



# **Creative Skillset - Sector Skills Council Limited**

## **TRUSTEES' REPORT & FINANCIAL STATEMENTS**

**For the year ended  
31st March 2016**

**Company Registration No. 02576828  
Charity Registration No. 1015324  
Scottish Charity Registration No. SC039556**

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TRUSTEES' REPORT

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## 1. Introduction

The Trustees' present their annual report and financial statements of the charity for the year ended 31st March 2016 which are also prepared to meet the requirements for a director's report and accounts for Companies Act purposes. The financial statements comply with the Charities Act 2011, the Companies Act 2006, the charity's Articles of Association and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK (FRS102) (Effective 1 January 2015).

## Chair's Report

2015/16 has been a year of significant change for the organisation as the industrial and political context within which we operate continues to move at pace. Key to this has been a focus on organisational change, including the recruitment of a new Chief Executive Officer (CEO) to replace me, laying the necessary foundations for our future organisational development and success.

In tandem much has been achieved and we are proud, for example, with all that has been delivered for the Creative Industries in this second year of delivering our Employer Ownership Pilot (EOP). This brought together, through the Creative Industries Council, the biggest industrial partnership programme ever delivered - £37 million of industry/public co-investment over two years which has delivered 24,013 learners. A power house of achievement managed for the industries by Creative Skillset. This has led to a lasting legacy of people and companies whose skills and talents have been developed and a great foundation to build our new business model from.

2016/17 is a year of transition, during which we are completing delivery of our current strategy and funding commitments whilst also undertaking a major strategic review, including an assessment of future strategic and financial risks, to set out our three year business plan for 2017-2020. Our mission will continue to be to support effective, targeted skills development for the UK's Creative Industries, although with a primary focus on the screen based industries, including the management of significant Film and TV funds. This increased focus will help ensure we remain the industry's key skills partner, improving productivity, creativity and employability – with industry and for industry. That role, following the vote to leave the European Union, will become ever more important. However, the successful delivery of this new strategy will require the completion of material changes to our operations e.g. the development of new industry partnerships and funding agreements; the continued development of income-generating products and services; a more streamlined delivery model and a restructured cost-base and overheads.

I would like to express my thanks to my fellow Board Trustees and the members of our ever diligent Finance and Audit Committee, all senior and respected leaders in their fields, who have and are giving so much time and thought to actively support our work and plot our future. I would also like to thank our new CEO, Seetha Kumar, all the staff who have given so much during the course of a year of change and all our training and education partners and other stakeholders for your support in making our work possible.

Dinah Caine (CBE)  
Chair

## 2. Objectives and activities for the public benefit

Creative Skillset – Sector Skills Council Limited (more commonly known as Creative Skillset) is an independent UK-wide organisation owned and managed by the industries.

The principal objects of Creative Skillset are to promote, advance and provide training and education opportunities for those working or intending to work in the Creative Industries, whether as employees or independent freelancers/contractors.

Our mission is to support effective, targeted skills development for the UK's Creative Industries. We will be the industry's key skills partner to improve productivity, creativity and employability – by industry, for industry, about industry.

Creative Skillset works with employers, individuals, trade associations, unions, learning and training providers, Government and its public agencies and other organisations to ensure that the UK's Creative Industries have continued access to the skills and talent they require. The Creative Industries that we work with include film, TV, radio, animation, games, visual effects, fashion, textiles, publishing, advertising, marketing communications and performing arts.

In shaping our objectives for the year and planning our activities, the Trustees have considered the Charity Commission's guidance on public benefit, including the guidance on public benefit and fee charging.

Further in-depth reporting about Creative Skillset activities can be found on the Creative Skillset website at [www.creativeskillset.org](http://www.creativeskillset.org).

## 3. Structure, governance and management

Creative Skillset is a company limited by guarantee (Company number 02576828), a registered charity in England and Wales (Charity number 1015324) and a charity registered in Scotland (Charity number SC039556). The charitable company is governed by Articles of Association which were amended and updated as at 11 February 2015 and 11 August 2016, replacing the Articles of Association and Memorandum of Association governing documents dated 15 January 1991.

### **Creative Skillset's Board**

Creative Skillset's Board of Directors and Trustees operate under agreed terms of reference which include fixed terms of office. There are role descriptions for the Chair, Vice Chair and Board members.

The Board membership reflects the 'shape' of the industry and is drawn from the most senior and influential figures possible, with individuals having credibility and profile within and beyond the industry. Members ideally have interests and/or expertise across a number of sub-sectors in our footprint. They are not appointed to represent any individual company or organisation but to speak with authority and expertise on a wide range of issues.

## **Appointment of Trustees**

The recruitment process for Board members is led by a sub-group of the Board. The current process is that the Board makes suggestions of potential suitable new Board members for nomination (in the case of multiple Trusteeships, the services of head-hunters have been secured in the past to create a long list). The sub-group revises this into a shortlist and the identified individuals are approached. The sub-group is responsible for proposing new members for appointment, for which endorsement of the Board is sought. New Trustees serve for three years after which they may put themselves forward for re-appointment. Trustees are appointed on a two or three year term basis.

