

Skills for Care Ltd
(Limited by Guarantee)

Trustees' report and consolidated financial statements

Year ended 31 March 2022

Company registered number 03866683

Charity registered number 1079836

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Chair and Chief Executive foreword

Our vision at Skills for Care is of a fair and just society, where people can access the advice, care, and support that they need to enjoy lifelong independence, health and wellbeing and a good quality of life. Good social care services are vital to achieving this vision and good social care cannot be delivered without the workforce. That is why Skills for Care exists.

We know that this year has been an incredibly difficult one for many people working in social care. Alongside the real joy that people experience as they support our communities every day, there have been moments of real hardship. Vacancy rates have never been higher in social care, a combination of a competitive employment market and people leaving roles in social care. The daily impact of that on the people drawing on care and support and the people working in social care cannot be underestimated.

Thank you to everyone who works in social care for everything that you do, every single day, in every single community.

We also know that we have lost 969 dear friends and colleagues over the pandemic. In March 2022, Skills for Care worked with partner organisations to run the Social Care Day of Remembrance and Reflection. This gave space for those in our sector who have, and continue to be, impacted by the pandemic to reflect, and recognise the impact it has had, and honour those who died. A lot of people organised their own ways to remember their friends, family, and colleagues that day and it was a poignant reminder of what people have been through.

As we come out of the pandemic, eyes have started to turn to the future and this year has seen significant reform for social care. The White Paper "Putting people at the heart of care" commits to investment and improvements for social care, including the workforce. The Integration White Paper further develops the move towards integration with commitments to have more shared outcomes and data to facilitate better working across social care and health. We will also see the Messenger Leadership Review reporting soon and no doubt that will have recommendations around developing more integrated leadership across social care and health. We will also see the introduction of a new assurance framework for Local Authorities and Integrated Care Systems (ICS's)

We hope you enjoy reading about some of the work we have been doing this year from our Registered Manager networks as the Registered Manager membership organisation which supports 5,000 members, to our data, best practice support and work with Government.

Thank you to all our partners, we continue to work closely with the Department of Health and Social Care (DHSC), local government, providers of social care and people who draw on care and support so that we better understand the issues facing adult social care in England to help

Trustees' report *(continued)*

Our mission

To achieve our vision, the sector needs the right number of people, in the right place and at the right time, with the right skills, values and behaviours. Our mission is to support and empower current and future social care leaders, employers and the wider workforce.

Strategic priorities

Over the course of our strategy (2021-2025), in pursuit of our mission and vision, we are pursuing four strategic priorities that will help shape the make-up of the adult social care workforce, drive forward reform and ensure that social care is seen as a valued and worthwhile career. Our approach will evolve over the four years to reflect feedback and the changing landscape.

Our strategic priority areas are:

Supporting workforce capabilities to ensure staff have the right skills, knowledge, competencies, values and behaviours to meet current and future needs in our communities.

Supporting culture and diversity to ensure the workforce is treated equally, feels included and valued, and is supported to stay well and pursue their careers in social care.

Increasing workforce capacity to make sure we have the right number of people, with the right values and behaviours, working in social care now and in the future.

Improving the social care system to ensure it is well funded, su

Trustees' report *(continued)*

For us to have a fair and just society, where people can access the advice, care and support they need to live lives to the fullest, there needs to be a sustainable social care workforce with the right values and behaviours working in social care now and in the future.

To support this, Skills for Care wants social care to be better understood, more valued and seen as a career of choice, attracting more people into the sector.

It is important that there is a clear care career pathway that outlines the variety of roles within social care and how to progress into each role including roles in nursing, occupational therapy, social work, personal assistants and registered managers.

Careers intermediaries are important partners and stakeholders for us and it is important that they understand social care so that they can promote roles. Think Care Careers (a website

Trustees' report *(continued)*

1.4 Policy

A significant part of our role is to support Government to ensure that policy makers consider the capacity of the adult social care workforce, and that people working in social care understand how policy influences their practice. When mandatory vaccinations were introduced in social care in 2021, we developed and published guidance for employers, working closely DHSC, Local Government Association (LGA), the Association of Directors of Adult Social Services (ADASS) and the Advisory, Conciliation and Arbitration Service (ACAS) so that employers could manage the new policy and its impact on capacity. We provided weekly feedback to strategic partners on the challenges social care employers were having with implementing the policy. We supported DHSC to develop the guidance for the Workforce Capacity Fund linking our resources into the guidance. We worked closely with partners to ensure that social care workers were out on to the shortage occupation list.

1.5 Developing the Individual Employer (IE) and Personal Assistant (PA) workforce

We ran events and webinars for 400 people across the year, bringing together IEs, PAs and organisations supporting them. These provided an opportunity to share good practice, listen to the sector and support workforce capacity and capability. They were co-produced and chaired by people with lived experience of employing, supporting, and working as PAs.

1.6 Registered managers

Registered managers are central to social care. At the heart of every outstanding service is a manager who is working hard to ensure that they can create a person-centred culture that delivers great, high-quality care. There are around 26,400 Care Quality Commission (CQC) regulated establishments or care-providing locations in adult social care in England. In 2020/21 State of report published Oct 2021, there were around 23,500 registered managers in post. We have a high vacancy rate for registered managers at almost 11% and we would expect almost a third of registered managers to retire in the next 10 years. It is important that we support registered managers so that they remain well in their role. Peer-to-peer support is important for registered managers so that they can stay connected and get the support that they need. We support local registered manager networks across England, connected to over 5,000 managers.

Evaluation of the impact of networks found that attendees reported feeling more confident in their role (64%); more confident & prepared for inspection (68%); less isolated as a result of attending network meetings (70%); more positive about their current position (69%).

1.7 Regulated professionals

Regulated professionals, like nurses, social workers and occupational therapists, are a core part of the adult social care workforce. It is essential that we support people to come into these professions, be developed and stay in the workforce.

1.7.1 Registered nurses: Registered nurses enable people with care and support needs, many of whom have multiple co-morbidities and complex health issues, to live positively in their own homes and communities. 34,000 Registered Nurses work in adult social care. The number of registered nurses in social care has reduced by 33% in the past 10 years and they have a higher turnover rate (38%) than National Health Service (NHS) counterparts (10%).

