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2018 saw the Cogent Skills Group further strengthening a range of distinctive employer skills and talent propositions which are underpinned by our deep knowledge and experience of the science-based industries and now delivered via four Business Units: Membership Services; Apprenticeships and Graduates; Courses and Consultancy; and the Science Industry Assessment Service (SIAS). This new structure has brought additional focus, ensuring that our operational performance is driven by clear market demand and that our products and services are tailored to meet science employer needs in an ever-changing skills landscape.

The Membership Services Business Unit continues to represent the strategic skills interests of members of the Science Industry Partnership (SIP) – embracing life sciences and industrial sciences – and of the Nuclear Skills Strategy Group (NSSG). During 2018 this part of the organisation made great strides in aligning its activities with the Government’s Industrial Strategy via dedicated Industry Sector Deals. The SIP achieved all of its deliverables in Phase 1 of the Life Sciences Sector Deal, including monitoring the impact of the Apprenticeship Levy and apprenticeship uptake, developing new apprenticeship standards, and piloting a regional skills group (SIP Cambridge). The NSSG updated its Strategic Plan to reflect developing priorities, incorporating all the main elements of the Nuclear Sector Deal People strand for which it has taken delivery responsibility.

Our delivery Business Units continued to perform well: Apprenticeships and Graduates saw the continued uptake of its range of specialist services, from recruitment to delivery, in response to employer demand for a service that meets unique science skills needs. Courses and Consultancy continued to work with high value customers to provide a specialised suite of programmes which address cultural change in Process Safety Management and Competency Assurance from board room to operations. SIAS, our apprentice end-point assessment (EPA) organisation, maintained its strong performance with registration numbers continuing to grow, building the income stream for subsequent years.

Our nuclear subsidiary, the National Skills Academy for Nuclear (NSAN), continues to be driven by its Employer Advisory Board (EAB) whose members have been nominated by industry and have a key role in working collectively to develop solutions which meet the skills challenges faced by NSAN’s members. The EAB is also represented on the NSSG.

I would like to thank the team members of all Business Units for their significant contributions during 2018, and for ensuring that we met customer expectations in what is an increasingly competitive arena. On behalf of the Board I would also like to express my gratitude to Joanna Woolf who will step down as our CEO at the end of 2019. I thank Joanna for her many significant achievements while leading Cogent Skills: her enthusiasm for our mission, knowledge of skills policy and commitment to staff are inspiring, and she has worked tirelessly to develop and maintain the external relationships which are so critical for success in the sector. 2019 will also be my last year as Chair, a role which Joanna will assume in 2020 - I am delighted that her energy and experience will continue to benefit the company and look forward to working with her to ensure an orderly transition.

Finally, I would like to thank members of the Cogent Skills Board for their robust oversight of this organisation and their active participation in promoting the mission and ambition of the Cogent Skills Group within the evolving skills landscape. It has been a privilege for me to lead the Board since 2015 and I wish Company continuing good fortune as it invests in an area which is so critical for the future success of science-based industries in this country.

Jeremy Haigh
Chair
Cogent Skills continues to make excellent progress pursuing its mission to be the Skills and Talent Partner to Science Industry Companies. The business is organised into Business Units: Membership Services, Apprenticeships and Graduates, Courses and Consultancy, end-point assessment through SIAS and NSAN providing operational support for Nuclear.

Our Membership Business Unit embraces a strong, employer-led and in demand skills proposition to both science industry employers and nuclear employers.

The Science Industry Partnership (SIP) includes some of the biggest names in the sector, and it is our continued aim to have more joining, to ensure a broad and cohesive sector voice on skills. The Nuclear Skills Strategy Group (NSSG), while a smaller, more contained membership of employers who represent all parts of the sector, continues to thrive; it is very much driven by the ambition of its members. 2018 saw additional companies joining NSSG representing the Nuclear Supply Chain. Both these Strategic Memberships are influencing and delivering the People dimension of the Government’s Industrial Strategy via the Life Science and Nuclear Sector Deals.