The Chair is selected by a recruitment process led by the sub-group. The Vice Chair is elected from within Board membership. Each new Trustee receives a one-to-one induction with the Chief Executive Officer and is provided with an induction pack which includes comprehensive information including guidance on their duties as Trustees.

The majority of our Trustees are active in the industries in which they operate. As professionals within these industries, they are involved in continuous professional development and much of the required training they need for the role of Board member/Trustee of Creative Skillset is already sourced from their main occupational involvements. However, if specific training needs were to be identified for a Trustee to facilitate them to operate in their role more effectively, this would be provided.

## **Organisation**

The Board of Trustees operates with a minimum of 10 and a maximum of 16 members to administer the charity.

At the quarterly Board meetings, the Trustees agree the strategy and broad areas of activity of the charity, monitor delivery against the strategic plan and consider potential areas of future development.

The Board is responsible for setting the pay of the Executive Team, which is then reviewed annually in line with other organisations with similar operations to ours to ensure that the remuneration set is fair and not out of line with that generally paid for comparable roles.

The Board is supported by its sub-committee; the Finance & Audit Committee.

Day to day operations are delegated to the Chief Executive Officer and Executive Team that comprises the Deputy Chief Executive Officer and the Executive Director of Finance & Operations. In addition the Executive Team is further supported by its Senior Management Team which is made up of Heads of Departments.

## **Creative Skillset's Finance & Audit Committee**

The Finance and Audit Committee is a committee of the Board of Trustees and reports directly to the Board.

This Committee provides guidance and assistance to the Chief Executive Officer and Trustees of Creative Skillset to ensure compliance with its responsibilities as a Sector

Skills Council, Charity and Company Limited by Guarantee. It is responsible for advising on the financial operations and controls, ensuring that our financial plan is in line with our strategic plan, and advising on human resource and legal issues. It is also responsible for ensuring internal procedures, governance systems and processes are in line with best practice and are reviewed regularly. In performing its role it liaises with our external auditors, reviews the annual audited financial statements and makes recommendations to the Board. Responsibility for monitoring the organisation's risk appetite and strategy also falls within its remit. The Committee meets regularly (minimum four times per year and additionally as required). Recruitment of members is undertaken by a sub-group of the Committee, including the Chair, and approved by the Board. Two Board members are also appointed as members of the Committee. Members are appointed on a three year term basis. The Chair of the Committee (currently Stephanie Mills, Group Financial Controller, Channel 4) attends the Board in an ex-officio capacity, but is not a member of the Board, nor has voting rights.

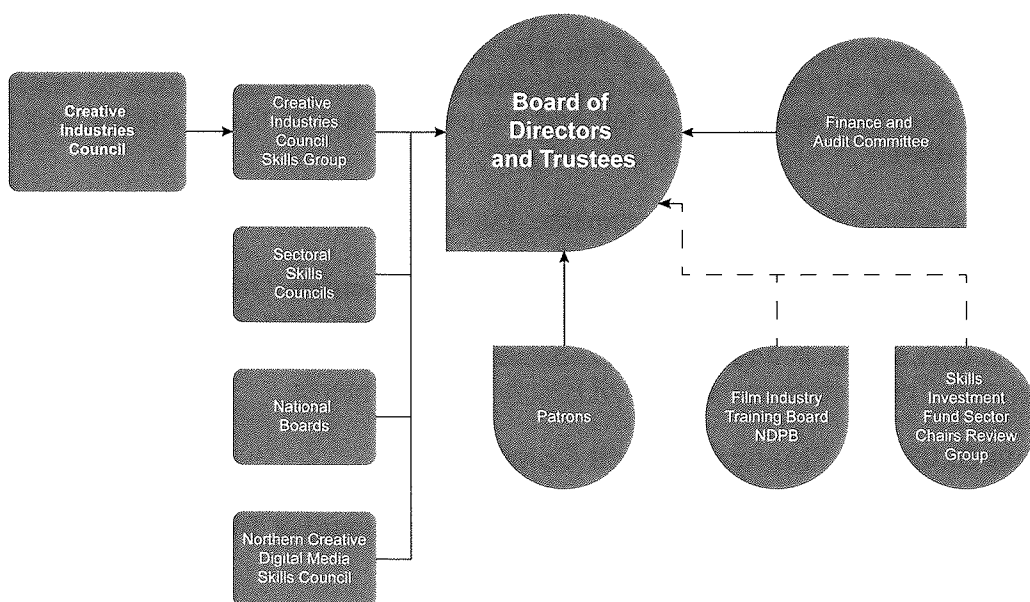
### Related Parties

All Trustees give their time freely. In the case where specific services are required as permissible in the governing documents, this needs to be approved by the Board. Details of Trustees expenses and related party transactions are disclosed in note 6 and note 21 to the accounts.