We co-produced a resource, in partnership with Health Education England (HEE), to support student nurses, employers and educators make the most of student nurse placements in social care settings. This resource has been accessed on the Skills for Care website 2,448 times and downloaded 328 times. It has also led to increased engagement with the Council of Deans (representing the Universities training nurses). We published guidance on the deployment of Registered Nursing Associates in social care which has been accessed 2,213 times and

Trustees' report *(continued)*

downloaded 957 times. In partnership with the Chief Nurse, we established 'we are social care nurses' bulletins to increase awareness of the opportunities in the sector.

1.7.2 Social workers: There are 23,000 social workers playing a central role in adult social care, planning care and support, undertaking assessments, and making the best use of the resources available to enable people to have a better life. This year we supported 1,311 newly qualified social workers in 174 organisations in adult services, and 3,052 newly qualified social workers (NQS) in 195 organisations through employer led programmes providing the Assessed and Supported Year in Employment (ASYE), a key activity which employers increasingly use as an effective part of their recruitment and retention strategies for social work.

2. Developing workforce capability

For too long, a career in social care has been seen as low-value and low-skilled. This is not the case. People working in adult social care have a vital role in society, and deserve to be recognised as highly qualified professionals, who are respected for the work they do. Developing the capability of the workforce is a core part of what we do. We want to ensure that employers have the skills and resources that they need to assess, plan, and access the learning and development needed for their staff.

To achieve this, the workforce needs to receive high quality learning and development.

2.1 Workforce development fund

We disbursed the Workforce Development Fund (WDF) which supports the development of people working in social care. The fund was not confirmed by DHSC until September 2021 meaning that commissioning of the fund was delayed, and disbursement activity has been limited to the last six months of the year. The fund included a ringfenced element for rapid recovery programmes, initially commissioned in 2020 in response to the pandemic.

To minimise impact of delay on the sector, we extended the period in which we accepted claims for the mainstream fund until 31 May 2022 to help offset some of the initial delay. With rapid induction essential training and user-led organisation funding, the period in which the training can be completed extended to 31 May 2022. We also removed a cap of funded places available to employers for essential training.

We recently commissioned York Consulting to undertake an independent evaluation of the WDF 2019/20-2021/22 which will report in July 2022.

We anticipate full disbursement of the WDF across all funding streams, which includes the mainstream fund, individual employer funding, user led organisation funding and funding to support rapid induction and essential training, despite September start and reduced timeframe. As at 31 March 2022 the funding includes the following outcomes with the final results available on our website once all claims are completed:

Supported delivery and achievement of 10,623 qualifications and learning programmes claimed across 1,527 workplaces.

Supported the achievement of 1,116 Level 2 Diplomas, 1,836 Level 3 Diplomas and 896 Level 5 Diplomas, 342 Adult Care Worker Apprenticeship Standards, 484 Lead

Adult Care Worker Apprenticeship Standards and 1 Leader in Adult Care Apprenticeship.

A further 5,922 other qualifications were supported through the fund including 537 leadership and management qualifications, 442 qualifications in Dementia and 798 qualifications for medication management.

Supported 1,218 achievements of non-accredited learning programmes with the most popular being 419 Lead to Succeed and 147 Well Led.

Trustees' report *(continued)*

Supported achievement of 3,483 digital modules.

60% of value is to SME and smaller organisations.

2.2 Accessing high quality learning and development

As well as having access to funding, employers need to understand where and how to access quality learning and development and recognise the importance of investing in learning and development.

This could not have been done without our national coverage of endorsed providers, able to offer a range of digital and face to face learning opportunities both accredited and non-accredited. We have continued with our endorsement programme for learning provision over the year and have increased the number of learning providers who are endorsed by Skills for Care by a further 32 organisations bringing the total to 180. We have full national provision coverage and a broad range of specialist learning provision is ava

Trustees' report *(continued)*

We worked closely with DHSC, NHS England, LGA and ADASS on the action plan for Building the Right Support and the updated autism strategy. We published joint guidance on how to commission support for autistic people and developed a bespoke commissioning qualification for health and social care commissioners, supporting people with a learning disability and autistic people. To date, 90 people have begun to do the qualification.

Personal relationships: In partnership with CQC, we published a comprehensive searchable guide of learning and development resources to support workforce development.

Care certificate: Accessibility of the Care certificate was reviewed and, in partnership with the Royal Association for Deaf people (RAD), we developed a series of introductory British Sign Language interpreted videos, and captioned, to introduce each of the Care certificate standards and an overarching introduction to the certificate in general. These are available through our website and through the E-learning for Health Learning Management System.

Digital skills: The workforce, including leaders, need to understand the benefits of technology and have access to learning and development to develop their confidence and skills. To achieve this, we have:

- Produced a Digital Skills and Knowledge framework for the adult social care workforce and worked with over 130 employers and 30 stakeholders to develop the content. It launched at the end of March 2022 on the Digital Social Care website.
- Performed a digital skills review, launched in December 2021 to 230 attendees. Recommendations are included in the NHS Transformation Directorate strategy and form the National Digital ICS transformation plan to be delivered by local ICS partnerships. We were commissioned in 2022/23 to develop the Digital Skills and Knowledge framework further and incorporate findings from the review.
- Commissioned the development and delivery of a pilot Digital Leadership programme to 30 Registered Managers. Learners rated the course highly and were very satisfied with all aspects. A pre and post course comparison showed almost all participants improved their digital skills and confidence, whilst on the course. Participants have begun to make changes to how they work (e.g. implementation of new systems).
- Piloted a digital champion training programme in five ICS areas (Kent, Lancashire & South Cumbria, Merseyside & Cheshire, Sussex and Southwest London) to 38 aspiring champions. The course modules were highly rated, and learners were very satisfied with the course. A pre and post course comparison showed all learners had improved their digital skills and confidence levels, whilst on the course. Interviews about early impact of the course also revealed that some digital champions, for instance, had started to make improvements to their digital security.

2.3 Regulated workforce

Activity to support the capability of the **regulated workforce** included the following areas.

Social work: We supported 174 employers in adult services and 195 employers in child and family services (the majority of local authorities are included in both the above numbers) to provide personal development programmes, support and supervision for newly qualified social workers building capability and practice confidence in their first post-qualification year.

