

**Skills for Care Ltd**  
**(Limited by Guarantee)**

Trustee report and consolidated financial statements  
for the year ended 31 March 2024

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## Chair and CEO foreword

We are pleased to present the Skills for Care annual trustees' report for 2023/24. This past year has been one of both significant progress and ongoing change for Skills for Care – matching the challenges and aspirations of the whole sector.

The challenges we have faced in this report and accomplished throughout the year are, I believe,

As CEO,

The challenges and strategic vision of our entire team, from trustees to all Skills

across the sector. We look forward to continuing working with you, to continue building those relationships, and achieving great things together in the future.

Finally, we would like to thank all Skills for Care colleagues for their hard work and dedication

[REDACTED]

[REDACTED]

## Trustees' report

Incorporating the strategic report

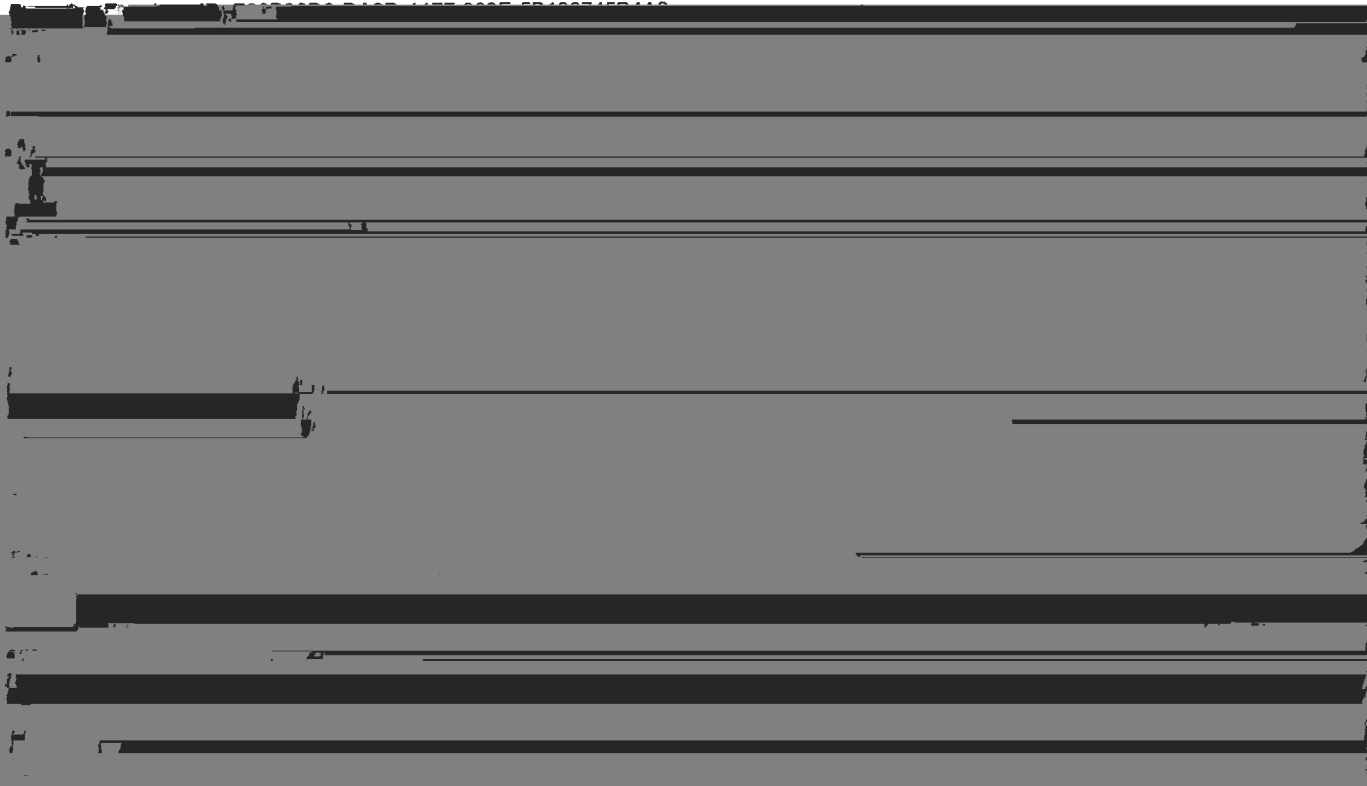
The trustees, who act as directors for the purposes of company law, are pleased to present

### Objectives and activities

#### *Charity objects*

The charity's objects ("the Objects") are:

To help, support and assist social care service users and to improve standards of social care



Year ended 31 March 2024

### Our mission

Our mission is to support and empower current and future social care leaders, employers and



## Defining good standards of practice: Care Workforce Pathway

We have been working with the DHSC on the Care Workforce Pathway. The pathway sets out







One of our strategic objectives is to provide access to quality learning and development, while reducing financial barriers where possible. We have continued to disburse the Workforce Development Fund (WDF) on behalf of the DHSC and the ASYE adults and child and families on behalf of the Department for Education (DfE).

Through disbursing funding we facilitated:

- 2,036 workplaces to claim mainstream WDF which equates to over 9,500 learners to successfully complete qualifications and learning modules.

