

COMPANY REGISTRATION NUMBER: 06032686

**Futureworks Training Limited**  
**Financial Statements**  
**31 August 2020**

**LEONHERMAN**

Chartered accountants & statutory auditor  
7 Christie Way  
Christie Fields  
Manchester  
M21 7QY

# **Futureworks Training Limited**

## **Financial Statements**

**Year ended 31 August 2020**

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# **Futureworks Training Limited**

## **Officers and Professional Advisers**

**The board of directors**

Mr C Mayo  
Mr A Doyle  
Mrs R Tyrell  
Prof J S Brooks  
Prof R J Campbell  
Mrs G Arnold

**Company secretary**

Mr C Mayo

**Registered office**

Aldine House  
New Bailey Street  
Manchester  
M3 5FS

**Auditor**

Leonherman  
Chartered accountants & statutory auditor  
7 Christie Way  
Christie Fields  
Manchester  
M21 7QY

# Futureworks Training Limited

## Directors' Report

### Year ended 31 August 2020

The directors present their report and the financial statements of the company for the year ended 31 August 2020.

#### Directors

The directors who served the company during the year were as follows:

Mr C Mayo  
Mr A Doyle  
Mrs R Tyrell  
Prof J S Brooks  
Prof R J Campbell  
Mrs G Arnold (Appointed 10 February 2020)

#### Overview of Year

The Covid-19 pandemic had an impact on the year, particularly with the first lockdown in March 2020 coming towards the end of the teaching year. We responded quickly and decisively to the pandemic and moved to adopt a 'blended' method of teaching i.e. a mix of online and face-to face learning. While the campus was closed during lockdown, as the safety and health of our students and staff was our first concern, we engaged with students and quickly designed on-line teaching and support. Comprehensive plans and contingencies were prepared to continue to meet the challenges presented by Covid.

We maintained our academic quality and standards during the year, highlighted by 90%+ of our students achieving an honours degree in the year.

In 2020 we continued to invest for the future and to develop our governance structure. The Academic Board and Audit and Risk Committee's both completed their first full academic year of operations and have proved effective and beneficial.

#### Financial Results

Total Income has increased to £3,475k from £3,274k in 2018/19.

Fee income from all students reduced slightly in the year to £3,202k from £3,226k in 2018/19.

Funding Body Grants increased in the year to £274k from £48k in 2018/19.

Total expenditure rose to £3,283k from £3,183k in 2018/19. Of this increase, Salaries and Wages accounted for £126k with overall staffing costs rising to £1,561k from £1,435k in 2018/19.

Other Operating expenses reduced by £26k to £1,722k in the year.

The company recorded a Net Surplus of £192k in 2019/20, up £101k from 2018/19. Net Cash generated from trading activities rose by £110k in the year to £191k reflecting the improved trading performance in the year.

# Futureworks Training Limited

## Directors' Report *(continued)*

Year ended 31 August 2020

### Corporate Governance

Futureworks is committed to transparency and good governance in all of its activities and strives to conduct its affairs in a responsible and transparent way. It has adopted the CUC Higher Education Code of Governance, which sets out the core values of good governance in Higher Education and the primary elements of governance that support those values. Governance of Futureworks is conducted according to the Seven Principles identified by the Nolan Committee on Standards in Public Life and follows the Public Interest Governance Principles established by the Office for Students.

#### 1. Governance Structure

The Board of Directors of Futureworks, as the governing body, has the ultimate responsibility for management of risk and ensuring the regularity and propriety of use of public funds. The Board is also responsible for the formulation of strategy and its implementation and has effectively discharged its responsibilities.

Membership of the Board consists of 3 Independent Non-Executive Directors, one of whom is the Chair, 2 Executive Directors and one shareholder Director (see below).

To aid the Board in this function the Board has approved a number of Sub-Committees under a Scheme of Delegation. This Scheme outlines the responsibilities delegated to the sub-committees and the reporting requirements to the Board. The principal sub-committees are the Academic Board, Executive Committee and Audit & Risk Assurance Committee.

#### Academic Board

The Board of Directors established an Academic Board as the senior academic authority at Futureworks. Subject to the Articles of Association and the overall responsibility of the Board of Directors, the Academic Board is charged with acting as the overarching authority and decision-making body for all matters concerning academic strategies and policies, academic standards, curriculum design and development, the organisation of teaching, assessment and research and the overall quality of learning opportunities and student welfare. This Board's members include Staff and Student representatives as well as an Independent member.

#### Executive Committee

The Executive Committee is the senior management authority and has overall responsibility for the day-to-day management of the company and ensuring the development, implementation and monitoring of operational plans, policies, procedures and budgets, across all schools and departments. This enables a clear distinction between the functions of governance (corporate and academic) and management. Reporting and communication lines between the key governance and management bodies ensure that there is an appropriate flow of information and accountability. Membership includes the Executive Directors, Vice-Principal and the Heads of School and departments.