The ASYE process and assessment methodology was reviewed and refreshed working collaboratively with employers, and consistency of assessment and support was quality assured by our team. We supported the Chief Social Worker, working with other stakeholders in the implementation of post qualification standards for social work supervisors. We

Trustees' report *(continued)*

supported a cohort of 15 newly appointed Principal Social Workers through a leadership development programme in partnership with the Office of the Chief Social Worker (adults).

Occupational therapists: Approximately 3,000 occupational therapists work in adult social care to support people to do the things they want and need to do, identifying strengths and facilitating connections with families, friends and communities to keep healthy and well. This year, we increased our leadership development support for principal occupational therapists (10 candidates learning alongside Principal social workers) and piloted a new programme for 13 aspiring leaders in occupational therapy services. At a local level, we increasingly engaged with Occupational Therapy workforce networks and have been building an information base on how employers are supporting newly qualified occupational therapists (NQOT's).

3. Supporting social care systems

Social care is a large, diverse, diffuse and fragmented sector. There are around 17,300 organisations employing approximately 1.54 million people across the country and its structure and funding are often poorly understood. This makes national, regional and local planning between the sector and partners, and within the social care system challenging. Access to reliable, comprehensive data about the adult social care workforce is crucial for informing the work of DHSC and stakeholders as they plan, fund, and monitor the sector.

We want social care to be well funded and reformed so that we have the right number of people with the right skills and values in the right jobs. We want the social care workforce to be better understood; system leaders to plan better for the workforce of the future; and social care to be increasingly represented and valued in conversations and policy decisions.

Trustees' report *(continued)*

Providing expert evidence to numerous Parliamentary Select Committee inquiries both written and verbal and responding to numerous consultations including the Migration Advisory Committee (MAC) consultation on the impact of ending freedom of movement, Low Pay Commission Consultation and healthcare regulation. We know that the use of our data and expertise is making an impact on key influencers and policy makers. For instance, the MAC report states that "Sector-led data collection played an important role in confirming the picture from ONS data and our stakeholder engagement, providing occasional challenge to official statistics and filling in the gaps, particularly by care setting. We are grateful to Skills for Care."

In July 2021, we worked with national social care leader organisations to develop a [shared vision](#) of what should be in a national workforce strategy for the growing sector, and, in March 2022, worked together to further set out the need for a [workforce strategy](#).

Our organisational structure with small area-

Trustees' report *(continued)*

The launch of our new Good and Outstanding Care online resource. Our range of Good and Outstanding Care resources continue to be popular with providers with 8,000+ downloads. We have also had 7,000+ downloads of our bite-size resources for managers.

We evaluated our membership offer for Registered Managers and 97% of 339 respondents recommending membership to others. Respondents agreed that, because of membership, they had made improvements to the quality of their service, and felt less isolated and more confident, valued, and supported.

Underpinning all this work is the continual generation of relevant evidence and insights, in particular from our Adult Social Care Workforce Data Set (ASC-WDS). The ASC-WDS collects data from over 19,000 providers, representing 615,000 workers. This data set not only provides insights into the size, structure, and dynamics of the social care workforce, it can also support and measure government workforce reforms. Continual work to develop and maintain the ASC-WDS service is important to ensure on-going value for users and make sure we the data set has the maximum number of users and representative workforce data. In 2021/22 this consisted of the following:

Continually improved functionality based on user feedback. For example, we added ASC-WDS News and the Benefits Bundle and improved existing features through user research and iteration. The ASC-WDS Benefits Bundle includes discounts with endorsed training providers, bookshop discounts and discounted Registered managers networks membership.

Undertook significant work to ensure the reach of ASC-WDS. Direct and indirect engagement strategies and our official ASC-WDS product launch week ensured a resulting growth in new users from 47 to 49% during an extremely challenging year for the sector.

The success of our user engagement and functionality improvement work is evidenced in our survey of users which shows 90% of users are either Satisfied or Very Satisfied when performing tasks in the service. It is also evident in the continual use of the service, which had over 10 million page views, 150,000 new staff records and 700,000 new training and qualification records added in 2021/22.

4. Supporting culture and diversity

The strength of social care is in celebrating, valuing, and recognising what makes people unique and supporting them to overcome challenges. To do this, it is vital that the adult social care workforce reflects the society we live in, and that people feel included and treated equally. Skills for Care is committed to using our data and insight to focus attention on areas and issues where there is more work to do, to ensure that diversity is valued and that organisational cultures are positive.

21% of workers identified as being of an ethnicity that was black, Asian, mixed, or minority ethnic (BAME). However, registered managers and senior managers have a relatively low proportion of those with a BAME background (15% and 17% respectively).

We want employers to demonstrate inclusive leadership skills and behaviours that are anti-racist. We work with employers so that they have inclusive and positive cultures and use our best practice, tools and resources to support employees.

Trustees' report *(continued)*

Trustees' report *(continued)*

to meet the challenges that they told us they were facing. These included new approaches to recruitment, improving workforce retention and managing change.

We delivered a full programme of more than 400 virtual events and webinars focused on key topics, and more than 20,000 people registered to attend them. As Covid-19 restrictions lifted and we began to return to face-face events and meetings and we will continue to evolve our approach to digital, virtual, in-person and hybrid engagement.

In February 2022, following significant user research and re-design, the Skills for Care website was re-launched. We know that the website is a crucial tool for social care leaders and managers (89% of our audience use our website), so the re-fresh focused on improving website navigation and accessibility. Initial feedback has been positive:

73% of people who visit the website monthly or more frequently though the new site was better or much better than the old site

70% of people who were visiting the site for the first time or visited less than once a month thought the site was good or very good.

Our connections to social care employers, leaders and managers and our joint work with national and local partners is critical to make significant change happen and is highlighted throughout this report.

Skills for Care Services

Our strategy recognises the need to be more intentional about our income generating activ0 1 381.67 624(-)

Trustees' report *(continued)*

Incoming resources

The charitable group was successful in securing total incoming resources of £38.5m (2021: £36.2m) representing a 6% increase (2021: 2% decrease). This increase was achieved as our key funders recognise the positive impact we make on the sector delivering our agreed strategic priorities.