Overall our Apprenticeship and Graduate Business Unit performed well in a challenging and highly competitive business environment. Our well-established Apprenticeship Service ended the year ahead on new starts and our Apprenticeship Delivery business, our newest venture, has made progress this year with 112 learners registered. Another highlight of 2018 was the creation and delivery of our own bespoke Applied Science blended learning. Post year-end the apprenticeship delivery business had an Ofsted monitoring visit where the outcome was insufficient, with the main issue associated with upskilling existing staff in the workplace. We are working towards achieving a positive outcome and have amended our strategy to concentrate more on our strengths and adopt a more cautious approach to delivering apprenticeships for upskilling solutions.

We will continue to add value by offering support to employers with their understanding of the current marketplace regarding apprenticeship funding and apprenticeship levy rules. Filling apprenticeship and graduate vacancies will remain challenging when we have the highest rate of employment in 40 years and we are putting in place new recruitment strategies using social media and other outreach activity.

We saw an excellent performance from the Courses and Consultancy Business Unit, underpinned by a strategy to secure larger contracts with key customers. These customers are seeking solutions to complex needs, and the team has worked hard to deliver outstanding projects and outcomes.

During the year we also re-engineered our course sales, procurement responsibilities and operational processes, to create a team-wide approach in winning 25 consultancy projects in 2018. We will continue to identify new and high value customers and keep the pipeline buoyant throughout 2019, particularly with the uncertainty of Brexit.

The SIAS business performance remains very strong and we continue to build a team of industry professionals to be our Independent end-point Assessors; during the year we also received excellent feedback following External Quality Assurance inspection by the Institute for Apprenticeships and Technical Education (IfATE). SIAS plays an important, and at times resource intensive role, in helping its customers understand Apprenticeship reform and the End-Point Assessment (EPA) process. The business is gearing up for significant growth and all that entails.

Our nuclear subsidiary NSAN also performed well with its portfolio of skills products and services, and in particular achieved a second successful year of end-point assessment for nuclear apprenticeships. NSAN now has a membership of over 150 companies working in nuclear (members and affiliate members) and also runs an established network of over 40 quality training delivery partners.
STRATEGIC OBJECTIVES

Cogent Skills is a group of companies comprised of Cogent Skills, Cogent SSC, Cogent Skills Services, Cogent Skills Training, NSAN and SIAS. Collectively these companies’ purpose is entirely focused on skills and supporting the skills needs and ambitions of individual employers and their employees. Cogent Skills is sector based, working with companies from across the Science Industries embracing Life Sciences, Industrial Sciences and Nuclear.

Our mission is to be:

*The Skills and Talent Partner for Science Industry Companies - Developing today’s workforce, creating tomorrow’s.*

Cogent Skills has particular expertise in STEM vocational education and industry regulation with respect to skills and competence. Cogent Skills is owned by the key Trade Associations from the science industries. This is a partnership relationship from which the Trade Organisations and Cogent Skills seek to deliver common objectives with respect to skills to the benefit of science industry employers.

Business Units

Cogent Skills operates through four Business Units which serve their customers with their unique service offer. Our subsidiary the National Skills Academy for Nuclear (NSAN) operates distinctly with its own Business Plan and Board. These Business Units are entirely customer focused and organising into these Units is driven by our customers seeking a clear and coherent proposition from Cogent Skills.

The businesses seek to support each other and cross reference the service offers to increase the business with each customer, deriving value from being part of the Cogent Skills Group of companies.

Cogent SSC encompasses the business units of Membership Services and SIAS.

Cogent Skills Services is the Apprenticeship Training Agency (ATA) part of the apprenticeship and graduates business unit.

Cogent Skills Training consists of the apprenticeship delivery part of the apprenticeship and graduate business unit along with the courses and consultancy business unit.
Science Industry Partnership (SIP)

The Life Sciences Sector Deal 2 was published at the end of last year, and sees the SIP, with key partners including the Association of the British Pharmaceutical Industry (ABPI) and the Biotechnology and Biological Sciences Research Council (BBSRC), leading and delivering a Life Sciences 2030 Skills Strategy. This will be published in December 2019, made possible due to funding from all parties involved.

The new SIP Strategy will build a clear evidence base of the status of life science skills and future scenarios to 2030, focusing on medicines manufacturing, as well as other key emerging technologies, such as Artificial Intelligence (AI), to identify the provision required. The Skills Strategy 2030 will deliver the Blueprint for the “People Pillar” of the Life Sciences Sector Deal. The deal also references an Apprenticeship Pilot to support better SME Apprenticeship take-up.