# Futureworks Training Limited

## Directors' Report *(continued)*

Year ended 31 August 2020

### Audit & Risk Assurance Committee

The Audit and Risk Assurance Committee is responsible for reviewing the internal control, risk management, governance and audit arrangements and providing the Board with assurance on these items. The committee consists of an Independent Chair (see below), one Independent Director and the Finance Director. Post year end the Audit & Risk Assurance Committee agreed to adopt the CUC HE Audit Committee Code of Conduct. This resulted in the Finance Director ceasing to be a member, to be replaced by an additional independent member.

Each of the Board of Directors and the sub-committees meet regularly and have clearly defined responsibilities outlined in their Terms of Reference. Details of attendance at meetings is available on request and the minutes of each meeting are published on the Futureworks Website.

The sub-committees each provide the Board of Directors with an annual report. The Audit & Risk Assurance Committee annual report to the Board of Directors includes a review of the effectiveness of audit arrangements and risk management, control and governance.

### 2. Board Members

The Board now consists of 6 members, Gwyn Arnold (Ind), John Brooks (Ind), Rob Campbell (Ind. Chair), Alan Doyle, Chris Mayo and Renee Tyrrell.

#### Chris Mayo, Principal, Managing Director & Founder of Futureworks

Chris has operated within the higher education sector for more than 22 years in a career that has seen him work throughout Europe and America in various roles, including the first certified Pro Tools Expert Instructor in Europe, senior lecturer and director of facilities. Chris is the founder of Futureworks and has been on the board since incorporation.

Prof. Rob Campbell, Independent Non-Executive Director and Chair of the Board Professor Campbell is Emeritus Professor of Philosophy at the University of Bolton and was, until 2015, Pro-Vice-Chancellor (Academic) there. He is Director of Quality Assurance at Finito Education, Governor of the United Kingdom College of Business and Computing and chair of the NHS Advisory Committee on Clinical Excellence Awards for the North West. Professor Campbell trained as a philosopher and has published books and articles on business ethics, jurisprudence, legal and social philosophy, medical ethics and health policy. He is a Fellow of the Royal Society of Arts, the Royal Society of Medicine and Fellow and trustee of the National Forum for Health and Wellbeing.

#### Professor John Brooks, Independent Non-Executive Director

Professor Brooks was Vice-Chancellor of Manchester Metropolitan University from 2005 until 2015. He was also Vice-Chancellor of The University of Wolverhampton from 1998 until 2005 where he placed a strong emphasis on vocational education and providing HE opportunities to all. He maintains his interest in Higher Education as the Deputy Chair of The Open University as well as being a Director of Futureworks.

#### Gwyn Arnold, Independent Non-Executive Director

Following early career positions in local education authorities Gwyn had a full-time career in HE for 35 years, before retiring from her role as Registrar and Clerk to the Board of Governors at Manchester Metropolitan University in 2014. She has undertaken numerous consultancy roles in a variety of Universities and for software companies that support HE and FE; was Interim University Secretary at the University of Bradford; and has also been a Trustee Board Member for the SHU Students Union. She is currently a Governor at The Sheffield College and has been a Governor / Non-executive director at Futureworks since 2017.

# Futureworks Training Limited

## Directors' Report *(continued)*

Year ended 31 August 2020

### Alan Doyle, Finance Director

Alan joined the board of Futureworks at incorporation and has been a shareholder and Director continuously since then. He previously worked in the finance sector and has nearly 30 years' experience in the European banking and finance market where he led teams in the corporate and syndicated loan markets.

### Ben Norris, Vice-Principal & Clerk to the Board

Ben supports the Board as Clerk and is not a member. He has been working in higher education management for over 18 years. He joined the management team in January 2007, when Futureworks first started. He has played a leading role in the development and growth of Futureworks and was instrumental in the institution's successful 2017 QAA Higher Education Review.

Members are appointed following a selection process and are subject to Fit and Proper Person Checks. Post balance sheet date the Board agreed to set up a Nominations & Remuneration Committee to manage the appointment process.

### **3. Audit & Risk Assurance Committee Independent Member**

#### Ian Richard Falconer

Ian has over 30 years of audit and advisory experience with Grant Thornton UK LLP and Robson Rhodes LLP, helping organisations in most parts of the UK's not for profit sector. For almost 20 years he acted as external audit or internal audit partner to many universities, colleges, government departments, local authorities, health bodies, social landlords and grant funded bodies. He also worked with a number of regulatory bodies, advising on professional standards for governance and audit. As a result, he has practical experience of most aspects of governance, risk management and control.