### Creative Skillset's Operational Structure

Creative Skillset works with key industry partners as well as experts in particular fields. We believe in listening to and working with a wide range of partners, in order to build and develop a coherent view on what is best for the future of the Creative Industries.

To ensure the close involvement of industry in our work, we use a number of distinct formal groups. The diagram below shows Creative Skillset's structure during 2015/16 and how these groups related to each other.



## **Creative Industries Council (CIC) Skills Group**

The CIC has developed the industrial strategies for the industries, providing the strategic context within which the organisation operates. It was jointly chaired by the industries and the two Secretaries of State, Department for Culture, Media and Skills (DCMS) and Department for Business, Innovation and Skills (BIS) which has since merged with the Department of Energy and Climate Change (DECC) to form the Department for Business, Energy and Industrial Strategy (BEIS). Education and Skills are one of CIC's identified key areas of action and this is led by the CIC Skills Group, which Creative Skillset chairs.

## **Sectoral Skills Councils**

The Sectoral Skills Councils are responsible for ensuring delivery in relation to the specific Creative Industry sub-sectors, as delegated by Creative Skillset's Board of Directors and Trustees, and responsive to the changing needs of their respective sectors. Those sectors which collect investment to support training and skills have delegated authority from the Board to oversee the management of that investment. The Chairs of the Sectoral Skills Councils meet jointly four times per year to oversee the strategic overview.

## **National Boards**

The Creative Skillset Board of Directors and Trustees delegated responsibility to the National Advisory Boards for guiding Creative Skillset's work in the Devolved Nations and was also responsive to the changing needs of the industry within their respective nation. The three National Advisory Boards were:

- Creative Skillset - Sector Skills Council Limited Scotland National Board
- Creative Skillset - Sector Skills Council Limited Cymru National Board
- Creative Skillset - Sector Skills Council Limited Northern Ireland National Board

The National Boards were disbanded during 2016/17, although Creative Skillset continues to work in the Nations.

## **Northern Creative Digital Media Skills Council**

This was an industry skills panel, comprising representatives from the northern digital and screen based industries and key stakeholders in the North of England, which guided Creative Skillset's work in the region. The Council was disbanded during 2016/17.

## **4. Key management personnel remuneration**

The Trustees consider the Board of Trustees and the Chief Executive Officer supported by an Executive Team as comprising the key management personnel of the charity in charge of directing, controlling and running the charity on a day to day basis.

Trustees are required to disclose all relevant interests, register them with the Company Secretary and withdraw from decisions where a conflict of interest arises.

## 5. Reference and administrative information

### Creative Skillset's Board of Directors and Trustees

The current Board membership and positions held during the year are:

- **Stewart Till, CBE**, Chair of Creative Skillset and independent film producer (resigned 29/10/2015)
- **Dinah Caine, CBE**, Chair of Creative Skillset and member of the Finance & Audit Committee, member of the Creative Industries Council (CIC) and chairs the sub-group on Education and Skills (appointed 29/10/2015)
- **MT Rainey**, Vice-Chair of Creative Skillset, Deputy Chair of Channel 4
- **David Abraham**, Chief Executive, Channel 4
- **Mark Batho**, Vice Principal at Abertay University (resigned 15/01/2017)
- **Ivan Dunleavy**, Creative Skillset Finance & Audit Committee, Chief Executive, Pinewood Studios Ltd
- **Louise Grainger**, Head of Marketing, Events, Training and Membership Services, Equity (appointed 26/01/2017)
- **Alex Hope**, Managing Director and Co-Founder, Double Negative Visual Effects
- **Betty Jackson, CBE**, Founder and CEO, Betty Jackson Limited (resigned 15/12/2016)
- **Richard Johnston**, CEO Endemol Shine UK (appointed 22/06/2016)
- **Mark Linsey**, Director, BBC Studios (appointed 26/01/2017)
- **Ian Livingstone CBE**, one of the founding fathers of the UK games industry (appointed 22/06/2016)
- **Stephen Page**, CEO, Faber and Faber
- **Christine Payne**, General Secretary, Equity (on behalf of the Federation of Entertainment Unions) (resigned 25/01/2017)
- **Peter Salmon**, Director, BBC Studios (resigned 09/12/2015)
- **John Woodward**, Trustee at Met Film School (appointed 22/06/2016)
- **Stephen Woodford**, Chairman of Lexis, Chief Executive of the Advertising Association (resigned 15/10/2016)
- **Gary Townsend**, Company Secretary (resigned 16/12/2015)
- **Derek O'Gara**, Company Secretary (appointed 01/02/2016, resigned 18/07/2016)
- **John Turner**, Company Secretary (appointed 18/07/2016)

### Chief Executive

Creative Skillset is led and managed by its Chief Executive Officer (CEO), Seetha Kumar, who succeeded Dinah Caine CBE in this post on 1 October 2015, and is supported by an Executive Team. As we are a charity, the CEO is accountable to the Board but does not have voting rights. The day to day management of the Charity is delegated to the CEO by the Charity's Board of Trustees.