Future areas of focus for sustainability work

[REDACTED]

We will continue to work with DHSC and sector partners to deliver the next phase of the

[REDACTED]

[website](#)

[REDACTED]

supported with training and professional development that enables progression along the pathway.

**Developing the learning market: CQC resources, WDF, ASYE**

[REDACTED]

recruitment and partnerships with career intermediaries fed into recommendations and prototypes for DHSC to take forwards in future years.

When evaluating the usefulness of this project, all the large employers surveyed agreed that

the project had been useful to them in terms of recruitment, training, and that

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- Values based recruitment toolkit

- Social media recruitment
- Retention webinars

A total of 80% of attendees that joined the Disability Confident webinar reported feeling more confident to look at different approaches to support disabled colleagues after the event.

social media platforms.

Over 81% of employers who attended our retention webinar agreed that the content would help them review practice.

**Future areas of focus for our capacity work**

We published the findings in our National SC-WRES Annual Report (2023), which showed that people from a minoritised ethnic background were disproportionately more likely to

experience bullying, harassment, formal disciplinary procedures, and fitness to practice

While the SC-WRES Annual Report gave a national picture of issues around race disparities,

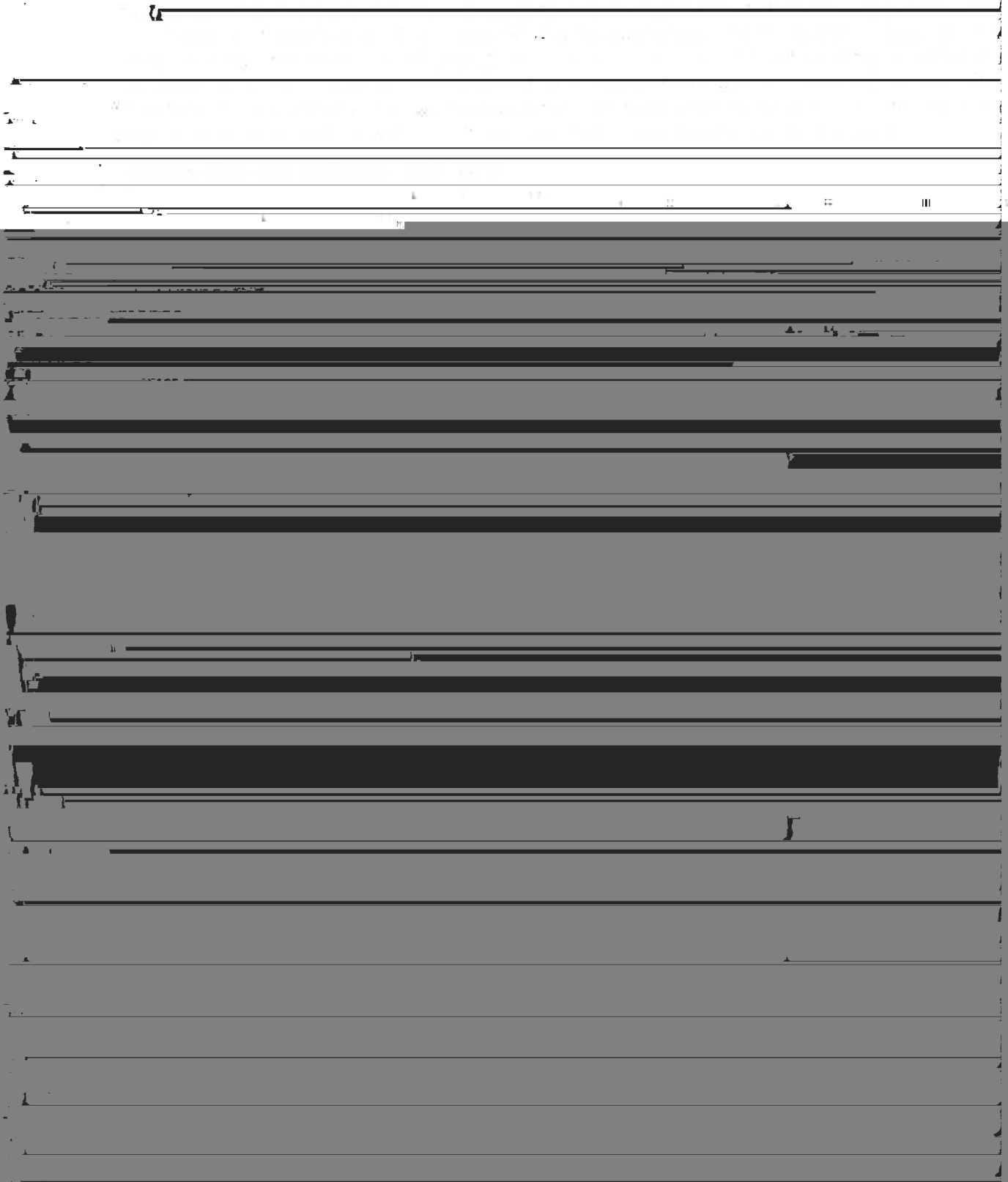
Skills for Care supported the local authorities to develop specific action plans through

The coming year will see further development our Allyship Programme, Collaborative & Leadership and innovative Registered Managers' mid career development

maintain a series of channels, which allows managers and leaders to convene. Through the networks, members can benefit from:

- Informal peer support
- Share market intelligence
- Highlight best practice
- Discuss tools that develop strategy, commission and workforce planning

We have facilitated ICS attendance at 48 registered manager networks, increasing provider



...with data' to promote the launch

...the ICate of adult social care in





and decision-making process, the DHSC work programme, business plan and recent financial performance of the charity.