He is currently Finance Director of Falconer Associates and holds a mixed portfolio of non-executive appointments, including at Futureworks Training Limited, The Sheffield College, Arches Housing Limited and the offices of the South Yorkshire Police & Crime Commissioner and the South Yorkshire Police. He is a member of the Audit & Risk Assurance Committees of each of those organisations. He is also Treasurer and a Member of Board of Trustees of the Sheffield Music Academy.

### **4. Internal Control**

Futureworks takes a risk-based approach to all aspects of the business. The system of internal control is designed to identify, understand and manage risk. The system is supported by a number of policies, procedures and regulations which are approved by the Board, or if delegated to a sub-committee that committee, and reviewed regularly. Risk Registers are prepared and reviewed by a Risk Management Team comprising academic and management members. The key risks are reviewed by the Executive Committee and the Audit and Risk Assurance Committee.

In particular ARAC considers the adequacy and effectiveness of internal controls to manage the key strategic risks, seeking assurance on their operation as it deems appropriate, for example from the external auditors and other independent sources.

Working Groups are used to review specific items in detail. During this fiscal year a Covid-19 Risk Management Team was set up to identify, assess and aid management of the specific risks associated with the pandemic.

# Futureworks Training Limited

## Directors' Report *(continued)*

### Year ended 31 August 2020

The key risks for the institution, identified in our risk register and update for the impact of Covid, are financial, academic and operational. These risks include recruitment, retention, access to premises for students (Covid related) and staff welfare. The risks have been, based on the level of likelihood, incorporated into our management and financial planning to ensure that appropriate controls are implemented. The risks and effectiveness of controls are regularly monitored to enable the Board, Audit & Risk Assurance Committee and the Risk Management Team to manage the level of risk and take any further action if appropriate.

No incidents of significant internal control weaknesses or failures were reported during the accounts period.

#### **5. Effectiveness Reviews**

The Board undertakes an annual review of its effectiveness. The findings are used as part of the preparation of the annual work plan. An independent review was undertaken by the Chair of the Audit & Risk Assurance Committee in 2019.

The output of this review was that the Board was found to be operating effectively and in compliance with its obligations and responsibilities. A number of enhancements were suggested and these have been implemented.

#### Academic Board

The Academic Board had a successful first full year of operations and fully met the responsibilities outlined in its terms of reference. The Academic Board was supported in its role by student involvement and external examiners reports. A work plan for 2020/21 has been agreed and is being implemented. The first review of this board's effectiveness will be completed during 2020/21.

#### Executive Committee

This is a new committee which introduced to streamline management within the institution. The committee is still in its first year of operation.

#### Audit & Risk Assurance Committee

The Committee's 19-20 Annual Report concluded as follows:

1. In summary, the Committee had a busy and productive first full year of operation despite the impact of the Covid 19 pandemic. It met regularly with excellent attendance firstly on campus and online from spring onwards; the NED member was able to comment on ARAC matters at the Board; and the Chair has established good communications with the Chair of the Board, the Finance Director and the ARAC secretariat.
2. The Committee continues to seek to address the key aspects of its responsibilities as they evolve within the wider developing governance structure and benefitted particularly this year from the publication of an updated HE CUC Code of Governance and an Audit Committees Code, against which its operation can be considered.
3. Based on its work as summarised in this Annual Report, overall the Committee was of the opinion:
  - that Futureworks' audit, risk management, control and governance, and value for money arrangements were adequate and effective during 2019-20;
  - that progress has been made during 2019-20 to establish adequate and effective arrangements to manage and quality assure data submitted by Futureworks to HESA & other funding bodies.



# Futureworks Training Limited

## Directors' Report *(continued)*

### Year ended 31 August 2020

4. The Committee was also of the opinion that:

- Futureworks is clearly committed to effective governance and is working hard to ensure that its developing assurance arrangements are adequate and effective as well as proportionate to the size of the institution and sustainable despite the challenging external context.
- there are elements of its audit arrangements which need further development, and these will be a key focus over the next 12 months as its operation matures and develops further. Mindful both of proportionality and the limited staff resources within Futureworks and the increased pressures on them during the pandemic, it will work with the Secretariat to refine its Workplan to ensure full coverage of the appropriate aspects of its Terms of Reference on a cyclical basis.
- Futureworks will keep the student perspective of value for money firmly in mind as the student experience continues to be affected by the Covid-19 pandemic; and it commits to a full review of the formal policy when the more detailed OfS guidance is published.
- It will be able to offer a formal opinion on data quality arrangements when the ongoing internal work and UNIAC's independent review have been completed.
- The communication channels between various elements of the governance structure will benefit from greater transparency as the Academic Board operation embeds and the records of its meetings begin to be received by this Committee and by the Board.

5. The Committee continues to broaden its focus and is committed to building upon the good progress made over the last 18 months. It is working systematically towards full coverage of its responsibilities as set out in its Terms of Reference and the Scheme of Delegation and the expectations set out by OfS and the CUC, using annual and longer-term workplans to support a consistent and comprehensive approach. It will monitor the achievement of its Annual Workplan through its cycle of quarterly meetings and the next self-assessment process in summer 2021.