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## 6. Review of our achievements and performance

Our strategic plan was structured around seven key pillars:

### 1. **Owning our Industrial Growth**

To work with industry to facilitate increased and on-going co-investment in the skills, talent and company development, which in turn lead to increased jobs and growth.

### 2. **Opening Doors**

To challenge the lack of diversity in industry with certain groups remaining under-represented including those from a Black Asian and Minority Ethnic (BAME) background. Increasingly, we have come to see diversity as a business, as well as a moral imperative. But despite considerable progress in some areas, the challenge is still great and door to entry and progression is still barred to many. We will continue to develop new entry pathways such as paid internships and apprenticeships that allow entrants entry to the workplace regardless of financial means.

### 3. **Raising the Bar**

To raise the bar and develop models of skills development that are employer led, agile and which broaden and deepen the talent pool, and on opportunities open to under-represented groups such as women, disabled people and those from BAME and disadvantaged socio-economic groups.

### 4. **Quality Skills for Individuals**

Providing quality skills for individuals with training that combines accessibility, affordability and flexibility is vital for the industry as a whole. Ensure that training provides a combination of creative, technical and entrepreneurial skills, in order to create a workforce with a fusion of skills that can respond to the challenges and opportunities presented by multi-platform delivery and rapidly changing business models.

### 5. **Support for Companies**

Our creative businesses need to demonstrate that they can grow, and this requires leaders equipped with both hard and soft leadership skills, management expertise, entrepreneurial skills and the strategic insight to scale their businesses and drive growth. A successful industry relies on successful companies, and individuals can only flourish where companies have the ability to invest in them. For the benefit of all, we must develop support for companies through products and services that help companies to grow.

## **6. Sustaining our Business**

Our success in achieving our priorities for our industries depends critically on our people, the co-investment we obtain, our ability to manage delivery and on sustaining our business. We will ensure that we have the right people and skills to secure operational delivery of plans in an efficient and effective way, and we will diversify our income streams and increase the proportion of our income from non-Government funding in order that our organisation is more self-reliant and sustainable.

## **7. Communicating Effectively**

The client is at the heart of our marketing and communications planning, informing and shaping our outputs. Our audiences are broad and complex. We will ensure that each of these audiences understands and value our brand, engage with and drive our activities, use our products, services and co-investment channels.

We will maximise the return on employer and public investment in our communication activities through innovative partnerships with employers, industry bodies and public agencies to pool funds, share content and refresh our resources to reflect the fast-changing industries.

## **Achievements**

2015/16 has been a challenging year; even so we have fulfilled our objectives in line with the seven key pillars above. We delivered on all UK-wide contracts whilst improving our short-term financial position and reserves.

We delivered on the biggest partnership programme we've ever undertaken – the Employer Ownership Pilot (EOP) programme funded by £37m of industry/public co-investment. Outcomes achieved over 2 years include the following:

- 24,013 people were trained
- 2,117,571 individuals accessed careers and other advice
- 2,368 employers engaged
- 295 courses Tick assessed
- 8 apprenticeship standards and 9 new qualifications developed
- 6 handbooks developed
- 82 online careers videos produced
- Executive MBA developed for Creative Industries (with Ashridge)
- 10 MOOCs courses developed
- 1,004 young people attended Open Doors events

Within restricted funds (skills funds plus DCMS match funding), more than 5,530 individuals benefited from investment in training across the screen sectors: Film, TV, Animation, Games and VFX.

Charitable activities of Creative Skillset are split into two key strands: delivery and infrastructure. Our delivery activity includes the products and services we offer, the training programmes we run and the awards and bursaries we grant to companies, training providers and individuals. Our infrastructure activity includes our work ensuring the quality of provision, research, monitoring and evaluation, development of standards, frameworks and qualifications and employer engagement activities.

## **DELIVERY**

### **a) Products and Services**

During the year we received £0.5m of income (2014/15: £2.4m) directly related to our products and services activity. Creative Skillset provided services to students, freelancers, employees and companies in the Creative Industries.

We continued work on Hiive, our online network for creative people. The platform enables creative connection between individuals, course providers and companies, jobs and job seekers, and will help develop careers and enable companies to grow. It has developed an extensive online directory of creative courses. Hiive is proving popular with the communities we serve and individual and business membership numbers continue to increase. Its membership base is in excess of 50,000 members and 2,500 businesses. Hiive was a Runner-Up in the 2015 Digital Project of the Year and a Finalist in the Best Not for Profit IT Project category at the 2015 UK IT Awards.

The Executive MBA for the Creative Industries qualification was developed, in conjunction with Ashridge Executive Education, after research revealed gaps in management and strategic business skills at senior levels in the Creative Industries. There is confidence that the target of 20-25 participants will be achieved for the first course starting in October 2016.

### **b) Training Programmes**

During the year we received £2.5m of income (2014/15: £2.2m) directly relating to training programmes.

