in progress at the year end.

There were no redundancy payments made in the year (2022: none). There were no payments made in the year for agreed early termination notice period (2022: none).

The average number of employees during the year were as follows:

	No.	No.
Training	10	12
Publications	13	13
Accounting and administrative support	8	8
	<u>31</u>	<u>33</u>
Full time equivalent	<u>29</u>	<u>30</u>

1 employee received remuneration of between £90,000 - £100,000 (2022: 1 employee between £90,000 - £100,000). The employer pension contributions for this employee were £1,321 (2022: £1,321).

The total employee remuneration of the key management personnel of the Charitable Company was £352,483 (2022: £330,072).

For the year ended 31 December 2023

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## 10. PENSION COMMITMENTS

The company participates in the scheme, a multi-employer scheme which provides benefits to some 638 non-associated participating employers. The scheme is a defined benefit scheme in the UK. It is not possible for the company to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore it accounts for the scheme as a defined contribution scheme.

The scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The scheme is classified as a 'last-man standing arrangement'. Therefore the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

A full actuarial valuation for the scheme was carried out at 30 September 2020. This valuation showed assets of £800.3m, liabilities of £831.9m and a deficit of £31.6m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme as follows:

### Deficit contributions

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From 1 April 2022 to 31 January 2025:	£3,312,000 per annum	(payable monthly)
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Unless a concession has been agreed with the Trustee the term to 31 January 2025 applies.

Note that the scheme's previous valuation was carried out with an effective date of 30 September 2017. This valuation showed assets of £794.9m, liabilities of £926.4m and a deficit of £131.5m. To eliminate this funding shortfall, the Trustee asked the participating employers to pay additional contributions to the scheme as follows:

### Deficit contributions

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From 1 April 2019 to 30 September 2025:	£11,243,000 per annum	(payable monthly and increasing by 3% each on 1st April)
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The recovery plan contributions are allocated to each participating employer in line with their estimated share of the Series 1 and Series 2 scheme liabilities.

Where the scheme is in deficit and where the company has agreed to a deficit funding arrangement the company recognises a liability for this obligation. The amount recognised is the net present value of the deficit reduction contributions payable under the agreement that relates to the deficit. The present value is calculated using the discount rate detailed in these disclosures. The unwinding of the discount rate is recognised as a finance cost.

For the year ended 31 December 2023

# 10. PENSION COMMITMENTS (continued)

## Present values of provision

	2023 £	2022 £	2021 £
Present value of provision	3,118	5,864	10,071

## Reconciliation of opening and closing provisions

	2023 £	2022 £
Provision at start of period	5,864	10,071
Unwinding of the discount factor (interest expense)	212	88
Deficit contribution paid	(2,953)	(4,078)
Remeasurements - impact of any change in assumptions	(5)	(217)
Remeasurements - amendments to the contribution schedule	-	-
Provision at end of period	3,118	5,864

# 11. TANGIBLE FIXED ASSETS

	Furniture & Fittings £	Computer Equipment £	Total £
<b>COST</b>			
At 1 January 2023	2,243	86,279	88,522
Additions	-	-	-
Disposals	-	(62,000)	(62,000)
At 31 December 2023	2,243	24,279	26,522
<b>DEPRECIATION</b>			
At 1 January 2023	2,243	75,405	77,648
Charge for the year	-	4,548	4,548
Disposals	-	(62,000)	(62,000)
At 31 December 2023	2,243	17,953	20,196
<b>NET BOOK VALUE</b>			
At 31 December 2023	-	6,326	6,326
At 31 December 2022	-	10,874	10,874

For the year ended 31 December 2023

## 12. INTANGIBLE FIXED ASSETS

	<b>Total £</b>
<b>COST</b>	
At 1 January 2023	678,412
Additions	211,064
	<hr/>
At 31 December 2023	889,476
	<hr/>
<b>DEPRECIATION</b>	
At 1 January 2023	560,113
Charge for the year	47,177
	<hr/>
At 31 December 2023	607,290
	<hr/>
<b>NET BOOK VALUE</b>	
At 31 December 2023	282,186
	<hr/>
At 31 December 2022	118,299
	<hr/>

Material intangible assets include the following:

	Carrying value as at 31 December 2023 (£)	Remaining amoritsation period
	<hr/>	<hr/>
Funding website	46,089	5 years
Online Learning Platform	55,001	6 years
Governance App	43,600	8 years
Internally generated integrations	137,496	8 years
	<hr/>	
	282,186	
	<hr/>	

For the year ended 31 December 2023

13. STOCKS AND WORK IN PROGRESS	2023 £	2022 £
<b>Publications</b>		
Work in progress	172,162	151,168
Finished books	99,061	100,738
<b>Subscription websites</b>		
Work in progress	22,979	29,251
<b>Electronic</b>		
Work in progress	135,998	296,153
	<u>430,200</u>	<u>577,310</u>

14. DEBTORS	2023 £	2022 (as restated) £
Trade debtors	37,741	47,870
Other debtors	2,608	2,852
Prepayments and accrued income	41,356	206,127
	<u>81,705</u>	<u>256,849</u>

Within other debtors is an amount of £nil (2022: £nil) which is due after more than one year.