#### **Statement of responsibilities of the Board**

##### Responsibilities of Board

The Responsibilities of the Board are detailed in the Governance and Management Handbook and the Scheme of Delegation. Both documents are available from the Vice-Principal. These responsibilities were last reviewed and approved by the Board in October 2020.

##### Statement of responsibilities relating to the reports and financial statements

The detailed requirements relating to financial matters are governed by law, agreements and regulations as decreed by various bodies and are stated as follows:

The Board is responsible for keeping proper accounting records, which disclose, with reasonable accuracy, the financial position of Futureworks at any time and enable it to ensure that the financial statements are prepared in accordance with UK accounting standards and applicable law (UK Generally Accepted Accounting Practice), including FRS102 The Financial Reporting Standard applicable in the UK and Republic of Ireland. The terms and conditions of funding further require the financial statements to be prepared in accordance with the 2019 Statement of Recommended Practice: Accounting for Further and Higher Education, in accordance with the Accounts Direction issued by the Office for Students. The Board is required to prepare financial statements which give a true and fair view of the state of affairs of Futureworks and of their income and expenditure, gains and losses and changes in reserves for that period.

# Futureworks Training Limited

## Directors' Report *(continued)*

### Year ended 31 August 2020

In preparing the financial statements, The Board is required to:

- Select suitable accounting policies are selected and then apply them consistently;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK accounting standards have been followed, subject to any material departures explained in the financial statements;
- Assess Futureworks' ability to continue as a going concern, disclosing as applicable, matters related to going concern basis, and:
- Use the going concern basis of accounting unless they intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

The Board has taken reasonable steps to:

- ensure that funds from whatever source are used only for the purposes for which they have been given and in accordance with the relevant legislation;
- ensure that there are appropriate financial and management controls in place to safeguard public funds and funds from other sources;
- safeguard the assets of Futureworks and hence take reasonable steps to prevent and detect fraud; and
- secure the economical, efficient and effective management of Futureworks' resources and expenditure.

#### **Directors' responsibilities statement**

The directors are responsible for preparing the directors' report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and the profit or loss of the company for that period.

In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

# Futureworks Training Limited

## Directors' Report *(continued)*

Year ended 31 August 2020

### Auditor

Each of the persons who is a director at the date of approval of this report confirms that:

- so far as they are aware, there is no relevant audit information of which the company's auditor is unaware; and
- they have taken all steps that they ought to have taken as a director to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

### Small company provisions

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

This report was approved by the board of directors on 19 January 2021 and signed on behalf of the board by:

Mr C Mayo  
Director



Prof R J Campbell  
Director



Registered office:  
Aldine House  
New Bailey Street  
Manchester  
M3 5FS

# Futureworks Training Limited

## Independent Auditor's Report to the Members of Futureworks Training Limited

Year ended 31 August 2020

### Opinion

We have audited the financial statements of Futureworks Training Limited (the 'company') for the year ended 31 August 2020 which comprise the statement of income and retained earnings, statement of financial position, statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 company's affairs as at 31 August 2020 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been properly prepared in accordance with the requirements of the Companies Act 2006

### Basis for opinion

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

### Conclusions relating to going concern

The Board of Directors has prepared the financial statements on the going concern basis as they do not intend to liquidate the Company or to cease their operations, and as they have concluded that the Company's financial position means that this is realistic. They have also concluded that there are no material uncertainties that could have cast significant doubt over their ability to continue as a going concern for at least a year from the date of approval of the financial statements ("the going concern period"). We are required to report to you if we have concluded that the use of the going concern basis of accounting is inappropriate or there is an undisclosed material uncertainty that may cast significant doubt over the use of that basis for a period of at least a year from the date of approval of the financial statements. In our evaluation of the Board of Directors' conclusions, we considered the inherent risks to the Company's business model, including the impact of COVID-19, and analysed how those risks might affect the Company's financial resources or ability to continue operations over the going concern period. We have nothing to report in these respects. However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the absence of reference to a material uncertainty in this auditor's report is not a guarantee that the Company will continue in operation.