Through co-funding from employers and Government, including EOP, we supported training programmes in England, including advertising and marketing skills training, running apprenticeship pilots and other continuing professional development (CPD) courses.

We also continued to work in collaboration with the BBC and Channel 4 in opening up access to the Creative Industries and filling skills gaps. Achievements included the successful completion of the first cohort of Level 4 production coordination apprenticeships and the start of the second cohort of Level 6 broadcast engineering apprenticeships at the BBC, as well as completion of the Channel 4 learning portal.

In the Devolved Nations, income from both public and private sources has encouraged innovation and competitiveness within the Creative Industries in Northern Ireland and West Scotland through investment in skills and seed funding of enterprise initiatives. Our Skills for the Digital Economy training programmes delivered industry-led training to meet the needs of creative media employers and freelancers in Wales, with 968 participants undergoing training and 55 employers receiving support.

### **c) Awards and Bursaries**

Awards and bursaries continue to be made from Creative Skillset's restricted funds and also significantly this year from unrestricted funds via the Industrial Partnership (EOP2). All awards and bursaries are match funded with private investment. They have supported individuals across a broad range of sectors and encouraged diversity

of entrants into our industries. During the year we distributed over £14.8m in 2,178 awards and bursaries to organisations and individuals (2014/15 £13.0m in 1,823 awards and bursaries). Our main restricted funds are Creative Skillset's Skills Investment Fund, the BFI Lottery delegation and the TV Skills Fund.

**Creative Skillset's Skills Investment fund (SIF)** in 2015/16 received levy income and other collective investment from industry as well as DCMS match funding for investment in skills development across the film, high-end TV, animation, games and visual effects sectors. This has supported traineeships with companies across the UK both employer-specific training and new training interventions on priority needs identified. Over £3m was invested in 2015/16, supporting over 1,680 learners against a target of 1,174 – including 324 trainees placed on productions or in companies.

During the year, Creative Skillset made awards totalling £6.0m (2014/15: £4.2m), through the British Film Institute Lottery Delegation (BFI), which funded a wide range of activities focused on the film industry, including capital grants, developing skills, promoting access, running traineeships and providing apprenticeships. Over 2,000 beneficiaries were supported, with a strong focus on diversity through schemes such as the leadership programme for those Black Asian Minority Ethnic (BAME) backgrounds, led by the National Film and Television School (NFTS).

**The TV Skills Fund** receives employer funding from the BBC, Channel 4 and Channel 5. This year, income received was £0.5m (2014/15: £0.4m) and was used specifically to address skills gaps and shortages in the freelance market. A new Series Producer Programme was developed following industry research which highlighted the need for targeted development to grow series producer skills. This programme will be repeated in 2016/17.

Project awards and bursaries made from unrestricted funds amounted to £5.6m (2014/15: £5.1m) and included payments from funds received through our Industrial Partnership, co-funded by employers and Government through EOP2. The awards and bursaries enabled internships for BAME and other minority groups in the Creative Industries (benefitting 592 participants); new entrants programmes in television and apprenticeships in social media in the North of England; traineeships in the digital media sectors; internships and access to vocational training in the fashion and textiles sector; digital literacy training in the radio sector; and film studio management training and CPD interventions in the publishing sector. In total, over 6,000 participants benefitted during the year.

## INFRASTRUCTURE

### a) Quality Provision and Accreditation

During the year we received £0.9m (2014/15: £1.0m) of charitable income related to our quality and accreditation services.

Our work in benchmarking and assessing Higher Education (HE) and Further Education (FE) degree courses and apprenticeship programmes against industry defined criteria is contributing to industry and education working more closely to drive growth and innovation. Through EOP2 funding, we extended our quality accreditation by developing a new **Tick** for further education and expressions of interest to pilot the new courses have been received from FE colleges across the UK. During the year, we

assessed/awarded our quality accreditation, the **Tick**, to 120 HE and FE courses. Survey results have shown that attendees of **Tick** accredited courses have higher rates of employment and lower rates of unemployment than other Creative Industry graduates. There are over 15,863 students on **Tick** accredited courses across the UK.

#### **b) Research and Development**

We received £0.7m (2014/15: £0.6m) of income for our research and development activity. Creative Skillset concluded research to monitor employer needs and employment trends in the Creative Industries, including our '2015 Employment Survey'. This saw increased interest and response rates from employers and helps to inform the impact of training and training needs. Research was also conducted on leadership, management and business skills needs with input from business managers, leaders and owners in the Creative Industries. Evaluations of major funding strategies were also completed – a mid-term evaluation of the Film Skills Strategy (2013-17) and an initial evaluation of the Skills Investment Fund (2013-15), with both showing significant returns on the training investment.

#### **c) Employer Engagement**

We received £1.9m of income (2014/15: £1.6m) directly related to our employer engagement activity plus a further £0.5m (2014/15: £1.9m) in donations in kind from the industry.

This year saw continued impact from the Employer Training Networks, supporting employer collaboration and co-investment in a range of training solutions, including apprenticeships, internships and professional development courses for employees and freelancers.