15. CREDITORS: amounts falling due within one year	2023 £	2022 (as restated) £
Trade creditors	86,054	83,675
Other taxation and social security	147,205	128,986
Other creditors	19,139	18,889
Accruals	14,173	20,725
Deferred income (see note 16)	331,332	320,363
Pension provision	2,953	2,953
Bank loan	32,000	32,000
	<u>632,856</u>	<u>607,591</u>

**CREDITORS: amounts falling due after more than one year**

Bank loan	48,000	80,000
Pension provision	165	2,911
	<u>48,165</u>	<u>82,911</u>

Bank loans are repayable in instalments over the full term of 6 years, of which 3 years are remaining. Interest is payable at 1.90% over base rate.

For the year ended 31 December 2023

16. DEFERRED INCOME	2023 £	2022 (as restated) £
Balance at the start of the year	320,363	405,268
Less: Amounts released to income	(320,363)	(405,268)
Add: Amounts deferred in the year		
- Subscriptions	291,062	287,145
- Training income	40,270	33,218
	<u>331,332</u>	<u>320,363</u>

17. STATEMENT OF FUNDS 2023	Brought Forward £	Incoming Resources £	Resources Expended £	Transfers In / (Out) £	Carried Forward £
Designated funds	10,874	-	-	(4,548)	6,326
General funds	120,293	1,455,853	(1,444,951)	12,449	143,644
	<u>131,167</u>	<u>1,455,853</u>	<u>(1,444,951)</u>	<u>7,901</u>	<u>149,970</u>
Restricted funds	148,493	-	(140,592)	(7,901)	-
Total funds	<u>279,660</u>	<u>1,455,853</u>	<u>(1,585,543)</u>	<u>-</u>	<u>149,970</u>

STATEMENT OF FUNDS 2022 (as restated)	Brought Forward £	Incoming Resources £	Resources Expended £	Transfers In / (Out) £	Carried Forward £
Designated funds	13,686	-	-	(2,812)	10,874
General funds	77,583	1,472,614	(1,532,261)	102,357	120,293
	<u>91,269</u>	<u>1,472,614</u>	<u>(1,532,261)</u>	<u>99,545</u>	<u>131,167</u>
Restricted funds	206,960	157,208	(116,130)	(99,545)	148,493
Total funds	<u>298,229</u>	<u>1,629,822</u>	<u>(1,648,391)</u>	<u>-</u>	<u>279,660</u>

#### Designated funds

The fixed asset fund reflects the net book value of tangible fixed assets tied up in unrestricted funds at the year end. During the year £4,548 (2022: £2,812) was transferred out of this fund into general reserves to match the movement in net book value of these assets for the year.



For the year ended 31 December 2023

## 17. STATEMENT OF FUNDS 2022 (continued)

### Restricted funds

Restricted funds represent grants received to enable specific areas of charitable activities to be undertaken.

The restricted funds held at the year end of £nil (2022: £148,493) related to Forces in Mind Trust (FiMT) of £nil (2022: £140,592) and the National Lottery Community Fund of £nil (2022: £7,901). The FiMT funding was granted in 2021 to cover the continued operation of the Armed Forces Charities Website ([www.armedforcescharities.org.uk](http://www.armedforcescharities.org.uk)) for 2021 - 2023, and expenditure in the year amounted to £140,592 (2022: £66,368).

During the prior year, a grant was received from the National Lottery Community Fund towards the development of the governance app, for an amount of £107,446. Of this, £7,901 (2022: £99,545) was spent, and is held on the balance sheet as work in progress, pending completion of the project. A transfer was undertaken to move this value to unrestricted funds as at the year end, as a reflection that the asset itself is held for general purpose rather than restricted purpose.

## 18. ANALYSIS OF NET ASSETS BETWEEN FUNDS 2023

	Restricted Funds £	Unrestricted Funds £	Total Funds £
Tangible fixed assets	-	6,326	6,326
Intangible fixed assets	-	282,186	282,186
Stock	-	430,200	430,200
Debtors	-	81,705	81,705
Cash at bank	-	30,574	30,574
Creditors: amounts falling due within one year	-	(632,856)	(632,856)
Creditors: amounts falling due after more than one year	-	(48,165)	(48,165)
Amounts spent in advance of monies received on restricted funds	-	-	-
	-	149,970	149,970

## ANALYSIS OF NET ASSETS BETWEEN FUNDS 2022 (as restated)

	Restricted Funds £	Unrestricted Funds £	Total Funds £
Tangible fixed assets	-	10,874	10,874
Intangible fixed assets	-	118,299	118,299
Stock	-	577,310	577,310
Debtors	166,149	90,700	256,849
Cash at bank	-	6,830	6,830
Creditors: amounts falling due within one year	-	(607,591)	(607,591)
Creditors: amounts falling due after more than one year	-	(82,911)	(82,911)
Amounts spent in advance of monies received on restricted funds	(17,656)	17,656	-
	148,493	131,167	279,660

For the year ended 31 December 2023

## 19. OPERATING LEASE COMMITMENTS

	Land and buildings		Other	
	2023	2022	2023	2022
	£	£	£	£
Less than 1 year	-	14,984	-	-
Between 2 and 5 years	-	-	-	-
	<u>-</u>	<u>14,984</u>	<u>-</u>	<u>-</u>

Committed rent and service charges payable for 2023 under the lease of the offices at One Old Hall Road, Liverpool (which expired on 3 September 2023) amounted to £nil (2022 - £14,984).