# Futureworks Training Limited

## Independent Auditor's Report to the Members of Futureworks Training Limited (continued)

Year ended 31 August 2020

### Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

- the information given in the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' 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 company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

# Futureworks Training Limited

## Independent Auditor's Report to the Members of Futureworks Training Limited (continued)

Year ended 31 August 2020

### Responsibilities of directors

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

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

### Auditor's responsibilities for the audit of the financial statements

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

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

### Opinions on other matters prescribed in the OfS

In our opinion, in all material respects:

- funds provided by the Office for Students have been applied in accordance with the relevant terms and conditions, and any other terms and conditions attached to them
- the company's expenditure on access and participation activities are disclosed in full in the financial statements
- the requirements of the OfS's Regulatory advice 9: Accounts Direction dated 25 October 2019 have been met

## Futureworks Training Limited

### Independent Auditor's Report to the Members of Futureworks Training Limited (continued)

Year ended 31 August 2020

#### Use of our report

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

*Leonherman*

Michael Rigby FCCA (Senior Statutory Auditor)

For and on behalf of  
Leonherman  
Chartered accountants & statutory auditor  
7 Christie Way  
Christie Fields  
Manchester  
M21 7QY

*21 January 2021*

**Futureworks Training Limited**  
**Statement of Income and Retained Earnings**  
**Year ended 31 August 2020**

	Note	2020 £	2019 £
<b>Turnover</b>		<b>3,475,367</b>	3,273,752
Cost of sales		<u>1,262,385</u>	1,229,611
<b>Gross profit</b>		<b>2,212,982</b>	2,044,141
Administrative expenses		<u>2,019,057</u>	1,952,916
<b>Operating profit</b>		<b>193,925</b>	91,225
Interest payable and similar expenses		<u>1,882</u>	141
<b>(Loss)/profit before taxation</b>	<b>11</b>	<b>192,043</b>	91,084
Tax on profit		<u>—</u>	—
<b>Profit for the financial year and total comprehensive income</b>		<b>192,043</b>	91,084
<b>Retained losses at the start of the year</b>		<b>(3,319,819)</b>	(3,410,903)
<b>Retained losses at the end of the year</b>		<b>(3,127,776)</b>	(3,319,819)

All the activities of the company are from continuing operations.

The notes on pages 17 to 25 form part of these financial statements.



# Futureworks Training Limited

## Statement of Financial Position

31 August 2020

	Note	2020 £	2019 £
<b>Fixed assets</b>			
Intangible assets	12	568,909	447,921
Tangible assets	13	371,757	430,679
		<u>940,666</u>	<u>878,600</u>
<b>Current assets</b>			
Debtors	14	301,387	307,464
Cash at bank and in hand		190,729	80,756
		<u>492,116</u>	<u>388,220</u>
<b>Creditors: amounts falling due within one year</b>	15	<u>796,901</u>	<u>685,141</u>
<b>Net current liabilities</b>		<u>304,785</u>	<u>296,921</u>
<b>Total assets less current liabilities</b>		<u>635,881</u>	<u>581,679</u>
<b>Creditors: amounts falling due after more than one year</b>	16	3,747,049	3,884,890
<b>Provisions</b>			
Taxation including deferred tax		15,108	15,108
<b>Net liabilities</b>		<u>(3,126,276)</u>	<u>(3,318,319)</u>
<b>Capital and reserves</b>			
Called up share capital		1,500	1,500
Profit and loss account		(3,127,776)	(3,319,819)
<b>Shareholders deficit</b>		<u>(3,126,276)</u>	<u>(3,318,319)</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and in accordance with Section 1A of FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

These financial statements were approved by the board of directors and authorised for issue on 19 January 2021, and are signed on behalf of the board by:

Mr C Mayo  
Director



Prof R J Campbell  
Director



Company registration number: 06032686

The notes on pages 17 to 25 form part of these financial statements.

# Futureworks Training Limited

## Statement of Cash Flows

Year ended 31 August 2020

	2020	2019
	£	£
<b>Cash flows from operating activities</b>		
Profit for the financial year	192,043	91,084
<i>Adjustments for:</i>		
Depreciation of tangible assets	78,563	91,095
Amortisation of intangible assets	2,200	12,510
Interest payable and similar expenses	1,882	141
Changes in accruals	(106,366)	(218,899)
<i>Changes in:</i>		
Trade and other debtors	6,077	60,904
Trade and other creditors	36,609	(29,539)
Cash generated from operations	<u>211,008</u>	<u>7,296</u>
Interest paid	(1,882)	(141)
Net cash from operating activities	<u>209,126</u>	<u>7,155</u>
<b>Cash flows from investing activities</b>		
Purchase of tangible assets	(19,641)	(40,609)
Purchase of intangible assets	(123,188)	(195,899)
Net cash used in investing activities	<u>(142,829)</u>	<u>(236,508)</u>
<b>Cash flows from financing activities</b>		
Proceeds from borrowings	43,676	1,374
Net cash from financing activities	<u>43,676</u>	<u>1,374</u>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>109,973</b>	<b>(227,979)</b>
<b>Cash and cash equivalents at beginning of year</b>	<b>80,756</b>	<b>308,735</b>
<b>Cash and cash equivalents at end of year</b>	<b><u>190,729</u></b>	<b><u>80,756</u></b>

The notes on page 17 to 25 form part of these financial statements.

# Futureworks Training Limited

## Notes to the Financial Statements

Year ended 31 August 2020

**1. General information**

The company is a private company limited by shares, registered in England and Wales. The address of the registered office is Aldine House, New Bailey Street, Manchester, M3 5FS.