Charitable activities

DHSC: Our main client, DHSC, agreed to provide restricted funding for the delivery of our annual work programme. Due to the ongoing impact of DHSC managing the COVID-19 pandemic, they agreed an interim payment of two month's funding, ahead of the full agreement executed in September 2021. We ensured the programme and resources allocated were flexible to meet new and emerging priorities. Total funds for the year were £28.2m 4% increase on last year (2021: £27.1m) due to an additional £1.2m training fund for approved mental health professionals (AMHP). DHSC funds carried forward £0.1m (2021: £0.7m) are committed to activity that spans the financial year. The total cost of the DHSC work programme was funded by DHSC and by Skills for Care securing sector co-funding as set out in note 14.

Other charitable activities: We were successful in securing £7.6m (2021: £6.8m) an increase of 12% (2021: 8% decrease). This includes £6.7m (2021: £5.8m) Department for Education (DfE) contract to disburse the Child and Family Assisted Year in Employment (ASYE). By a successful competitive tendering exercise, we secured a two year contract, with a potential opportunity to extend by a further 2 years. Skills for Care and Development (SfCD) UK activity generated £0.06m (2021: £0.04m) from its four UK partners where Skills for Care is the host and England partner. In addition, charitable funding from HEE, NHSE and other funders of £0.6m (2021: £0.7m) was deferred in creditors as activity relates to next year, as set out in note 12.

Trading activities: We generated £1.8m (2021 £1.4m) income, an increase of 28% (2021: 46% reduction). In addition, £1.5m (2021: £1m) income was secured relating to 2022/23 delivery so deferred in group creditors as detailed in note 12. Trading activity accounted for in the subsidiaries is set out in notes 3 and 14. We have been successful in adopting a more commercial insight as part of our new strategy, resulting in an increase in our trading income. We launched a new branding of our offer under the banner of 'Skills for Care Services' and registered this company as a legal entity to enable us to use this branding minimising risk of breaching any other organisation's copyright.

Our activity within Affina Organisation Development Ltd (AOD) exceeded our budgets as the company continues to identify and work with organisations whose teams require their support.

Other income: Bank interest received is minimal as interest rates remain low. Other income relates to COVID-19 grant specifically to fund furloughed staff, that were not funded elsewhere. We received a small donation towards an adult social care memorial activity which we facilitated and contributed to funding. FRS102 Pension interest is set out in note 17.

Resources expended

Our Finance Directorate includes Finance, Procurement, Disbursement, Compliance teams (including Governance and Payroll). It also includes our Project Management Office, corporate resources, facilities and apprenticeship certification teams. In line with our strategy, we enabled all directorates to ensure we assessed and managed our risks by adequate assessment and planning of financial resources. Third party and corporate costs were managed within our standing financial instructions, budget holder and budget keeper responsibilities and within our procurement and competitive tendering guidelines, as appropriate. We ensured our resource allocations were appropriate to ensure we delivered priorities within budget, ensuring value for money and spend eligible within funder's terms.

Trustees' report *(continued)*

External professionals supported internal capacity and capabilities such as investment manager, external and internal auditors, pension actuaries and lawyers.

COVID-19 significantly affected the way we engaged with DHSC our key funder, how we allocated our people, digital, engagement and financial resources and how we delivered our comprehensive business plan activity in year.

Throughout the year, we maintained a continuous effort to manage third-party costs, our people, engagement, digital and other essential corporate enabling resources. This included instigating a recruitment freeze for anything other than business critical roles. We continued to achieve savings across many cost categories, including travel, subsistence, venues, conferences, exhibitions, workshops and meetings, by continuing with virtual ways of working and engagement with our people, our customers and the sector. We delivered some work by engaging external contractors, where we needed specialist skills. We took advantage of efficiencies and cost savings, as appropriate and after agreement from the Board, we terminated the 2nd floor lease agreement on our Leeds office to secure savings next year as

Trustees' report (continued)

tendering processes to allocate and distribute the WDF. Where competitive tendering is undertaken, applications continued to be evaluated by panels to assess the applicant's ability to deliver the requirements of the funding stream. Direct individual employer funding involves an assessment of each application on receipt to ensure that it meets the purpose of the funding, which is to increase the management skills of, or care provided to, individual employers. We continued to fund rapid induction, volunteer and essential refresher training for the sector through 12 of our endorsed learning providers. Due to delays to the agreement of our DHSC work programme, the traditional mainstream fund was disbursed at a slower rate than usual. We accepted funding claims up to 31 May 2022 and will report the percentage of funds disbursed once all claims have been processed.

We continued to focus on work to identify charitable and trading funding opportunities aligned to our strategy. Together with the development of a portfolio of services, our response to tenders and other income generating activity has been brought together under the new brand of Skills for Care Services, supporting the sector and strengthening our engagement with key stakeholders.

Total funds carried forward

All funds received during the year and expenditure incurred as shown in the Statement of Financial Activities. The detailed movements in specific restricted and unrestricted funds are shown in note 14.

Restricted: £0.1m (2021: £0.7m) of unspent DHSC funds are expected to support activities agreed as part of the 2022/23 DHSC work programme. Other restricted funds, if not expended, are deferred in creditors, as appropriate.

Unrestricted: Funds are committed to fund activities as set out in the charitable reserves policy and detailed in note 14.

Reserve policy

The charity has a charitable reserves policy of maintaining unrestricted charitable reserves. The Finance and People Committee (F&P) 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

Charitable reserves are accumulated to fund the cost of minimum potential liabilities and not to exceed the estimated maximum costs including statutory redundancy, early retirement costs, six month's operational staff and third-party costs, where applicable, including a period of consultation for all staff, lease and pension liabilities and to cover necessary costs and commitments during an unforeseen period of difficulty. Excluding the pension exit value as at 31 March 2022, there are sufficient charitable reserves to fund the maximum potential liabilities as set out in note 14.

Both our subsidiaries carry out non-charitable activity with an aim to generate trading surplus for reinvestment into our strategic priorities for the benefit of the sector.

The Skills for Care Solutions (SfCSL) Board, AOD Board, F&P Committee and Skills for Care Board have oversight and review what may be required to fund future requirements.

Unrestricted charitable reserves are designated by the trustees for specific purposes as described in note 14.

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Trustees' report *(continued)*

Trustees' report

Trustees' report *(continued)*

board members is used in the selection process. The Remuneration and Nominations Committee (R&N) lead the trustee recruitment process and regularly consider succession planning and the skills and knowledge of trustees to identify any gaps. A trustee can serve up to two three-year terms (with an additional term in exceptional cases agreed by the board), this includes the Chair and Vice-Chair. The board membership is kept under review and re-aligned as appropriate.