During the induction, trustees meet other trustees and key senior staff and are provided with

[REDACTED]

Development Limited and Skills for Care Solutions Limited (Collectively known as the Group),  
to act in the way that he or she considers to be in good faith and would be most likely to  
promote the success of the Group for the benefits of its stakeholders as a whole and in doing

which are as follows:

- (a) the likely consequences of any decision in the long term,
- (b) the interests of the Group's employees,
- (c) the need to foster the Group's business relationships with suppliers, customers and others,

by the A&R committee (now to be the Finance and Audit committee) to ensure all objectives are aligned and risks mitigated for each individual organisation within the group.

[REDACTED]

[REDACTED]

Policy Note (PPN) 06/21 which requires suppliers bidding for major government contracts to

[REDACTED]



Naser Turabi  
Mark Ward

The Finance & People Committee oversees the group's finances to ensure short and long-term sustainability in line with the organisational strategy. It monitors the quarterly

[REDACTED]

**Principal and registered office**

Westgate  
6 Grace Street  
Leeds  
LS1 2RP

**Advisors**

**External auditor**

Brown Butler  
Leigh House  
28-32 St Paul's Street  
Leeds  
LS1 2JT

**Internal auditor**

RSM  
Central Square  
29 Wellington Street  
Leeds  
LS1 4DL

**Solicitors**

Clarion  
Elizabeth House  
12-14 Cross Street

Leeds  
LS1 2TW

**Bankers**

The Royal Bank of Scotland  
South Yorkshire & North Derbyshire  
Commercial Support Team

**Investment manager**

CCLA Investment  
Management Ltd  
Senator House  
25 Cross Street

5 Church Street  
Sheffield  
S2 9EQ

London  
EC4V 4ET

**Auditors**

The trustees appointed auditors for the group for a period of five years to act for the audit of the financial years up to and including the audits for the year ending as follows:

... and the evidence including roles and responsibilities provided to

... budget holders and budget keepers



CONFIDENTIAL

Year ended 31 March 2024

Before FRS 102 pension interest, the Skills for Care Group achieved a 16.6% increase in income and 21.2% increase in use of resources compared to last year. There was a £5.6m (17.9%) increase in restricted income and £0.06m (2.7%) reduction in trading income, which fell short of the budget. The detail of income is set out in note 4.

DUCC income increased by 24% largely due to £5m additional

The charitable group expended £42.4m resources on its strategic priorities, compared to £35.3m last year. The main increase was because we were successful in securing £5m

~~to maintain a policy of maintaining unrestricted charitable reserves~~

The Finance and People Committee (Finance & Audit Committee from 1 May 2024) monitor the charitable reserves policy and underlying assumptions. They make recommendations of designations of those charitable reserves to the board, at least on an annual basis.

**Charitable reserves**

~~Unrestricted Charitable Reserves of £10.0m (2023: £10.0m) are accumulated to fund the cost~~

[REDACTED]

Year ended 31 March 2024

Skipped  
[REDACTED] Chairman of F&D Committee  
[REDACTED]