We have actively engaged at meetings and events with employers across sectors and across the UK regions, to help inform, drive and facilitate the addressing of skills needs.

## **7. Financial Review**

As a charity our generated income is categorised into unrestricted and restricted funds. Our total income for 2015/16 was £25.4m (2014/15: £28.2m) made up of £14.0m unrestricted income and £11.4m restricted funds. Our restricted funds include Creative Skillset's Skills Investment Fund (SIF), the BFI Lottery delegation (BFI) and the TV Skills Fund (TVSF), Heritage Lottery Fund (HLF) and Anne Tyrrell Fund (ATS).

The table overleaf summarises the split of income and the resources expended in the year.

	Unrestricted	Restricted					TOTAL 2016
		Skills Investment Funds	BFI Funds	HLF	TV Skills Funds	Anne Tyrrell Fund	
	£m	£m	£m	£m	£m	£m	£m
Income	13.97	4.75	6.05	0.12	0.45	0.04	<b>25.38</b>
Expenditure	(13.91)	(3.19)	(6.92)	(0.12)	(0.48)	(0.01)	(24.63)
Transfer of funds	0.26	(0.26)	-	-	-	-	-
<b>Surplus/(Deficit)</b>	<b>0.32</b>	<b>1.30</b>	<b>(0.87)</b>	<b>0.00</b>	<b>(0.03)</b>	<b>0.03</b>	<b>0.75</b>

## Unrestricted Funds

Unrestricted income supports both delivery and infrastructure, including underpinning activities, such as quality accreditation, employer engagement and research and development. In 2015/16 this amounted to £14.0m (2014/15: £16.4m), which includes both donations in kind from industry and voluntary income from broadcasters. Income is also generated through projects co-funded through public and private investment.

Unrestricted expenditure in 2015/16 amounted to £13.9m (2014/15: £16.3m) and was spent on direct activity, staffing and support costs of our charitable activities.

The unrestricted surplus for the year of £61k (2014/15: £104k) was added to the brought forward reserves of 2014/15: £555k and an internal transfer of funds of £260k. The charity finished the year with increased unrestricted funds carried forward of £876k (2014/15: £555k).

## Restricted Funds

Creative Skillset manages a range of restricted funds which enable the charity to support entry-level, continuing professional development and management training programmes for freelancers and employees, in order to address current and future skills gaps in the Creative Industries and key regions. Contributions to the funds are made by industry and also by co-investment from public funding.

### Creative Skillset's Skills Investment Fund (SIF)

In 2015/16, Department for Cultural Media & Sport (DCMS) and industry co-investment has supported a second round of investment in skills development across film, high-end TV, animation, games and visual effects, with funding secured for the next two years. Like the previous contract, Government co-investment, matches industry contributions of £1:£1.

Income for the year was £4.7m (2014/15: £6.0m) made up of a £1.7m grant from DCMS and £2.9m from voluntary levies from Film, High-end TV and Animation sectors and £0.1m from games, visual effects and animation companies. Working with employers, over the past 12 months we have invested £3.2m (2014/15: £4.0m) in a range of activity to support growth and to ensure they can capitalise on the opportunities presented by the tax credits.

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A surplus of £1.3m (2014/15: £2m) was generated after an internal transfer of funds of £260k in the year and has been added to reserves to be used for activities in 2016/17 and future years.

Heritage Lottery Fund (HLF)

The Heritage Lottery Fund is in the second year of a fund set up in 2014/15 and supported 14 participants in an archives training scheme for new entrants. Income of £0.1m was received in 2015/16 (2014/15: £0.2m) and expenditure totalled £0.1m (2014/15: £0.0m).

BFI Lottery Delegation (BFI)

2015/16 was the third year of a four year investment plan in line with the BFI's 'Film Forever' five-year plan. In 2015/16 Creative Skillset received £6.0m (2014/15: £5.3m).

Restricted expenditure was spent on direct grants, front line activity and administration, in line with the strategic objectives agreed with the BFI to support their Film Forever plan. Expenditure in 2015/16, including administration costs, was £6.9m (2014/15: £5.2m) leaving a deficit of £0.9m (2014/15: £0.1m surplus), reducing the reserves fund to £0.3m (2014/15: £1.2m).

TV Skills Fund (TVSF)

The TV Skills Fund specifically supports the TV-related sector. During 2015/16, the fund was included as part of our Industrial Partnership, which received funding from Government to match funds received from industry. Throughout this year the fund received £0.5m from Broadcasters (2014/15: £0.4m). Expenditure in 2015/16 was £0.5m (2014/15: £0.5m) and this was mainly used to fund bursaries for individuals and grants to training providers, who run courses for a range of TV industry professionals.

There was a deficit of £0.03m (2014/15: deficit £0.1m) on the TV Skills Fund and consequently the reserves decreased to £0.1m (2014/15: £0.2m). The remaining reserves will be used to contribute to activities in 2016/17.