Trustee induction and training

The Chair and Chief Executive Officer induct new trustees, so they have a clear understanding of the work of Skills for Care and their duties as trustees. This includes their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the committee and decision-making process, the 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 an induction handbook. Trustees are encouraged to attend appropriate Skills for Care and external meetings and events where these will facilitate the undertaking of their role.

Organisational structure

The board of trustees administers the charity and meets at least four times a year to make strategic decisions regarding the charity. There are standing committees covering Finance and People, Audit and Risk, and Remuneration and Nominations.

A Chief Executive Officer (CEO) is appointed by the trustees to manage the day-to-day operations of the charity. To facilitate effective operations, the CEO has delegated authority, within terms of delegation approved by the trustees, for operational matters. The Leadership Team (LT) is in place to support the CEO.

Charity governance code

We have adopted the principles of the Charity Governance Code. The assessments within the three-year cycle of board evaluation are based around the principles of the Code. The newly developed trustee handbook is also based around the principles of the Code.

Evaluation

We have a rolling three-

Trustees' report *(continued)*

have an annual one-to-one meeting with the Chair of the board, which is an opportunity for trustees to confidentially feedback on the performance of the board and to suggest any improvements.

Section 172 (1) Statement and Streamlined Energy and Carbon Reporting

2020 saw the introduction of a

Trustees' report *(continued)*

Our strategy sets out our longer term aims and how decisions may affect the longer term. The achievements and performance section of the Trustees' report details how we have engaged and fostered our relationship with DHSC, suppliers, customers and others during the year. The continuing impact of Covid 19, long covid and the wider social care effects of lockdown raise considerable challenges for the DHSC and the sector we support as well as our own operations. We remain flexible in our approach to delivery and engaged with all concerned and especially our own employees to ensure we could continue our delivery, albeit in a different form. Engagement with our employees is always important and regular updates are provided. We embraced using Teams and Zoom for our meetings with our colleagues which ensure we are engaging not only with our own team but with the wider community.

We are an organisation who always strives to maintain a reputation for high standards and business conduct. We have engaged independent internal auditors to regularly review our operations and procedures so we can continually improve as detailed in the section above for the internal control environment. The findings from the review undertaken by the independent firm are appropriately addressed by the business and such implementation is overseen by the A&R Committee and the Board.

Our subsidiaries are an integral part of the group and the Board at each meeting consider how relationships between the individual organisations can be enhanced for the benefit of the group overall. Risks in the subsidiaries are considered by the individual subsidiary Boards and by the A&R Committee to ensure all objectives are aligned and risks mitigated for each individual organisation within the group.

As part of our work to become 'tender ready', we need to comply with Procurement Policy Note (PPN) 06/21 which requires suppliers bidding for major government contracts to commit to achieving Net Zero by 2050. We will be calculating our carbon footprint across scope 1, 2 and partial 2 carbon emissions to achieve public procurement PPN 06/21 compliance using the Government approved Green House Gases (GHG) Protocol and will be able to pinpoint the carbon hotspots within our organisation to develop a PPN 06/21 compliant carbon reduction plan. We will be able to present a PPN 06/21 compliant digital dashboard on our website for external stakeholders and internally we will have an implementation plan with steps to reduce our emissions year on year led by a 'green team' who will be responsible for taking forward the actions and championing our approach.

As an organisation we continue to review ways in which we can reduce our carbon footprint and the business miles we incur. We have continued significantly working from home, since the start of the pandemic in March 2020, reducing the impact of our usual travel and use of office space upon the environment and having had this experience, we invoked the break clause on our London office and in addition, we have significantly downsized our Leeds office to a space for only 24 desks and one meeting room which will reduce the number of colleagues working in an office environment.

Risk management

Skills for Care has a defined risk management process and associated procedures to review, control, mitigate and report the risks faced by the organisation. This includes a defined risk management process for identifying risks ranging from individual project level to strategic level. During 2021/22 we realigned our corporate and directorate risk registers to our strategy and defined our risk appetite at a high level. In 2022/23 we will be undertaking further work to define this further.

Principal risks and uncertainties

Significant risks and uncertainties are reviewed by the Leadership Team (LT) through the corporate and directorate risk registers. Regular in-depth reviews are undertaken for known key risks and emerging risks. LT review monthly key and emerging risks, together with any

Trustees' report *(continued)*

escalated project risks. It is the remit of the A&R Committee to seek assurance that risks are being managed and ensure that any major risks are reported to the board. They are also responsible for identifying, with LT, a number of activities for internal audit each year as part of the risk assurance framework process; some activities are audited more frequently where the risk is deemed to be of greater significance, for example financial management, whilst others are reviewed as part of a long-term cyclical schedule of audit.

The A&R committee review the corporate risks and any project risks escalated by LT at each meeting. Periodically, members review the directorate risk registers in more detail and undertake a more in-depth review of key risks facing the organisation.

At each board meeting, trustees receive the corporate risk register along with an update of our risk management activity. Any risks, that trustees need to be made aware of, are reported as part of the CEO report. Skills for Care and its subsidiaries have an agreed risk appetite for each risk category, which has been reviewed. All risks that are rated above the risk appetite or outside of the risk tolerance are brought to the attention of the Board.

Both trading subsidiary companies have corporate risk registers which are reviewed by each individual company Board. The risk registers for both subsidiaries were reviewed and updated during the year.

During the year the major risks reported to the Board arose from the uncertainty in the social care sector, the Reform announcements and the need for us to continue to diversify our funding.

In May 2021, the Board reviewed its risk appetite and we used this to align our risks to our strategy and have been using this at a strategic level for decision making. We are working to embed this into our risk management practices and culture across the organisation.

Reference and administrative information

On 31 March 2022, there were 13 board members.

Trustees' report *(continued)*

Audit & Risk Committee

Louise Bladen (Chair)

Suzie Bailey

Trustees' report *(continued)*

Company references

Skills for Care Limited Company number 03866683, Charity number 1079836

Skills for Care Solutions Limited Company number 07938138

Affina Organisation Development Limited Company number 04644495

The National Skills Academy for Social Care Limited Company number 09698766 *(Dormant)*

Skills for Care Services Limited Company number 13778192 *(Dormant)*

Trustees' report *(continued)*

Auditor

Trustees will approve the reappointment of Brown Butler as external auditors of the group at the board meeting on 12 October 2022.