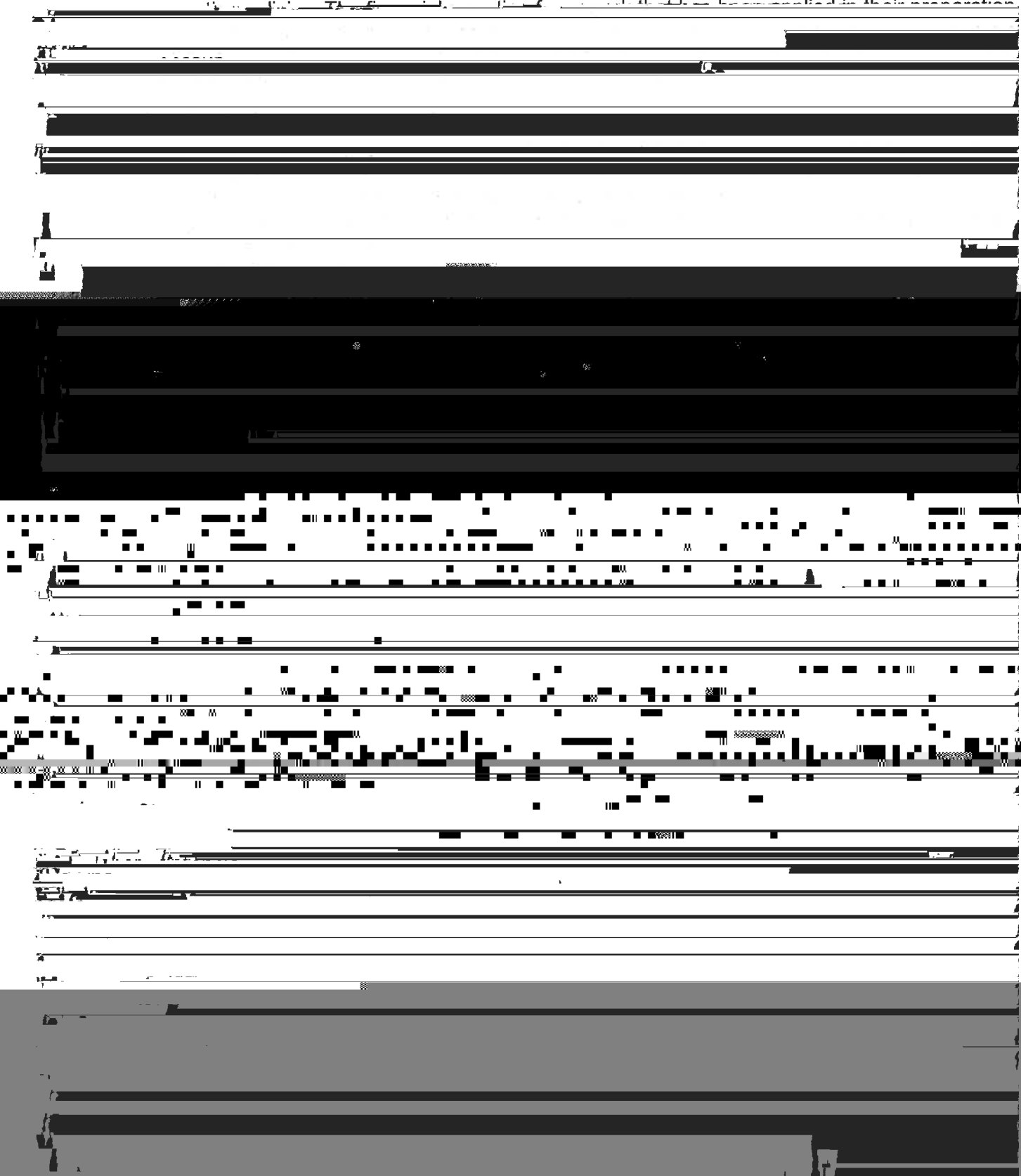
West Gate  
6 Grace Street  
[REDACTED]  
LS1 2RP

**Statement of responsibilities of the trustees of Skills for Care Ltd (a company limited by guarantee) in respect of the trustees' report and the financial statements**

## Independent Auditor's report to the members of Skills for Care Ltd

### Opinion

We have audited the financial statements of Skills for Care Ltd (the "charitable parent company") and its subsidiaries (the 'group') for the year ended 31 March 2024, which comprise the Consolidated Statement of Financial Activities, the Consolidated and Company Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including significant



**Independent Auditor's report to the members of Skills for Care Ltd (continued)**

**Opinions on other matters prescribed by the Companies Act 2006**

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

- the information given in the Trustees' Report (incorporating the Strategic Report) for the

statements; and

- the Trustees' Report has been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the charitable company and its environment

### Independent Auditor's report to the members of Skills for Care Ltd *(continued)*

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Date: 28 August 2021



*Statement of financial activities (incorporating income and expenditure*

*account and other comprehensive income)*

|                       | Note | Unrestricted<br>£ | Restricted<br>£ | Total<br>£ | Total<br>£ |
|-----------------------|------|-------------------|-----------------|------------|------------|
| <b>Income</b>         |      |                   |                 |            |            |
| Charitable activities | 4    | 294,787           | 37,130,672      | 37,425,459 | 31,733,997 |
| Trading activities    | 4    | 2,247,217         | -               | 2,247,217  | 2,308,461  |



**Company balance sheet**  
At 31 March 2024

|  | Note    | 2024<br>£  | 2024<br>£  | 2023<br>£  | 2023<br>£ |
|--|---------|------------|------------|------------|-----------|
| <b>Fixed assets</b>                          |         |            |            |            |           |
| Intangible assets                            | 8       | 4,183,100  |            | 4,374,238  |           |
| Tangible assets                              | 8       | 173,199    |            | 192,463    |           |
| Investments                                  | 9       | 36,814,557 |            | 33,531,625 |           |
|  |         |            | 41,190,856 | 38,118,326 |           |
| <b>Net current assets</b>                    |         |            |            |            |           |
|  |         |            | 2,216,631  | 2,563,789  |           |
| <b>Total assets less current liabilities</b> |         |            |            |            |           |
|  |         |            | 43,407,487 | 40,682,115 |           |
| Provisions for liabilities and charges       | 12      |            | (100,000)  | (220,245)  |           |
|  |         |            |            |            |           |
|  | 15b, 17 |            |            |            |           |
|  |         |            |            | 40,442,770 |           |
|  |         |            | 42,987,785 | 40,160,046 |           |
|  |         |            |            |            |           |
|  |         |            | 42,987,785 | 40,160,046 |           |
|  |         |            | 319,702    | 282,724    |           |
| <b>Total charitable company funds</b>        |         |            |            |            |           |
|  |         |            | 43,307,487 | 40,442,770 |           |