**2. Statement of compliance**

These financial statements have been prepared in compliance with Section 1A of FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland'.

**3. Principal activity**

The principal activity of the company during the year is the provision of technical and vocational higher education.

**4. Accounting policies**

**Basis of preparation**

The financial statements have been prepared on the historical cost basis, in accordance with the accounting policies set out below.

The financial statements are prepared in sterling, which is the functional currency of the entity. On transition to FRS 102 the company has taken advantage of the exemption under FRS 102 section 35.10 (p) in that lease incentives for leases entered into before the date of transition shall continue to be recognised on the same basis that was applied at the date of transition.

These accounts have been prepared using the OFS Regulatory Advice: Accounts Direction 9 dated 25 October 2019.

**Grant**

The OfS grant is recognised using the performance model.

Under the performance model, where the grant does not impose specified future performance-related conditions on the recipient, it is recognised in income when the grant proceeds are received or receivable. Where the grant does impose specified future performance-related conditions on the recipient, it is recognised in income only when the performance-related conditions have been met. Where grants received are prior to satisfying the revenue recognition criteria, they are recognised as a liability.

The OfS grant does not impose specified future performance-related conditions on the recipient.

# Futureworks Training Limited

## Notes to the Financial Statements *(continued)*

### Year ended 31 August 2020

#### **Going concern**

The financial statements have been prepared on a going concern basis and the Board of Directors consider this to be appropriate. Cashflow forecasts have been prepared for the next 18 months based on our recruitment, conversion and retention rates as well as known and anticipated costs. These show that the company has sufficient resources to meet its obligations. Regular and ongoing reviews of the financial position of the company for cash, income and expenditure will ensure that appropriate risks are highlighted and mitigated in a timely manner.

Given the impact of Covid these cashflow forecasts have been subjected to stress testing based on assumptions regarding the impact on recruitment and retention. The scenarios used range in likelihood and the directors believe the company has sufficient resources to continue to meet its obligations. We have therefore concluded that there are no material uncertainties that would cast doubt over our ability to continue as a going concern for a period of 12 months after the date of the approval of these accounts (the going concern period).

#### **Judgements and key sources of estimation uncertainty**

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The company makes estimations and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing material adjustment to the carrying amounts of assets and liabilities within the next year are addressed below:

##### **(1) Useful economic lives of tangible assets**

The annual depreciation charge for tangible asset is sensitive to changes in the estimated useful lives. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technical advancement. See amortisation policy for useful economic lives of each class of assets.

##### **(2) Useful economic lives of intangible assets**

The annual amortisation charge for intangible asset is sensitive to changes in the estimated useful lives. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technical advancement. See amortisation policy for useful economic lives of each class of assets.

#### **Revenue recognition**

Turnover represents the total invoice value, excluding VAT, of sales made during the year and derives from the provision of services falling within the company's ordinary activities.

Revenue from both private and degree courses is recognised based on performance over the period to which each course relates.

# Futureworks Training Limited

## Notes to the Financial Statements *(continued)*

### Year ended 31 August 2020

#### 4. Accounting policies *(continued)*

##### Income tax

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date where transactions or events have occurred at that date that will result in an obligation to pay more, or a right to pay less, or to receive more, tax, with the following exceptions:

Provision is made for tax on gains arising from the revaluation (and similar fair value adjustments) of fixed assets, and gains on disposal of fixed assets that have been rolled over into replacement assets, only to the extent that, at the balance sheet date, there is a binding agreement to dispose of the assets concerned. However, no provision is made where, on the basis of all available evidence at the balance sheet date, it is more likely than not that the taxable gain will be rolled over into replacement assets and charged to tax only where the replacement assets are sold;

Deferred tax assets are recognised only to the extent that the directors consider that it is more likely than not that there will be suitable taxable profits from which the future reversal of the underlying timing differences can be deducted.

Deferred tax is measured on an undiscounted basis at the tax rates that are expected to apply in the periods in which timing differences reverse, based on tax rates and laws enacted or substantively enacted at the balance sheet date.

##### Operating leases

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged against profits on a straight line basis over the period of the lease. The aggregate benefit of lease incentives is recognised as a reduction to expense over the lease term, on a straight-line basis with the exception of leases entered into pre transition to FRS 102. The aggregate benefit is included within creditors and is disclosed over the period to which it will be recognised and the comparative balance sheet has been adjusted between creditors due within one year and creditors due after more than one year to reflect this.

##### Intangible assets

Intangible assets are initially recorded at cost, and are subsequently stated at cost less any accumulated amortisation and impairment losses.

##### Amortisation

Amortisation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful economic life of that asset as follows:

Website is written off in equal instalments over its estimated useful life of 3 years

The intangible asset relating to degree awarding powers has not been amortised as the asset is not available for use at the balance sheet date. The asset relates to the costs of the company obtaining its own degree awarding powers which it is working towards.