Approval

This report is approved by the board of trustees on 20 September 2022 and is signed on its behalf.

By order of the board

John Coughlan

John Coughlan (Sep 20, 2022 18:35 GMT+1)

John Coughlan CBE

Chair of the Board

West Gate
6 Grace Street
Leeds
LS1 2RP

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

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 2022, 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 accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

give a true and fair view of the state of the group's and charitable parent company's affairs as at 31 March 2022 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;

Independent Auditor's

Independent Auditor's Report to the Members of Skills for Care Ltd *(continued)*

Consolidated statement of financial activities *(incorporating income and expenditure account and other comprehensive income)*

	<i>Note</i>	2022 Unrestricted £	2022 Restricted £	2022 Total £	2021* Total £
Income					
Trading activities	4	1,787,000	-	1,787,000	1,391,422
Investments	4	389	-	389	3,486
Charitable activities	4	79,650	35,810,053	35,889,703	33,959,471
Other income	4	1,974	-	1,974	45,074
Pension	4, 17	875,000	-	875,000	768,000
Total income	4, 14	2,7			

Consolidated group balance sheet

At 31 March 2022

<i>Not e</i>	2022	2022	2021	2021
	£	£	£	£

Consolidated cash flow statement

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

	<i>Note</i>	2022	2021
		£	£
Net incoming resources before transfers		705,826	823,444

Adjustment for:

Notes *(forming part of the financial statements)*

The company continues discussions with the DHSC to ensure our work programme objectives and milestones are achieved. The financial report to DHSC and note 14 shows Skills for Care has some DHSC funds to carry forward, all of which are fully committed. All funds receivable from the DHSC are treated as restricted in accordance with grant letters.

1.5 Resources expended

Resources are allocated at a strategic level based on the costed work programme (WP) with the DHSC, other funding agreements and the business plan agreed by the Board. Budget holders are allocated specific resources to deliver the required outcomes. Activities requiring commissioned work with outstanding milestones as at 31 March 2022 or relating to the outcomes of the 2021/22 work programme are accounted for on an accruals basis and the costs relating to these milestones are included in the accounts.

Governance costs are those incurred in connection with the strategic management of Skills for Care resources and compliance with constitutional and statutory requirements, including legal and audit costs. These have been accounted for within the appropriate cost activity as required by FRS102.

1.6 Fixed assets: tangible

Individual fixed assets costing £5,000 or more are capitalised at cost. Depreciation is calculated to write off the cost of fixed assets by equal annual instalments over their estimated useful lives as follows:

Office furniture and equipment and IT hardware - 3 years

1.7 Leases and hire purchase agreements

Rentals arising under operating leases are charged to the statement of financial activities over the terms of the agreements. Termination of the Leeds lease of the 2nd floor office was invoked in December 2021 and associated costs have been included in these financial statements. A new three-year lease for alternative Leeds office space in the same building was signed in March 2022. This has a break clause after 1 year.

1.8 Pensions

The company makes 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 Statement of Financial Activities (SOFA). A charge equal to the increase in the present value of the scheme liabilities (because the benefits are closer to settlement) and a credit equivalent to the charity's long term expected return on assets (based on the market value of the scheme assets at the start of the year), are also included in the Statement of Financial Activities. The scheme closed to new members in 2008. The difference between the market value of the assets of the scheme and the present value of the accrued pension liabilities is shown as an asset or liability on the balance sheet. Any differences between the actual and expected return

Notes *(forming part of the financial statements)*

1.9 Investments

All listed investments are revalued at bid value at the end of the year as shown in note 9. Changes made to the balance sheet values are reflected in the statement of financial activities. No sales of the investments were made during the year so there is no realised loss or gain to report. The investment manager costs are deducted from any investment gains.

In the company's financial statements, investments in subsidiary and other undertakings are stated at cost less provision for permanent diminution in value.

1.10 Restricted, unrestricted and designated funds

The various funds of the charity are accounted for as follows:

Restricted funds are funds subject to specific instructions or restrictions, which have been imposed by the funders, but still within the objects of the charity. The purpose and use of the restricted funds are set out in note 14 to the financial statements.

Notes *(forming part of the financial statements)*

Notes (forming part of the financial statements)

4. Income

	Group 2022 £	Group 2021 £
Restricted		
DHSC	28,223,250	27,127,343
Other funders	7,586,803	6,762,052
Total restricted income	35,810,053	33,889,395
Unrestricted		
Trading activity (less trading bank interest included below)	1,787,000	1,391,422
Bank interest	389	3,486
Charitable income	81,150	70,076
Other income – Job retention scheme	474	45,074
FRS 102 pension income (<i>note 17</i>)	875,000	768,000
Total unrestricted income	2,744,013	2,278,058
Total income	38,554,066	36,167,453
Workforce revenue grant (<i>inc £0.35m NHSX in 21/22</i>)	23,820,000	23,470,000
Workforce capital grant	2,790,000	2,790,000
Approved mental health professionals	1,195,024	-
Neurodiversity, Disability and Learning Disability	180,000	579,996
Liberty Protection Safeguards	146,568	-
Office of the Chief Social Worker	91,658	237,347
Supporting personal relationships	-	50,000
Total DHSC restricted income	28,223,250	27,127,343
Dept for Education	6,699,038	5,810,793
NHS England	493,754	240,644
Capita Business Services	134,521	-
Health Education England	120,345	453,261
Registered Nursing Home Association	54,186	117,720
Local Authorities	45,833	61,996
Other	39,126	77,638
Total other restricted income	7,586,803	6,762,052
Total restricted income	35,810,053	33,889,395
Total unrestricted and restricted income	38,554,066	36,167,453

Notes (forming part of the financial statements)

5. Total resources expended

	<i>Note</i>	Staff costs 5 (a) £	Other costs £	Group Total 2022 £	Staff costs £	Other costs £	Group Total 2021 £
Trading activity cost of raising funds	<i>14</i>	430,768	423,052	853,820	487,844	353,644	841,488
Investments	<i>5b</i>	3,720	-	3,720	3,543	-	3,543

Notes *(forming part of the financial statements)*

Notes *(forming part of the financial statements)*

7. Staff numbers and costs

The Remuneration & Nominations Committee determine 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 recommendations to Board which refer to the proposed annual cost of living award as part of the annual business planning exercise, taking into account overall financial context and other reward and wellbeing initiatives.