The SIP hosted a very successful Artificial Intelligence Workshop after the SIP Board in November with over 30 attendees from member companies and partners. Expert Speakers from Benevolent AI and Tech Partnership Degrees presented, following which the participants debated the skills required.

The Chemistry Council has now produced its strategy for delivery of chemistry fuelled growth to the UK economy. Education and skills is identified as a key enabler and the strategy identifies 11 skills priorities including working with the SIP to ensure the Apprenticeship Levy delivers for the sector and promoting qualifications and training to industry standards including the Gold Standard.

The SIP’s highly successful Apprenticeship Survey was launched through SIP in the regions, at Medimmune in Cambridge and Fujifilm in the North East, with both past and present apprentices talking about their experiences. In the light of its survey findings, the SIP welcomed the Government’s recent proposed levy consultation with employers, as well as the Chancellor’s announcement that employers will be allowed to transfer up to 25% of their levy to another organization. The SIP’s survey has received considerable interest, including a detailed response from Skills Minister Anne Milton.

SIP Process Industries Working Group (SIPPI) is to take the coordinating lead role for competence, working in close collaboration with the COMAH Strategic Forum, Process Safety Forum and The Chemicals and Downstream Oil Industries Forum (CDOIF) and other stakeholders, including Process Safety Management Competence Programme Board and IChemE. This places SIPPI as the body responsible for reviewing competence and standards.

Nuclear Skills Strategy Group (NSSG)

The Nuclear Skills Strategy Group launched an updated Strategic Skills Plan at Nuclear 2018, the Nuclear Industry Association’s (NIA) Annual Conference in London. The Updated Plan takes action on one of the five foundations of the Government’s Industrial Strategy – People.

Following the curtailment of new build nuclear announcements made by Toshiba/Westinghouse and more recently Hitachi, work has begun to understand the impact of various workforce demand scenarios for nuclear new build. At the same time, the skills implications for next generation reactor technologies are being developed, to capture the capabilities required to support these new areas. By mapping conventional demand scenario, alongside future nuclear generation skills requirements, we have started to form a comprehensive picture for the NSSG’s Nuclear Workforce Assessment 2019.

A second seminar, UK/ French Innovative Approaches to Nuclear Skills was held in November at the French Ambassador’s residence in London. It was opened by Jean-Pierre Jouyet, Ambassador of France to the United Kingdom and closed by Stephen Speed, Nuclear Directorate, Department for BEIS.
Cogent Skills organised an NSSG Skills Conference in Manchester on 21st March 2019. This was the same day of the Nuclear Skills Awards event in the evening. During the year we made good progress on a Nuclear Sector Deal themed Conference Programme and over 250 delegates signed up.

A new Nuclear Career Pathways platform is in development, and will give job role and pathway information to those seeking to enter or move within the nuclear sector. It will be hosted on the new NSSG website.

Projects

The Downstream Oil Distribution Forum & the Petroleum Driver Passport Scheme still continues to grow with 11,410 petroleum product drivers having passed their assessments and been issued with passports during 2018. Meetings continued to be held with driver agencies to promote PDP and understand any issues that agencies face in it operation. A request to licence PDP training from a Greek Training Provider is being actively progressed.

A couple of substantial bids for project funding were progressed, including; an ESF Greater Cambridge & Greater Peterborough bid for a Science apprenticeship promotion, connection and support service and supporting careers outreach activity.

A Cambridge funding proposal to the Combined Authority was submitted in July and Cogent Skills Group is also in regular dialogue with the Liverpool Combined Authority about establishing SIP Liverpool and a draft proposal is being worked up between the LCA and Cogent Skills. The aim is to submit a bid to LCA for funding to support SIP Liverpool in 2019.

In addition, the three Federation of Industry Skills and Standards (FISSS) projects for which Cogent secured £85k project investment were underway and on target as planned.

Standards

During the year we continued to facilitate the development of new apprenticeship standards to support the sector’s skills agenda, via the Life Sciences & Industrial Sciences (LSIS) Trailblazer Group. We also continued to track and monitor the development and progress of other science, health and engineering standards led by other Trailblazer Groups which may also be of interest to employers.