Anne Tyrrell Fund (ATS)

This is a new legacy fund that sets to benefit up and coming Fashion Students. During the year the organisation received donated income of £40k and awarded two bursaries totalling £8k, leaving £32k in reserves to be allocated for future activities.

**Investments**

All of Creative Skillset's funds are invested in bank accounts held at HSBC. Interest received for the year was £32k (2014/15: £27k).

## Movement on Reserves

The net income for the year was £753k (2014/15: £2,185k). The surplus for the year is analysed between funds as follows:

Funds	B/f balances	Movement	C/F balances
Unrestricted Funds	£555k	£321k	£876k
TV Skills Fund	£162k	(£31k)	£131k
BFI Lottery Delegation Fund	£1,166k	(£869k)	£297k
Creative Skillset's Skills Investment Fund	£2,666k	£1,300k	£3,966k
Anne Tyrrell Fund	-	£32k	£32k
<b>TOTAL</b>	<b>£4,549k</b>	<b>£753k</b>	<b>£5,302k</b>

## Summary of Fund Transfers

Fund Name	Nature of Transfer	Restricted £	Unrestricted £	Total £
Skills Investment Fund	Support delivery of EOP programme	(200,000)	200,000	-
Skills Investment Fund	Activity delivered relating to Hiive	(60,000)	60,000	-
<b>Total Funds</b>		<b>(260,000)</b>	<b>260,000</b>	<b>-</b>

Authorisation was granted by both of the relevant sectoral councils (Film and High End TV) to transfer funds in support of the specific activity noted above, in line with the objectives of the restricted funds.

## Grant-making Policy

Working in partnership with industry and informed by leading research, Creative Skillset directs investment into new and innovative training in priority skills and in-demand roles to ensure industry growth. We co-invest in organisations and individuals to support them to develop, deliver or receive training. Priorities are constantly reviewed to ensure training supported is in line with industry needs.

Applications are sought all year round through various funding programmes published on our website. Applicants are expected to demonstrate how their proposal fulfils our funding aims. Applications are assessed against skills need priorities through engagement with the Creative Industries, including through its boards and skills councils.

Decisions are made on a monthly basis through a Skills Investment Panel that is chaired by Creative Skillset's Chief Executive Officer or delegated representative.

Creative Skillset reserves the right not to approve any recommendation or nomination if, through its decision-making, it determines that the resulting grant would not be charitable, or would conflict with the organisation's stated policies.

Details of how to apply for funding, together with the relevant forms, are available on our website [www.creativeskillset.org](http://www.creativeskillset.org).



## **Risk management**

The Trustees undertake a regular review of risks facing Creative Skillset with the support of the Finance and Audit Committee. It is an integral part of the operational management undertaken by the Senior Management Team.

Our risk strategy sets out our policies and processes for ensuring that we manage and respond to risk effectively. For simplicity, risks are classed as being of two main types, operational and strategic. Whilst there is overlap, they follow different procedures for identification and reporting. Organisational financial risks are included in strategic risks.

The Trustees believe that through this process a wide range of risks faced by the organisation have been identified, quantified and, where appropriate, action taken on a continuing basis to manage those risks

## **Operational risks**

Our investment is increasingly linked to our performance, which affects our financial security. Operational risks are at project level and are managed by the Project Lead who is responsible for regular risk identification. Each project also has a Programmes Team Lead who is responsible for quality assuring activity and escalating risks which exceed agreed tolerances. Project risks that exceed tolerances are reported monthly to the Senior Management Team. The Senior Management Team will discuss and feedback whether the risk requires alternative or additional mitigation and whether the risk should be elevated to a strategic risk.

## **Strategic and financial risks**

Strategic and financial risks are identified and managed at Senior Management Team level and above. They are assigned an Executive Team owner who formally records and reports on the risk and its mitigation at least quarterly. The Corporate Risk Register is also presented to the Finance and Audit Committee on a regular basis. The Trustees have reviewed the major risks to which the charity is exposed:

1. Over the last five years we have seen the balance between public and private investment shift in favour of increased private investment. This shift has happened both because public investment has incentivised the growing commitment in private investment and because of pressures on public funding budgets. However, our industry's investment in skills and training is extremely low in relation to the broader economy and comparable growth sectors. There is a challenge and opportunity in how we encourage our industries to invest more in skills in a relatively fragmented sector, and how we work to protect the public investment flow which has incentivised private investment to date. This risk will be impacted by the introduction of the Apprenticeship Levy, the details of which we are trying to influence.

2. As current Government policy shifts away from support for infrastructure and investment, we must build future sustainability plans that will provide a compelling model which industry will value and be prepared to invest in, whilst generating new income streams to help build up our unrestricted reserves. As the current strategy, and many of its public funding streams, comes to an end in 2016/17, Creative Skillset is undertaking a strategic review to set its plans for 2017/18 onwards.