As no staff are employed by the subsidiary company Skills for Care Solutions Limited, resources utilised to deliver trading activities are charged within the service level agreement with the subsidiary for £206,475 (2021: £302,351). The average number of staff employed by the group during the year, full and part time

Notes (forming part of the financial statements)

The average number of employees in the group whose emoluments (excluding employer pension and National Insurance Contribution (NIC)) fell within each of the following bands was:

	2022	2021
£60,001 - £70,000	5	1
£70,001 - £80,000	-	5
£80,001 - £90,000	5	-
£120,001 - £130,000	1	-
£130,001 - £150,000	-	1

The key management personnel compensation, for the Leadership Team and the Trustees, for the year is £959,785 (2021: £714,116)

Total pension contributions for the above employees totalled £158,232 (2021: £102,224).

SfC used the agreed recommended contribution rate of 37.1% (2021: 28.5%) for the employer's contribution paid to the WYPF scheme. Deficit payments totalling £0.2m (2021: £0.5m) were made, as SfC honour its statutory deficit obligations. Members also agreed to pay £1m to WYPF before 31 March 2022.

The principle of contributing £1m per annum towards funding the deficit for three years was agreed in principle subject to a review each year before payment. It was agreed that a further decision will be made on future payments once Trustees have sight of the reserves schedule and we have more information from WYPF on what they might accept for both the security options to bring down the primary and secondary contributions, and payments to reduce the deficit, which will come from the formal actuarial valuation due in Autumn 2022.

The charity also operates a stakeholder pension scheme as set out in note 17.

The Board continued to operate virtually during 2022, except for the Board meeting in March 2022 held in person. 1 trustee (2021: nil) was reimbursed £40.

Trustee indemnity insurance was covered under the Directors and Officers policy with Axa Insurance Limited. The trustees consider that the officers and members liability insurance is adequate.

Trustee directors' emoluments

	2022	2021
	£	£
Aggregate emoluments (including employer's NIC) (pension £nil)	37,897	38,620

The Chair is entitled to £35,000 (2021: £35,000) per annum. The honoraria is authorised by Skills for Care's governing document and approved by the Charity Commission and commensurate with the time dedicated to the company's affairs.

Notes (forming part of the financial statements)

8. Fixed assets

8a) Intangible and tangible assets

	Software & licenses	ASC-WDS and other capital assets (note 8b)	Company intangible assets	Goodwill & other intangible assets (note 14)	Group intangible assets	Office furniture & equipment	Hardware & other assets	Group & Company tangible assets (note 8c)	Group intangibles & tangible assets
	£	£	£	£	£	£	£	£	£
Cost									
At beginning of year	2,362,229	7,481,631							

Notes (forming part of the financial statements)

9. Investments

Group and Company	2022		2021	
	Cost £	Bid value £	Cost £	Bid value £
At beginning of year (note 9a)	21,471,432	32,023,044	21,471,432	28,066,703
Unrealised gain in year	-	3,102,366	-	3,956,341
At end of year	21,471,432	35,125,410	21,471,432	32,023,044

9a) The investment portfolio is managed by CCLA, our investment managers, through a blend of funds from the COIF charities fund range. See notes in the Trustees' report - Investment powers and policy.

9b) Included in investments is a charitable investment in a company whose activities include social care recruitment and retention digital solutions.

9c) As detailed in the financial review section of this report, the investment portfolio has experienced significant fluctuations since 1 April and by 18 August 2022 has an unrealised gain in the year of £0.7m.

10. Fixed asset investments – Company

	Note	Shares in group undertakings £
Costs		
At beginning and end of year	3	309,185
Provisions		
At beginning and end of year		(289,185)
Net book value		

Notes *(forming part of the financial statements)*

Summary profit and loss account of the subsidiaries

2022

2021

Notes *(forming part of the financial statements)*

12. Creditors: amounts falling due within one year

	Group		Company	
	2022	2021	2022	2021
	£	£	£	£
Trade creditors	286,182	272,976		

Notes

Notes *(forming part of the financial statements)*

14 a) Unrestricted charitable reserves

The charity has a policy of maintaining unrestricted charitable reserves to meet any potential funding gap in accordance with the Skills for Care charitable reserves policy. The F&P Committee monitor the charitable reserves policy and underlying assumptions each quarter. Unrestricted charitable reserves are made up of free reserves and non-free reserves.

Charitable reserves are accumulated to fund the potential liabilities of Skills for Care. Potential liabilities include estimated redundancy and early retirement costs, up to 6 months' operational costs, lease liabilities, pension and necessary costs and commitments that Skills for Care may face during an unforeseen period of funding difficulty.

The F&P Committee, SfC Solutions Board, AOD Board and the Skills for Care Board oversee the resource requirements of the strategy and ensure the charitable reserves policy aligns to fund any potential funding gap in the future. The maximum potential liabilities (including pension exit deficit and lease liability to end of lease) are £21

Notes (forming part of the financial statements)

14 d) Reserves designations

FRS102 pension: The company makes contributions to the WYPF, a multi-employer defined benefit scheme. The pension FRS102 valuation gave rise to an estimated deficit of £0.5m as at 31 March 2022 (2021: £8.6m), which improved from last year due to assumptions and market conditions at the year end. The Trustees designated the equivalent reserves to fund the accounting deficit accrued.

As at the last triannual valuation at 31 March 2019, the pension exit valuation was £13.1m. The exit deficit is higher than the current year end £0.5m FRS102 pension accounting deficit valuation.

SfC Board of Trustees is committed to funding the pension exit deficit. It sought independent pension advice to consider options, including providing security to provide evidence as part of WYPF and the actuary's risk assessment of SfC Charity in its formal triennial valuation as at 31 March 2022, due in Autumn 2022.

Prior to March 2022 £1m deficit payment was paid. The Board also agreed in principle in March 2022 to designate charitable reserves of £1m per annum for three years to fund the pension exit liability, to be reviewed every year before payment.

To align with the principle agreed above, Trustees made a designation of £3m from charitable reserves to the additional WYPF pension reserve as at 31 March 2022.