LSIS level 3 Standards are now due for review, a program is in place to review the Science Industry Maintenance Technician, (SIMT), Science Manufacturing Technician (SMT) and the Laboratory Technician. The aim is to submit the reviewed standards to the Institute for Apprentices and Technical Education (IfATE) first quarter 2019.

LSIS achieved approval for the Level 7 Bioinformatics Standard; the Standard will be approved for delivery by IfATE by early 2019. The Level 7 research scientist standard was approved and the LSIS working group submitted the final EPA and costs to the IfATE for approval. A new proposal to develop a level 7 Clinical Pharmacology Scientist has met with considerable interest from employers.

A level 2 Signmaking standard was prepared for submittal in January 2019. This will replace the last apprenticeship framework when the new standard becomes available early next year.

Cogent Skills continues to undertake Apprenticeship Framework work for the Devolved Nations. The review of the Process Engineering Maintenance SVQs is now completed. The portfolio of work for 2018-19 is ongoing and includes; new NOS development for Bio-processing Engineers and Regulation, a Downstream NOS Review, development of a Radiation Protection new MA and SVQ qualification for Scotland, and a Level 2 & Level 3 Laboratory and Science Technicians review of qualifications for Northern Ireland. The process for identifying 2019-20 NOS, qualifications and framework activity is underway with Skills Development Scotland and the employer bodies.
**Apprenticeships and Graduates Business Unit**

Our Apprenticeship delivery business has made really good progress this year. We secured 86 plus apprenticeships through our ATA service employing these apprentices on behalf of 28 plus employers across the science industry, with new host employers including Kymab in Cambridge and Seqirus in Liverpool. Starts took place at companies including: Pfizer, Medimmune, Inx, Sabic, Lotte, Huntsman.

As an ATA, we are in scope for the levy ourselves, which sees us using a model that uses 90% ESFA funding with the employer contributing 10%. Since April 2018, the employers working with us have the facility to transfer levy to us for use with their ATA apprentices employed by us and placed in the employer’s workplace. This allows employers to utilise their levy pot against the full cost of the apprenticeship delivery and assessment. Cogent Skills welcomed the recent announcement that employers will be able to transfer up to 25% of their levy pot from April 2019. This pot can now be used to fully fund their apprentices placed on our ATA.

**Graduates**

Our Graduate Placement Service was slightly behind in 2018 as a consequence of a major client closure. With 80 starts already confirmed and started, target numbers for 2018 showed a slight increase on 2017 income secured across several chemical and life science employers. 96% of all vacancies are filled due to our strong links with Universities around the UK with over 90% of applicants happy to recommend our service in a recent user survey. We started our graduate recruitment for 2019 with 30 positions already open for application.

**Cogent Skills Training**

Apprenticeship delivery through our registered training provider Cogent Skills Training (CST) continues to grow steadily with a view on maintaining a quality service across the delivery of five apprenticeship standards covering science, manufacturing and management. Notable achievements have recently included the development of our own in-house provision for Laboratory Technician with the use of a blended learning platform.
GROUP PERFORMANCE

Courses and Consultancy Business Unit

During 2018, the team worked hard to generate course sales and the strategy to promote and secure larger contracts with customers this year has been a success and has resulted in several large contracts being won within the UK and around the world.

The team continue to strive to ensure delivery is of the highest quality and feedback from the courses customers continues to be excellent. New Bespoke course started to be delivered for Tullow Oils, Uniper, Tata and MODEC, which will generate income into 2019.

Our strategy will now build on the release of the new Major Hazard Leadership inspection guidance from the HSE due to roll out in late Spring 2019. We are hosting several networking events with keynote speakers from the HSE and industry covering this topic, and supporting or speaking at key industry events, to encourage employers to take up the support we offer to embed the Process Safety standards and help their businesses meet the new inspection requirements.

Science Industry Assessment Service

SIAS performance remains strong. There has been a steady flow of registrations for end-point assessment for apprentices who started training in the 2018/19 academic year. We still face something of a delay between apprentice starts and registration with SIAS, as the lead provider has to first contract with employers and gather the required data for the individual’s learner record. Interest from employers and their lead providers in using SIAS for end-point assessment remains strong and many new providers have registered learners with SIAS. End-Point Assessment volumes are on course to increase form just over 50 in 2018 to approximately 300 for 2019. A large number of these will be for L5 and L6 Laboratory Scientist Standards, which is a growth area for many training providers. The SIAS offer now includes eight standards and work has started on our application to the register for Level 7 Bioinformatics Scientist. Alongside this a development plan has been created for 2019 in order to investigate the potential for offering end-point assessment for a wider range of Standards. SIAS is busily gearing up for the very steep growth in assessments in the coming year.
NSAN (National Skills Academy for Nuclear) is a subsidiary within the Cogent Skills Group and is well established as the collective and collaborative skills forum for the nuclear industry.