The notes on pages C2 to C4 form part of the financial statements

**Consolidated cash flow statement**

**Reconciliation of changes in resources to net cash inflow / (outflow) from operating activities**

|                                  | Note    | 2024<br>£        | 2023<br>£ |
|----------------------------------|---------|------------------|-----------|
| <b>Net incoming resources</b>    |         | <b>(411,814)</b> | 34,490    |
| <i>Adjustment for:</i>           |         |                  |           |
| Depreciation and amortisation    | 5, 6, 8 | <b>2,557,562</b> | 2,488,552 |
| Impairment of investment         | 9       | -                | 136,581   |
| Interest income                  | 4, 6    | <b>(43,691)</b>  | (15,939)  |
| Net pension movement             | 14, 17  | -                | -         |
|                                  |         | <b>2,102,057</b> | 2,643,684 |
| Decrease/(Increase) in debtors   | 11      | <b>3,745,188</b> | (159,377) |
|                                  |         | <b>(674)</b>     | 4,917     |
| <b>Cash and cash equivalents</b> |         |                  |           |



Year ended 31 March 2024

Trustees believe it is appropriate to prepare the accounts on a going concern basis, supported

### 1.3 Basis of consolidation

The consolidated financial statements include the financial statements of the company and its wholly owned subsidiary undertakings, Skills for Care Solutions Limited (SfCSL) and Affina Organisation Development Ltd (AOD) which are made up to 31 March. Subsidiary results are set out in note 10. The consolidated statement of financial activities consolidates the results of the charitable activities of the group on a line-by-line basis. In accordance with FRS102 no separate

### 1.7 Leases and hire purchase agreements

Rentals arising under operating leases are charged to the statement of financial activities over

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The company made contributions to the West Yorkshire Pension Fund (WYPF), a multi-employer defined benefit scheme. The company's share of the underlying assets and liabilities of this defined benefits scheme is accounted for in accordance with FRS102 'Retirements Benefits'. The service cost of pension provision relating to the year, together with the cost of any benefits relating to the past service, if the benefits have vested, is charged to the SOFA.

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[REDACTED]

1.11 VAT

[REDACTED] (VAT) is not chargeable by the charity on this

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**4. Income**

|  | <b>Group<br/>2024<br/>£</b> | <b>Group<br/>2023<br/>£</b> |
|--|-----------------------------|-----------------------------|
| <b>Restricted</b>  |                             |                             |
| DHSC   | <b>30,239,228</b>           | 24,981,940                  |
| Other funders  | <b>6,891,444</b>            | 6,507,135                   |
| <b>Total restricted income</b>                             | <b>37,130,672</b>           | 31,489,075                  |
| <b>Unrestricted</b>  |                             |                             |
| Trading income (less trading bank interest included below) | <b>2,247,217</b>            | 2,308,461                   |
| Bank interest  | <b>43,691</b>               | 15,939                      |
| <b>FRS 102 pension income (note 17)</b>                    | <b>2,224,000</b>            | 1,257,000                   |
| <b>Total unrestricted income</b>                           | <b>4,514,908</b>            | 3,581,400                   |
| <b>Total income</b>  | <b>41,940,367</b>           | 35,315,397                  |
| Workforce revenue grant (inc NHST-D)                       | <b>27,269,645</b>           | 21,956,341                  |
| Workforce capital grant                                    | <b>591,639</b>              | 447,467                     |

| <b>Total resources expended</b>               |             |                    |                    |                    |                    |                    |                    |
|---|-------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
|   |             | <b>Staff costs</b> | <b>Other costs</b> | <b>Group Total</b> | <b>Staff costs</b> | <b>Other costs</b> | <b>Group Total</b> |
|   | <i>Note</i> | £                  | £                  | £                  | £                  | £                  | £                  |
| <b>Trading activity cost of raising funds</b> | 14          | 889,652            | 418,048            | 1,307,700          | 494,735            | 646,284            | 1,141,019          |
| Investments                                   | 5b          | 4,101              |                    | 4,101              | 3,906              |                    | 3,906              |
| Charitable activities                         |             | 10,800,488         | 28,210,892         | 39,029,380         | 8,720,186          | 23,459,796         | 32,179,982         |
| Pension                                       | 5f, 17      | 414,000            | 1,597,000          | 2,011,000          | 708,000            | 1,248,000          | 1,956,000          |
| <b>Charitable activities</b>                  | 5c          | 11,227,589         | 29,816,892         | 41,044,481         | 9,432,092          | 24,707,796         | 34,139,888         |
| <b>Total resources</b>                        |             |                    |                    |                    |                    |                    |                    |



## 7. Staff numbers and costs

The Remuneration & Nominations Committee determine all matters relating to the remuneration of the Chair and Chief Executive Officer. They receive proposals from the CEO and make decisions on any changes to the Leadership Team structure and remuneration outside of any organisational wide proposal. Proposals are presented to F&P committee, who make

Proposals are presented to the Skills for Care board which refer to the proposed annual cost of living

and National Insurance Contribution (NIC)) fell within each of the following bands was:

2024

2023



Year ended 31 March 2024

8b) The ASC-WDS system includes workforce intelligence from employers across the adult social care sector in England as detailed in our annual report.