Website - 33% straight line

# Futureworks Training Limited

## Notes to the Financial Statements *(continued)*

Year ended 31 August 2020

### 4. Accounting policies *(continued)*

#### Amortisation *(continued)*

If there is an indication that there has been a significant change in amortisation rate, useful life or residual value of an intangible asset, the amortisation is revised prospectively to reflect the new estimates.

#### Intangible asset

The intangible asset relates to the application for its own degree awarding powers.

Research expenditure is written off in the period in which it is incurred.

Development expenditure incurred is capitalised as an intangible asset only when all of the following criteria are met:

- It is technically feasible to complete the intangible asset so that it will be available for use or sale;
- There is the intention to complete the intangible asset and use or sell it;
- There is the ability to use or sell the intangible asset;
- The use or sale of the intangible asset will generate probable future economic benefits;
- There are adequate technical, financial and other resources available to complete the development and to use or sell the intangible asset; and
- The expenditure attributable to the intangible asset during its development can be measured reliably.

Expenditure that does not meet the above criteria is expensed as incurred.

#### Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses.

#### Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Leasehold Property	-	Straight line over the life of the lease
Plant & Machinery	-	20% reducing balance
Fixtures & Fittings	-	33% straight line

#### Impairment of fixed assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

# Futureworks Training Limited

## Notes to the Financial Statements *(continued)*

Year ended 31 August 2020

### 4. Accounting policies *(continued)*

#### Provisions

Provisions are recognised when the entity has an obligation at the reporting date as a result of a past event, it is probable that the entity will be required to transfer economic benefits in settlement and the amount of the obligation can be estimated reliably. Provisions are recognised as a liability in the statement of financial position and the amount of the provision as an expense.

Provisions are initially measured at the best estimate of the amount required to settle the obligation at the reporting date and subsequently reviewed at each reporting date and adjusted to reflect the current best estimate of the amount that would be required to settle the obligation. Any adjustments to the amounts previously recognised are recognised in profit or loss unless the provision was originally recognised as part of the cost of an asset. When a provision is measured at the present value of the amount expected to be required to settle the obligation, the unwinding of the discount is recognised as a finance cost in profit or loss in the period it arises.

#### Financial instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the transaction price, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Debt instruments are subsequently measured at amortised cost.

Financial assets that are measured at cost or amortised cost are reviewed for objective evidence of impairment at the end of each reporting date. If there is objective evidence of impairment, an impairment loss is recognised in profit or loss immediately.

For all equity instruments regardless of significance, and other financial assets that are individually significant, these are assessed individually for impairment. Other financial assets are either assessed individually or grouped on the basis of similar credit risk characteristics.

### 5. Auditor's remuneration

	2020	2019
	£	£
Fees payable for the audit of the financial statements	<u>9,780</u>	<u>10,500</u>

### 6. Employee numbers

The average number of persons employed by the company during the year amounted to 44 (2019: 34).

There are no staff members with a full-time equivalent basic salary of over £100,000 in the year.

# Futureworks Training Limited

## Notes to the Financial Statements *(continued)*

### Year ended 31 August 2020

#### 7. Directors' remuneration

The directors' aggregate remuneration in respect of qualifying services was:

	2020	2019
	£	£
Remuneration	<u>88,864</u>	<u>40,562</u>

The directors remuneration is the total remuneration package for the head of provider and director.

The total directors remuneration includes £8,061 employers national insurance contribution, £1,315 employers pension contribution and £3,639 taxable benefit. It also includes a bonus for the current year that was provided for in the previous year accounts and a percentage of the directors remuneration is capitalised, the intangible asset representing time spent on achieving degree awarding powers.

The relationship between the head of provider's remuneration and that for all other employees is 2.83 (2019: 3.18).

#### Justification of Principal and Managing Directors salary

The Principal and Managing Director, Chris Mayo, has over 20 years' experience in the higher education sector and the media industry. He provides Futureworks with a strong mix of academic and industry experience, knowledge and skills. Over the past few years he has led Futureworks through a period of significant change in the Higher Education market which has been impacted by reduced student numbers, Brexit and regulatory changes. As Principal he sits on the Board of Directors, Finance Committee, Executive Management Team and Chairs the Academic Board. Remuneration to the Principal current comprises salary only. On this basis the remuneration provided to Chris Mayo, which is very competitive in market terms, is considered justified by the Directors. The Principal's remuneration is agreed by the Board of Directors based on performance of both the Principal and the company.