Its Mission is: Improving the performance of people in the nuclear industry through championing competence, compliance and continuous development.

NSAN continues to aid companies in improving skills in the nuclear industry by setting the highest standards of excellence, leading the sourcing and provision of skills solutions and expanding the sector’s capabilities.

NSAN works collaboratively to deliver outstanding levels of service, enhancing the value we provide to members.

NSAN has a strong and vibrant membership model of over 150 companies working in nuclear (members and affiliate members) and has grown, and maintains, a strong provider network of over 40 quality delivery partners for skills and training provision.

NSAN’s existing solutions and new product development will continue to be tailored to the unique needs of nuclear businesses, whether they are experienced nuclear companies or those seeking to enter the market for the first time.

More recently, NSAN has become an end-point Assessment Organisation (EPAO). This activity was undertaken to fill a gap expressed by employers for this type of service to be delivered by a company that is to be able to support the assessment of nuclear related Trailblazer Apprenticeships.

NSAN is now the EPAO for three trailblazer apprenticeships; Nuclear Health Physics Monitor, Nuclear Operative and Nuclear Technician. NSAN plans to increase this number with the support of several employers who have been impressed with the organisational ability, knowledge and level of professionalism offered by the NSAN team.

A key part of NSAN’s role is to work with employers and the wider industry to develop and deliver innovative approaches to skills development for the sector, and NSAN has an excellent track record in delivery in this regard.

NSAN provides a collective employer voice, into the NSSG which is viewed by the NSAN Advisory Board as an essential relationship.
During 2018 Cogent Skills worked with a number of employers and interested organisations in consultation on the review and development of National Occupational Standards (NOS) and Frameworks products across all the Devolved Administrations - Scotland, Wales, England and Northern Ireland.

These included: Laboratory and Science Technicians L2 & L3, Downstream Operations, Process Safety Management, Process Control Engineers (Bioscience), Health Physics Monitor, and a NOS Database data cleanse project for Skills Development Scotland.

In addition, Cogent Skills have submitted a public procurement tender to become the preferred supplier for Standards and Frameworks in the devolved regions for the next three years.

**Scotland**

Cogent Skills has continued to undertake project funded standards and frameworks work on the review of SVQs for Scotland in the following areas: Health Physics Radiation Protection Monitoring.

In addition, employers and partners in Scotland were consulted with during the creation of new NOS in the following areas: Downstream Operations, Process Safety Management, Process Control Engineers (Bioscience).

We also secured an MOU with the Life and Chemical Sciences Skills Group in Scotland regarding working in partnership on skills development and on all our Standards and Frameworks projects.

Cogent Skills has also submitted a collaborative funding proposal with SEMTA and Energy & Utility Skills to Skills Development Scotland and Zero Waste Scotland for a NOS review project to support Scottish Government's policy Making Things Last – a Circular Economy Strategy for Scotland, as outlined the Government's commitment to making the transition to a circular economy by maximising resource efficiency and retaining value. The outcome of the proposal is awaited and will be taken forward in 2019.

**Wales**

Employers and partners in Wales were consulted with during the creation of new National Occupational Standards in the following areas: Downstream Operations, Process Safety Management, Process Control Engineers (Bioscience).

We have continued to work with Welsh Government on the Nuclear Skills Strategy Group, including offering support via them to assist in the placement of employees affected by the suspension of Horizon’s new nuclear build project at Wylfa.

**Northern Ireland**

Employers and partners in Northern Ireland were consulted with during the review of the National Occupational Standards in the following areas: Laboratory and Science Technicians L2 & L3. In addition, they were consulted with during the creation of new UK NOS in the following areas: Downstream Operations, Process Safety Management, Process Control Engineers (Bioscience).
We have entered an exciting phase where we are developing our current workforce to continue to build on the success of 2018 and support delivery of each Business Unit’s objectives. We are also continuing to invest in training and development with one employee completing their apprenticeship in Chartered Institute for Personnel and Development (CIPD) and most employees undertaking some form of professional development over the coming year.