8c) All fixed assets are held for direct charitable purposes.

| Group and Company                 | 2024       |            | 2023 (289,185) |            |
|-----------------------------------|------------|------------|----------------|------------|
|                                   | Cost       | Bid value  | Cost           | Bid value  |
|                                   | £          | £          | £              | £          |
| Administrative expenses (note 9c) | 21,471,132 | 22,531,625 | 21,471,132     | 35,125,410 |



**Summary profit and loss accounts of the subsidiaries**

|                               | SfCSL            | AOD            | 2024             | 2023             |
|-------------------------------|------------------|----------------|------------------|------------------|
|                               | £                | £              | Total            | Total            |
|                               | £                | £              | £                | £                |
| Turnover                      | 1,586,024        | 737,816        | 2,323,840        | 2,360,324        |
| Cost of sales                 | (574,183)        | (245,054)      | (819,237)        | (770,181)        |
| <b>Gross profit</b>           | <b>1,011,841</b> | <b>492,762</b> | <b>1,504,603</b> | <b>1,590,143</b> |
| Administrative expenses       | (201,646)        | (285,315)      | (486,961)        | (370,838)        |
| <b>Operating profit</b>       | <b>810,195</b>   | <b>207,447</b> | <b>1,017,642</b> | <b>1,219,305</b> |
| Interest receivable           | 10,479           | 16             | 10,495           | 4,077            |
| <b>Profit before taxation</b> | <b>820,674</b>   | <b>207,463</b> | <b>1,028,137</b> | <b>1,223,382</b> |

**Assets and liabilities**

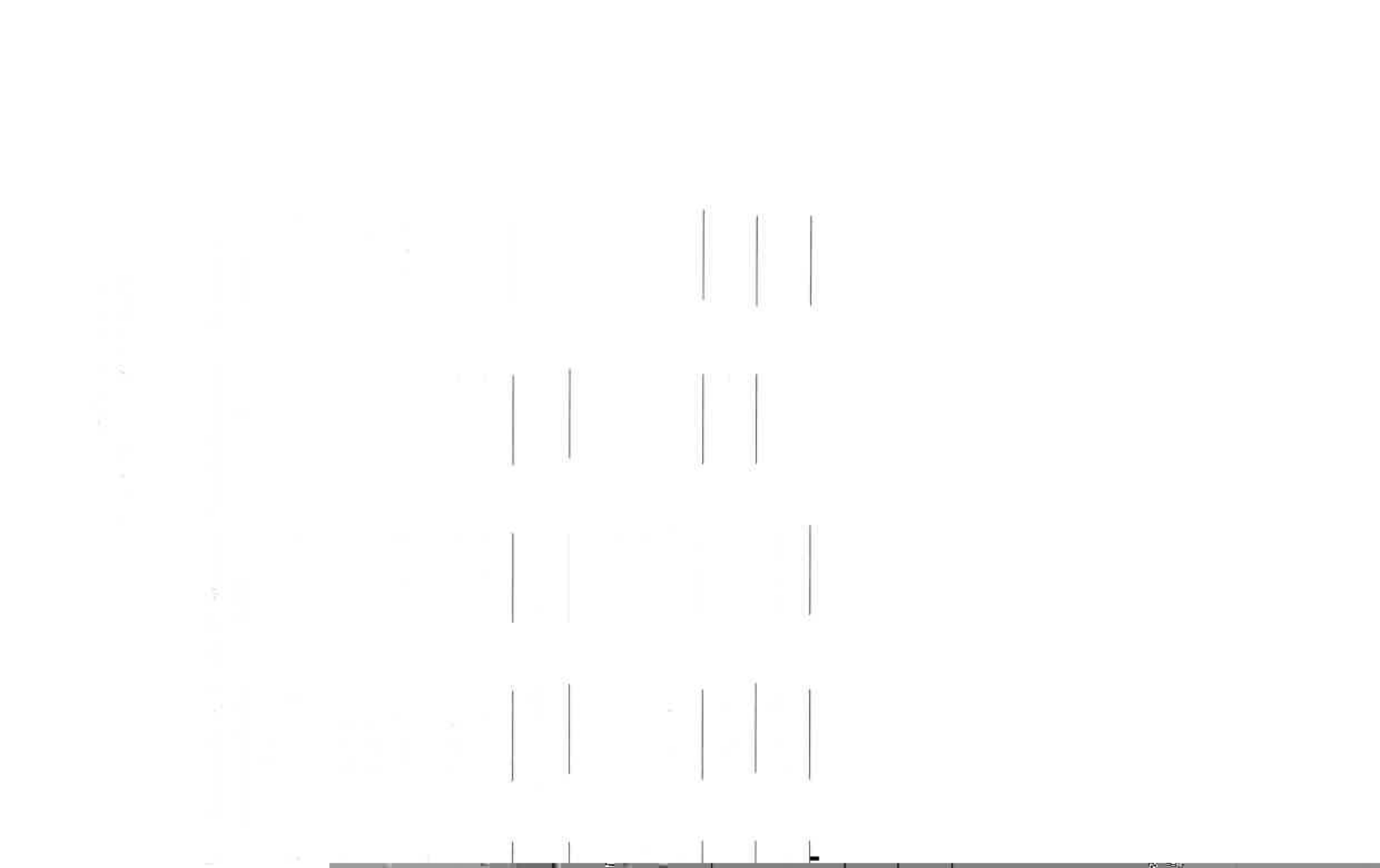
|                         | SfCSL         | AOD           | 2024          | 2023          |
|-------------------------|---------------|---------------|---------------|---------------|
|                         | £             | £             | Total         | Total         |
|                         | £             | £             | £             | £             |
| Fixed assets            | -             | 7,903         | 7,903         | -             |
| Current assets          | 1,088,878     | 776,533       | 1,865,411     | 2,125,497     |
| Current liabilities     | (1,078,878)   | (768,035)     | (1,846,913)   | (2,105,497)   |
| <b>Total net assets</b> | <b>10,000</b> | <b>16,401</b> | <b>26,401</b> | <b>20,000</b> |