#### 8. Grant income

	2020	2019
	£	£
Grant income from the OfS	273,513	48,156

#### 9. Access and participation expenditure

	2020
	£
Access investment	34,510
Financial support provided	13,250
Staff costs - included within wages and salaries	35,099
Staff costs - included within travel and subsistence	<u>3,581</u>
Total	<u>86,440</u>

Further information on the access and participation plans can be found [www.futureworks.ac.uk/access-and-participation/](http://www.futureworks.ac.uk/access-and-participation/)



# Futureworks Training Limited

## Notes to the Financial Statements *(continued)*

### Year ended 31 August 2020

#### 10. Taxable benefits

The total taxable benefits paid for by the company for the year ended 30th August 2020 total £18,757 in relation to private medical insurance.

#### 11. (Loss)/profit before taxation

(Loss)/profit before taxation is stated after charging:

	2020	2019
	£	£
Amortisation of intangible assets	2,200	12,510
Depreciation of tangible assets	<u>78,563</u>	<u>91,095</u>

#### 12. Intangible assets

	Website costs £	Intangible asset £	Total £
<b>Cost</b>			
At 1 September 2019	52,368	445,721	<b>498,089</b>
Additions	–	–	–
Additions from internal developments	–	123,188	<b>123,188</b>
<b>At 31 August 2020</b>	<u>52,368</u>	<u>568,909</u>	<u><b>621,277</b></u>
<b>Amortisation</b>			
At 1 September 2019	50,168	–	<b>50,168</b>
Charge for the year	2,200	–	<b>2,200</b>
<b>At 31 August 2020</b>	<u>52,368</u>	<u>–</u>	<u><b>52,368</b></u>
<b>Carrying amount</b>			
<b>At 31 August 2020</b>	<u>–</u>	<u>568,909</u>	<u><b>568,909</b></u>
At 31 August 2019	<u>2,200</u>	<u>445,721</u>	<u>447,921</u>

#### 13. Tangible assets

	Leasehold Property £	Plant and machinery £	Fixtures and fittings £	Total £
<b>Cost</b>				
At 1 September 2019	799,456	725,752	222,796	<b>1,748,004</b>
Additions	10,155	2,109	7,377	<b>19,641</b>
<b>At 31 August 2020</b>	<u>809,611</u>	<u>727,861</u>	<u>230,173</u>	<u><b>1,767,645</b></u>
<b>Depreciation</b>				
At 1 September 2019	461,416	643,555	212,354	<b>1,317,325</b>
Charge for the year	52,230	14,571	11,762	<b>78,563</b>
<b>At 31 August 2020</b>	<u>513,646</u>	<u>658,126</u>	<u>224,116</u>	<u><b>1,395,888</b></u>
<b>Carrying amount</b>				
<b>At 31 August 2020</b>	<u>295,965</u>	<u>69,735</u>	<u>6,057</u>	<u><b>371,757</b></u>
At 31 August 2019	<u>338,040</u>	<u>82,197</u>	<u>10,442</u>	<u>430,679</u>

# Futureworks Training Limited

## Notes to the Financial Statements *(continued)*

Year ended 31 August 2020

**14. Debtors**

	2020	2019
	£	£
Other debtors	<u>301,387</u>	<u>307,464</u>

**15. Creditors: amounts falling due within one year**

	2020	2019
	£	£
Trade creditors	378,595	422,529
Social security and other taxes	182,622	85,310
Other creditors	<u>235,684</u>	<u>177,302</u>
	<u>796,901</u>	<u>685,141</u>

**16. Creditors: amounts falling due after more than one year**

	2020	2019
	£	£
Other creditors	<u>3,747,049</u>	<u>3,884,890</u>

Included within creditors: amounts falling due after more than one year is an amount of £3,538,604 (2019: £3,548,820) in respect of liabilities payable or repayable otherwise than by instalments which fall due for payment after more than five years from the reporting date.

Included within creditors due after more than one year is £3,538,604 owing to R Tyrell, a director of the company. The loan is unsecured, interest free and repayable on or after the 30th September 2025.

**17. Operating leases**

The total future minimum lease payments under non-cancellable operating leases are as follows:

	2020	2019
	£	£
Not later than 1 year	470,330	606,892
Later than 1 year and not later than 5 years	1,881,319	1,954,884
Later than 5 years	<u>1,078,800</u>	<u>1,549,130</u>
	<u>3,430,449</u>	<u>4,110,906</u>

# Futureworks Training Limited

## Notes to the Financial Statements *(continued)*

**Year ended 31 August 2020**

**18. Directors' advances, credits and guarantees**

During the year the directors entered into the following advances and credits with the company:

<b>2020</b>				
	Balance brought forward £	Advances/ (credits) to the directors £	Amounts repaid £	Balance outstanding £
Mr C Mayo	—	<u>5,126</u>	—	<u>5,126</u>
 <b>2019</b>				
	Balance brought forward £	Advances/ (credits) to the directors £	Amounts repaid £	Balance outstanding £
Mr C Mayo	<u>12,207</u>	—	<u>(12,207)</u>	—