The ASPIRE recognition scheme for all Cogent employees is now in its second year and this scheme has been successful in linking behaviours back to Cogent’s vision and supporting the values of the company.

This year will see Cogent Skills reapply for Investors in People and we are hopeful of a successful outcome as indicated through an employee survey which took place in October.
The Cogent Skills Business Plan covers the next three years 2019 to 2021, delivering a business growth over this period. Growth is key to enabling sufficient capability and presence to deliver the charitable objectives of the business with income essentially dependent upon commercial activity. The goal is to utilise the commercial income to facilitate more of the charitable public good services.

The more visible adoption of a balanced score card to monitor our performance is supporting the organisation’s development.
Structure, governance and management

Governing document
Cogent Skills Limited (Cogent) is a company limited by guarantee with charitable status, registered with the Charity Commission for England and Wales. Cogent is governed by its Memorandum and Articles of Association to allow for its current governance arrangements. There are currently 7 members (2017: 9), each of whom agrees to contribute £10 in the event of the charity winding up.

Appointment of trustees
As set out in the Articles of Association, the trustees are appointed by the members through the nominations committee. The nominations committee is made up of up to five trustees. It considers the requirement for specialist skills and appropriate representation when recommending trustees to the board. Each owner member of Cogent has the right to nominate trustees to the board such that each owner member will have no more than one representative trustee.

Training and induction for trustees
All trustees receive an induction pack on joining the Board which includes the Memorandum and Articles of Association, the Cogent business plan and annual report. Training for trustees takes place to brief them on their legal obligations under charity and company law.

Organisation
The Board of Trustees administers the charity. The Board meets quarterly and there are sub-committees covering nominations, finance and audit and remunerations, which meet as and when required. A Chief Executive Officer is appointed by the Board to manage the day to day operations of the charity. To facilitate effective operations, the Chief Executive Officer has delegated authority, within the terms of delegation approved by the trustees, for operational matters including finance and employment.

Internal control
The systems of internal control are designed to provide reasonable, but not absolute, assurance against material misstatement or loss. The trustees review the strategic plan and annual budget and approve the same. They consider the financial results on a regular basis including variances from budgets. The audit committee meets at least twice a year under its terms of reference.

Related parties
The charity has six wholly-owned subsidiaries – Cogent SSC Limited, Cogent (Telford) Limited, National Skills Academy for Nuclear Limited (NSAN), Cogent Skills Training Limited (CST), Cogent Skills Services Limited (CSS) and Science Industry Assessment Service Limited (SIAS).

Public benefit requirement
The charity trustees have complied with the duty in section 4 of the Charities Act 2006 to have due regard to public benefit guidance published by the Commission.

Results and Dividends
The results on show a surplus for the financial year before taxation of £146,000 (2017: deficit of £840,000) with total income of £11,071,000 (2017: £11,699,000).
Consolidated Statement of Financial Activities for the year
ended 31 December 2018

<table>
<thead>
<tr>
<th></th>
<th>2018 £’000</th>
<th>2018 £’000</th>
<th>2017 £’000</th>
<th>2017 £’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income and endowments from:</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Charitable activities</td>
<td>2,946</td>
<td></td>
<td>4,846</td>
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<tr>
<td>Other trading activities</td>
<td>8,120</td>
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<td>6,848</td>
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<tr>
<td>Investment income</td>
<td>5</td>
<td></td>
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<tr>
<td><strong>Total income</strong></td>
<td><strong>11,071</strong></td>
<td></td>
<td><strong>11,699</strong></td>
<td></td>
</tr>
</tbody>
</table>

| Expenditure on:         |             |             |             |             |
| Raising funds: cost of goods sold and other costs | 8,792       |             | 8,691       |             |
| **Charitable activities:** |             |             |             |             |
| Occupational standards, education and qualifications | 701         |             | 1,105       |             |
| Research, policy and engaging with employers          | 1,409       |             | 2,715       |             |
|                                                      | 2,110       |             | 3,820       |             |
| Governance costs                                       | 24          |             | 28          |             |
| **Total expenditure**                                    | **10,926**  |             | **12,539**  |             |
| **Net income/ (expenditure)**                          | **145**     |             | (840)       |             |
| Fund balances brought forward at 1 January             | 705         |             | 1,545       |             |
| **Fund balances carried forward at 31 December**       | **850**     |             | **705**     |             |