SfC closure reserve: Funds designated by the Trustees to fund potential closure costs which

Notes *(forming part of the financial statements)*

represented by the transfer to fixed asset accounting reserve, less £0.3m (2021: £0.3m) sector funding from unrestricted funds to cofund DHSC WP activity.

Other funds: £0.4m (2021: £0.4m) surplus on charitable projects, that have no further restrictions, were transferred to unrestricted funds to contribute towards funding corporate enabling services including governance.

14 f) Underspend relating to DHSC work programme

Notes (forming part of the financial statements)

West Yorkshire Pension Fund (WYPF)

Certain of the Group's employees participate in the West Yorkshire Pension Fund (the 'Fund'), which is part of the Local Government Pension Scheme (the 'LGPS'). On 20 December 2008, the scheme was closed to new members.

In accordance with FRS102, disclosures of certain information concerning assets, liabilities, income and expenditure relating to pension schemes are required. The results below relate to the funded liabilities within the fund which is part of the LGPS. The funded nature of the LGPS requires the employer and its employees to pay contributions into the Fund, calculated at a level intended to balance pension liabilities and investment assets.

The latest triennial actuarial valuation of Skills for Care's liabilities took place as at 31 March 2019. Liabilities have been estimated by the independent qualified actuary on an actuarial basis using the projected unit credit method. The principal assumptions used by the actuary in updating the latest valuation of the Fund for FRS102 purposes were:

Key assumptions (% per annum)	2022	2021	2020
Discount rate for liabilities	2.7	2.1	2.3
Customer Price Index (CPI) inflation	3.0	2.7	2.0
Pension increases	3.0	2.7	2.0
Pension accounts revaluation rate	3.0	2.7	2.0
Salary increases	4.25	3.95	3.25

Mortality assumptions

The mortality assumptions are based on the recent actual mortality experience of members within the Fund and allow for expected future mortality improvements. Sample life expectancies resulting from these mortality assumptions are shown below. **Orange Hill Skills**

Assumed life expectancy at age 65	2022	2021
Males		
Member aged 65 at accounting date	21.8	21.9
Member aged 45 at accounting date	22.5	22.6
Females		
Member aged 65 at accounting date	24.6	24.7
Member aged 45 at accounting date	25.7	25.8

Asset allocation	2022	2021
	%	%
Equities	79.8	78.9
Property	4.0	4
Government bonds	7.4	9
Corporate bonds	4.8	4.8
Cash	2.9	1.3
Other**		

Notes (forming part of the financial statements)

Reconciliation of funded status to balance sheet	2022	2021
	£'000	£'000
Fair value of assets	46,282	41,268
Present value of defined benefit obligation	(46,769)	(49,883)
	<hr/>	<hr/>
Pension (liability) recognised on the balance sheet	(487)	(8,615)
	<hr/> <hr/>	<hr/> <hr/>

The split of the liabilities at the last valuation date between the various categories of members was as follows:

	2022	2021
	%	%
Active members	37	37
Deferred pensioners	28	28

Notes (forming part of the financial statements)

	2022	2021
Changes to the present value of the defined benefit obligation	£'000	£'000
Opening defined benefit obligation	49,883	40,627
Prior year adjustment	12	-
Current service cost	837	708
Interest expense on defined benefit obligation	1,033	928
Contributions by participants	141	156
Re-measurement gains / (losses) on liabilities	(3,610)	8,160
Net benefits paid out	(1,527)	(696)
	<hr/>	<hr/>
Closing defined benefit obligation	46,769	49,883
	<hr/> <hr/>	<hr/> <hr/>
Changes to the fair value of assets	2022	2021
	£'000	£'000
Opening fair value of assets	41,268	32,877
Prior year adjustment	149	218
Interest income in assets	875	768
Re-measurement losses on assets	3,511	6,859
Contributions by employer *per note 5	1,865	1,086
Contributions by participants	141	156
Net benefits paid	(1,527)	(696)
	<hr/>	<hr/>
Closing fair value of assets	46,282	41,268
	<hr/> <hr/>	<hr/> <hr/>
	2022	2021

adjustment is made to staff costs (note 7) and does not appear on the face of the Statement of Financial Activities.

Notes (forming part of the financial statements)

Estimated pension expense in future periods

An estimate of the charges to the profit and loss account under FRS102, based on assumptions as at 31 March 2022 are as follows:

	2023
	£'000
Current service costs	788
Net interest cost on net defined benefit liability	2
	<hr/>
Total estimated pension expense	790
	<hr/> <hr/>
Allowance for administration expenses include in current service cost	0.006
Estimated pensionable payroll over period	1.918
	<hr/> <hr/>

18. Related party transactions

Trustees of the Charity are appointed for their knowledge and connections with organisations in the social care sector. The total value of contracts and payments awarded to organisations connected to board members (not necessarily for the personal benefit of the member) in the year are detailed below. All declarations of interests are recorded on a register of declarations.

Board member	Organisation
---------------------	---------------------

19. Comparative consolidated statement of financial activities

		2021	2021	2021
	<i>Note</i>	Unrestricted	Restricted	Total
		£	£	£
Income				
Trading activities	4	1,391,422	-	1,391,422
Investments	4	3,486	-	3,486
Charitable activities	4	70,076	33,889,395	33,959,471
Other income	4	45,074	-	45,074
Pension	4, 17	768,000	-	768,000
Total income	4, 14	<u>2,278,058</u>	<u>33,889,395</u>	<u>36,167,453</u>
Raising funds	5	841,488	-	841,488
Investments	5	3,543	-	3,543
Charitable activities	5	2,807,204	31,141,774	33,948,978
Pension	5, 17	<u>550,000</u>	-	<u>550,000</u>

NDTi	National Development Team for Inclusion
OCSW	Officer of the Chief Social Worker
PA	Personal Assistant
R&N	Remuneration and Nominations Committee
RAD	Royal Association for Deaf people
RMRG	Registered Managers Reference Group
SCIE	Social Care Institute of Excellence
SC-WRES	Workforce Race Equality Standard for Social Care
SfC	Skills for Care
SfCD	Skills for Care and Development
SOFA	Statement of Financial Activities
TLAP	Think Local Act Personal
VAT	Value Added Tax
WDF	Workforce Development Fund
WP	Work Programme
WYPF	West Yorkshire Pension Fund