|                            |               |               |               |               |
|----------------------------|---------------|---------------|---------------|---------------|
| Called up share capital    | 10,000        | 10,000        | 20,000        | 20,000        |
| Profit and loss account    |               | 6,401         | 6,401         |               |
| <b>Shareholders' funds</b> | <b>10,000</b> | <b>16,401</b> | <b>26,401</b> | <b>20,000</b> |

**11. Debtors**

|  | Group | Company |
|--|-------|---------|
|  |       |         |
|  |       |         |
|  |       |         |
|  |       |         |

|                                    | Group      |            | Company    |           |
|------------------------------------|------------|------------|------------|-----------|
|                                    | £          | £          | £          | £         |
| Trade creditors                    | 99,390     | 527,205    | 55,812     | 431,160   |
| Other creditors                    | 910,301    | 462,508    | 763,256    | 251,429   |
| DHSC Creditor (Note 12a)           | 926,984    | -          | 926,984    | -         |
| Amounts owed to group undertakings | -          | -          | 1,021,881  | -         |
| Accruals (note 12b)                | 10,750,448 | 9,182,739  | 10,640,007 | 9,003,481 |
|                                    | 12,677,123 | 14,172,452 | 12,987,850 | 9,686,070 |



| Accounting period | Resources expended | Realised T | Transfers and | At 31 March | Commitments | At end of  |
|-------------------|--------------------|------------|---------------|-------------|-------------|------------|
| £                 | £                  | £          | signations    | 2024        | (note 14f)  | year       |
|                   |                    | £          | (14d)         |             |             | £          |
|                   |                    | 82,932     | -             | 15,479,706  |             | 15,479,706 |
| 228               | (2,584,333)        | 2,355,063  | (286,283)     | 4,337,424   |             | 4,337,424  |
|                   | (731,420)          | 8,039,428  | (6,558,000)   | 9,444,533   | (6,607,000) | 9,444,533  |
|                   | (742,000)          |            |               | 12,647,417  |             | 6,040,417  |
|                   |                    |            |               | 200,000     |             | 200,000    |
| 438               | (130,569)          |            | 199,560       | 783,470     |             | 783,470    |
| B22               | (92,585)           |            | (139,345)     | 100,000     |             | 100,000    |
| 788               | (4,280,907)        |            | 139,345       | (100,000)   |             | (100,000)  |
| 300               | (2,011,000)        |            | (158,105)     | 95,235      |             | 95,235     |
| 788               | (6,291,907)        |            | (1,020,234)   | 95,235      |             | 95,235     |
| 460               | (41,100,909)       |            | (73,737)      | 42,987,785  | (6,607,000) | 36,380,785 |
|                   |                    | 82,932     | 2,497,692     | 42,987,785  |             | 36,380,785 |
|                   |                    | -          | (213,000)     | -           |             | -          |
|                   |                    | 82,932     | 2,284,692     | 42,987,785  | (6,607,000) | 36,380,785 |
|                   |                    | 82,932     | -             | 43,307,487  | (6,607,000) | 36,700,487 |

| At end of year | £          |
|----------------|------------|
|                | -          |
|                | 6,401      |
|                | 6,401      |
|                | 36,706,888 |
|                | -          |
|                | 36,387,186 |
|                | 36,706,888 |

Year ended 31 March 2024

**14 a) Unrestricted charitable reserves**

The charity has a policy of maintaining free unrestricted reserves in order to meet any potential funding gap in accordance with the Skills for Care reserve policy. The F&A Committee monitor

(f.

**14 b) Specific reserves**

four of these reserves. These are the unrepaid gains on investments. If the investments were

**14 d) Reserves designations**

**Strategy and business continuity reserve:** Funds designated by the Trustees to fulfil any potential future funding gap or investment requirements where business cases meet the criteria

The board receive business cases requiring funding from this reserve for

[REDACTED]

15. Commitments and contingent liabilities

15.1 Commitments under non-cancellable operating leases are as follows:

[REDACTED]

Tangible fixed assets

Intangible assets

Investments

buildings

£

£

buildings

£

£

*Operating leases where payments are due:*

[REDACTED]



Year ended 31 March 2024

requires the employer and its employees to pay contributions into the Fund, calculated at a level intended to balance pension liabilities and investment assets.