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The trustees consider all the fund balances as being unrestricted.
Balance Sheets as at 31 December 2018

<table>
<thead>
<tr>
<th></th>
<th>Group 2018</th>
<th>Group 2017</th>
<th>Company 2018</th>
<th>Company 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fixed Assets</strong></td>
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<td></td>
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<tr>
<td>Intangible assets</td>
<td>43</td>
<td>101</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Tangible assets</td>
<td>29</td>
<td>50</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Investments</td>
<td>-</td>
<td>-</td>
<td>140</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total fixed assets</strong></td>
<td>72</td>
<td>151</td>
<td>140</td>
<td>-</td>
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<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Debtors</td>
<td>2,722</td>
<td>2,577</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Money Market Deposit</td>
<td>500</td>
<td>600</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Cash at bank and in hand</td>
<td>1,577</td>
<td>1,735</td>
<td>5</td>
<td>5</td>
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<tr>
<td><strong>Total current assets</strong></td>
<td>4,799</td>
<td>4,912</td>
<td>5</td>
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<td><strong>Creditors:</strong> amounts falling due within one year</td>
<td>(3,727)</td>
<td>(3,890)</td>
<td>(145)</td>
<td>(5)</td>
</tr>
<tr>
<td><strong>Net current assets / (liabilities)</strong></td>
<td>1,072</td>
<td>1,022</td>
<td>(140)</td>
<td></td>
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<tr>
<td><strong>Total assets less current liabilities</strong></td>
<td>1,144</td>
<td>1,173</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Creditors:</strong> amounts falling due within one year</td>
<td>(46)</td>
<td>(64)</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Defined benefit pension scheme liability</td>
<td>(248)</td>
<td>(404)</td>
<td>-</td>
<td>-</td>
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<tr>
<td><strong>Net assets</strong></td>
<td>850</td>
<td>705</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

The funds of the Charity

Unrestricted income funds | 850 | 705 | - | - |

**Total charity funds** | 850 | 705 | - | - |

The movement in the net funds of the group attributable to the parent charitable company was £nil (2017: £nil). The residual net movement of £145,000 (2017: (£840,000)) is attributable to subsidiary undertakings.

The financial statements on pages 18 to 41 were approved by the Board of trustees on 18 June 2019 and were signed on its behalf by:

J Haigh
Trustee
Company Registered Number 09361100
Charity Registration Number 1166082
# Consolidated income and expenditure account for the year ended 31 December 2018

<table>
<thead>
<tr>
<th>Continuing operations</th>
<th>2017 £'000</th>
<th>2016 £'000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Charitable income</td>
<td>2,946</td>
<td>4,846</td>
</tr>
<tr>
<td>Non-charitable trading activities income</td>
<td>8,120</td>
<td>6,848</td>
</tr>
<tr>
<td><strong>Total income</strong></td>
<td>11,066</td>
<td>11,694</td>
</tr>
<tr>
<td><strong>Expenditure</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Charitable expenditure</td>
<td>2,134</td>
<td>3,848</td>
</tr>
<tr>
<td>Non-charitable trading activities expenditure</td>
<td>8,791</td>
<td>8,691</td>
</tr>
<tr>
<td><strong>Total expenditure</strong></td>
<td>10,925</td>
<td>12,539</td>
</tr>
<tr>
<td>Surplus/(deficit) for the financial year before interest and taxation</td>
<td>141</td>
<td>(845)</td>
</tr>
<tr>
<td>Interest receivable</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Surplus/(deficit) for the financial year before taxation</td>
<td>146</td>
<td>(840)</td>
</tr>
<tr>
<td>Taxation on Surplus/(deficit)</td>
<td>(1)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Surplus/(deficit) for the financial year</strong></td>
<td><strong>145</strong></td>
<td><strong>(840)</strong></td>
</tr>
</tbody>
</table>

The consolidated income and expenditure account is derived from the Consolidated Statement of Financial Activities.