## 20. TAXATION

As a registered charity, no tax arises on trading surpluses (since all the trading is carried out in pursuit of the charitable company's primary purposes), voluntary income or interest. The charity is exempt from corporation tax.

## 21. RELATED PARTY TRANSACTIONS

Emily Hughes, a Trustee of the Charitable Company, is also Head of Volunteer Experience Girlguiding, whose organisation sent a delegate to attend a training course at £209, and purchased books totalling £38; a close family member, who is a Director of Detention Action, whose organisation sent delegates to attend training courses at £1,112, purchased an in-house course at £875 and books at £20. In 2022, Emily Hughes purchased books at £51 during the year. A close family member, who is a Director of Detention Action, whose organisation sent two delegates to attend a training course at a cost of £518.

Other than as stated above there were no transactions between the Charitable Company in the year and any entity with which any of the Trustees was connected.

In 2022 the following activity took place with no equivalent in 2023.

Lizzie Kenyon, a Trustee of the Charitable Company, is also Director of Services, Centre for Social Innovation, Keep Britain Tidy, which organisation purchased a subscription for Funds Online for £395. In 2021 purchased two in-house Ethnicity, Diversity and Inclusiveness workshops paying £1,000 and £800 respectively, and purchased a book "What have charities done for us" at £17.74 during the year.

Lesley Thornley, a Trustee of the Charitable Company, Ex Chief Executive, Hull and East Riding Citizens Advice Bureau, whose organisation purchased a training course for one delegate to attend. There was no equivalent activity in 2021.

Lesley Thornley, a Trustee of the Charitable Company, Ex Chief Executive, Hull and East Riding Citizens Advice Bureau, whose organisation paid for research work for DSC to complete an evaluation of a 5-year Lottery project (specification was shared widely within the Sector for a competitive selection process). There was no equivalent activity in 2021.

For the year ended 31 December 2023

22. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES (2022)

	Restricted Funds	Unrestricted Funds	Total Funds
	2022	2022 (as restated)	2022 (as restated)
	£	£	£
<b>INCOME FROM</b>			
Donations and legacies	-	2,002	2,002
Charitable activities			
- Training and events	-	522,571	522,571
- Publications	157,208	947,980	1,105,188
Other income	-	-	-
Investments	-	61	61
<b>Total income</b>	<b>157,208</b>	<b>1,472,614</b>	<b>1,629,822</b>
<b>EXPENDITURE ON</b>			
Charitable activities			
- Training and events	-	491,763	491,763
- Publications	116,130	1,040,498	1,156,628
	<b>116,130</b>	<b>1,532,261</b>	<b>1,648,391</b>
<b>Net expenditure</b>	<b>41,078</b>	<b>(59,647)</b>	<b>(18,569)</b>
<b>Transfers between funds</b>	<b>(99,545)</b>	<b>99,545</b>	<b>-</b>
<b>NET MOVEMENT IN FUNDS</b>	<b>(58,467)</b>	<b>39,898</b>	<b>(18,569)</b>

For the year ended 31 December 2023

## 23. PRIOR PERIOD RESTATEMENT

The comparative amounts in the prior period as presented have been restated as detailed below:

	At 31 December 2022		
	Previously reported £	Adjustments £	As restated £
<b>Current assets</b>			
Trade debtors	43,888	3,982	47,870
Prepayments and accrued income	208,352	(2,225)	206,127
<b>Current liabilities</b>			
Deferred income	(298,881)	(21,482)	(320,363)
<b>Net assets</b>	<b>299,385</b>	<b>(19,725)</b>	<b>279,660</b>
<b>Charitable Company Funds</b>			
Unrestricted - general funds	140,018	(19,725)	120,293
<b>Total funds</b>	<b>299,385</b>	<b>(19,725)</b>	<b>279,660</b>

### Reconciliation of changes in funds

<b>Equity as previously reported at 1 January 2022</b>	<b>89,233</b>
<b>Adjustments to prior periods</b>	
Correction to subscription income recognition	(11,650)
<b>Equity as restated at 1 January 2022</b>	<b>77,583</b>
Unrestricted movements in funds as previously reported	50,785
Correction to subscription income recognition	(8,075)
<b>Equity as restated at 31 December 2022</b>	<b>120,293</b>

A prior period adjustment has been made to rectify the recognition of subscriptions income which were previously being recognised on a different basis/method over the years ended 31 December 2020, 2021 and 2022.

The overall impact of these adjustments is to reduce subscription income and unrestricted reserves by £19,725.