At the year-end date, under FRS 102 basis of calculation, the Fund Actuary has calculated the FRC 00 valuation of the pension fund position to be a surplus of £17.2m (2023 £12.6m)

The principal assumptions used by the actuary in updating the latest valuation of the Fund for

FRS102 purposes were:

Key assumptions (% per annum)

|                                | 2024 | 2023 | 2022 |
|--------------------------------|------|------|------|
| Discount rate for liabilities  | 4.8  | 4.7  | 2.7  |
| Expected return on investments | 2.0  | 2.0  | 2.0  |

2023  
£'000  
47,544  
(34,898)  
(12,646)

|   |             |      |      |
|---|-------------|------|------|
| Pension accounts revaluation rate       | 2.6         | 2.7  | 3.0  |
| Salary increases                        | 3.85        | 3.95 | 4.25 |
| <b>At last full actuarial valuation</b> |             |      |      |
| Duration of liabilities                 | 16.45 years |      |      |
| Contributions next year                 | £1.407m     |      |      |
| Active members                          |             | 25   |      |
| <b>Mortality assumptions</b>            |             | 22   |      |
| Deferred pensioners                     |             | 22   |      |
| Pensioners                              |             | 53   |      |

| <b>Amount recognised in the income statement</b>                    | <b>2024</b>  | <b>2023</b>  |
|---|--------------|--------------|
|   | <b>£'000</b> | <b>£'000</b> |
| <b>Operating cost</b>   |              |              |
| Current service cost  | <b>354</b>   | 708          |
| Past service cost   | <b>60</b>    | -            |
| <b>Financing cost</b>   |              |              |
| Interest on net defined benefit liability                           | <b>(627)</b> | (9)          |
| <b>Pension expense recognised in profit and loss</b>                | <b>213</b>   | 699          |
| Allowance for administration expenses in current service cost £'000 | <b>5</b>     | 5            |
| <b>Amounts recognised in other comprehensive income</b>             | <b>2024</b>  | <b>2023</b>  |
|   |              |              |
|   |              |              |
|   |              |              |
|   |              |              |
|   |              |              |
|   |              |              |
|   |              |              |
|   |              |              |
|   |              |              |
|   |              |              |
|   |              |              |
| <b>Asset gains / (losses) arising during period</b>                 | <b>2,198</b> | (550)        |
|   | <b>4,464</b> | 10,226       |

|                                | 2024         | 2023       |
|--------------------------------|--------------|------------|
|                                | £'000        | £'000      |
| <b>Actual return on assets</b> |              |            |
| Interest income on assets      | 2,224        | 1,257      |
| (Losses) / gains on assets     | 2,198        | (550)      |
| <b>Actual return on assets</b> | <b>4,422</b> | <b>707</b> |

|  | 2024  | 2023  |
|--|-------|-------|
|  | £'000 | £'000 |
| <b>Amount credited to other income</b> |       |       |
| Interest income on assets              | 2,224 | 1,257 |

|               |         |         |
|---------------|---------|---------|
| Interest cost | (1,597) | (1,248) |
|---------------|---------|---------|

|  |     |   |
|--|-----|---|
|  | 627 | 0 |
|--|-----|---|

**18. Related party transactions**

Trustees of the Charity are appointed for their knowledge and connections with organisations in the health sector. The total value of contracts and payments awarded to organisations

[Redacted table content]

connected to board members (not necessarily for the personal benefit of the member) in the year

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The following table shows the results of the experiment. The first column is the number of trials, the second column is the number of correct responses, and the third column is the percentage of correct responses. The data shows that the percentage of correct responses increases as the number of trials increases, indicating that the subjects are learning the task.

| Number of Trials | Number of Correct Responses | Percentage of Correct Responses |
|------------------|-----------------------------|---------------------------------|
| 10               | 8                           | 80%                             |
| 20               | 15                          | 75%                             |
| 30               | 22                          | 73%                             |
| 40               | 28                          | 70%                             |
| 50               | 35                          | 70%                             |
| 60               | 42                          | 70%                             |
| 70               | 48                          | 69%                             |
| 80               | 55                          | 69%                             |
| 90               | 62                          | 69%                             |
| 100              | 68                          | 68%                             |

| Number of Trials | Number of Correct Responses | Percentage of Correct Responses |
|------------------|-----------------------------|---------------------------------|
| 10               | 8                           | 80%                             |
| 20               | 15                          | 75%                             |
| 30               | 22                          | 73%                             |
| 40               | 28                          | 70%                             |
| 50               | 35                          | 70%                             |
| 60               | 42                          | 70%                             |
| 70               | 48                          | 69%                             |
| 80               | 55                          | 69%                             |
| 90               | 62                          | 69%                             |
| 100              | 68                          | 68%                             |

[REDACTED]

Year ended 31 March 2024

**Glossary of terms**

|         |                                      |
|---------|--------------------------------------|
| A&R     | Audit and Risk Committee             |
| ASC     | Adult social care                    |
| ASO WDC | Adult Social Care Workforce Data Set |

[REDACTED]

|         |  |
|---------|--|
| NIC     | National Insurance Contribution                  |
| NQSW    | Newly Qualified Social Worker                    |
| PPN     | Procurement Policy Note                          |
| R&N     | Remuneration and Nominations Committee           |
| RM      | Registered Manager                               |
| RMRG    | Registered Managers Reference Group              |
| SC-WRES | Workforce Race Equality Standard for Social Care |
| SfC     | Skills for Care                                  |
| SfCD    | Skills for Care and Development                  |
| SfCSL   | Skills for Care Solutions                        |
| SFI     | Standing Financial Instructions                  |
|         |  |
|         |  |
|         |  |
|         |  |
|         |  |
|         |  |
|         |  |