3. Our unrestricted funds have relatively low reserves and traditional activities undertaken to serve the charity's objects have not sought to, or are not contractually permitted to, generate a margin. The charity needs to ensure that the direct and indirect costs that it incurs are recoverable, by ensuring contract outcomes are delivered satisfactorily. For large turnover projects and contracts, regular advance cash payments need to be secured to manage working capital. Financial forecasting is undertaken regularly, contract terms are negotiated appropriately, cash flow closely monitored and managed and project delivery regularly evaluated to manage the risks.

### **Reserves Policy**

The Finance and Audit Committee review the reserves policy regularly. The Committee takes into account the Charity Commission's guidance on charity reserves (CC19) and considers what level of reserves is appropriate to hold in order to demonstrate appropriate financial management, stewardship and sustainability.

The Committee's view is that the target amount of funds to be held as unrestricted 'free reserves' by Creative Skillset, defined as unrestricted reserves excluding fixed assets, should be at least £750k. The Committee arrived at this amount after taking into account potential financial risk factors, working capital requirements and areas of future business development.

Unrestricted funds at the end of March 2016 increased to £876k (2014/15: £555k). Free reserves (being unrestricted funds less fixed assets) increased to £824k (2014/15: £382k). This is above the targeted reserves of £750k. The target level of reserves will be reviewed as part of the strategic review to ensure it reflects the future risk and opportunity profile.

## **8. Plans for the future and going concern**

We are coming to the end of our strategic plan for 2014-17 which looked at the key challenges facing our industries and our proposed actions to support future growth. In 2016/17, the final year of the current plan, we are completing our delivery against that vision; that as a result of greater ambition and better, more focused investment in skills and talent, the UK's Creative Industries will have contributed significantly to increased jobs and growth, and have further enhanced their global reputation for quality. Through the delivery of this strategic plan, we have also continued to share and help deliver the Creative Industries Council's (CIC) industrial strategy recommendations with regard to skills and education. In doing so, we aim to have helped boost the industries' competitiveness by creating an industry-led skills system that enables growth in companies of all sizes and access to, and progression within, these industries for individuals from all backgrounds.

As the current strategy, and many of its public funding streams, comes to an end in 2016/17, Creative Skillset has been undertaking a major strategic review to set out its plans for 2017/18 onwards.

The next ten years are expected to bring further shifts in the way in which our Creative Industries develop and utilise skills and talent, as well as bringing increasing global competition. Increasing devolution and regionalisation of power is likely to offer new opportunities in the UK's devolved nations and regions and demand for new and

specialist skills in a fast evolving marketplace is expected to continue to grow. The increasing trend in small and micro businesses across the creative sector is likely to continue, as is the increased understanding of the benefits of a diverse and inclusive workforce as a business driver.

Our mission will continue to be to support effective, targeted skills development for the UK's Creative Industries, although with a primary focus on the screen based industries, including the management of significant Film and TV funds. This increased focus will help ensure we remain the industry's key skills partner, improving productivity, creativity and employability – with industry and for industry. It is clear that an ever greater focus on delivery will be required to achieve the benefits that our key sectors demand and to deal with the upcoming, major changes to the skills agenda, such as the Apprenticeship Levy and potential impact of Brexit. We will enable this through making some material changes to our operating model. This will include the development of new industry partnerships and funding agreements; the continued development of income-generating products and services; a more streamlined delivery model and a restructured cost-base and overheads.

During this period of transition to a new strategic plan, the Board of Trustees has assessed, and subsequently expressed its confidence in, the sustainability of the organisation as a going concern. It has done this by reviewing budgets and cashflows for the organisation based on a range of income scenarios and assessing future strategic and financial risks. In addition, it has undertaken discussions with key funders to confirm their support for the organisation going forward.

## 9. Funds held as Custodian

The following funds are held as custodian as at 31 March 2016:

David Fraser Bursary Fund	£35,838
---------------------------	---------

David Fraser was a very well respected figure in the television industry that tragically died at a young age. He was very committed to skills and talent development in this industry and prior to that in the theatre. A Trust Fund was established in his memory, with contributions from organisations and individuals. Its purpose is to make bursaries available to support up and coming theatre directors in getting experience of working in television. Creative Skillset - Sector Skills Council Limited's contribution to the Fund has been to manage its finances and administer it on behalf of the Trustees.

## 10. Trustees' Liability Insurance

Trustees' Liability insurance premiums charged to the accounts was £2,115 (2014/15: £2,115).

## 11. Connected Charities

The company has no connected charities.

## 12. Auditor

RSM UK Audit LLP has indicated its willingness to continue in office.

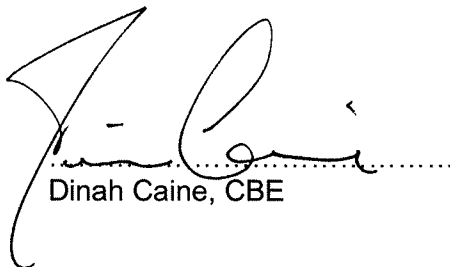
As far as each of the Trustees is aware:

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

The Trustees' Report incorporating the Strategic Report (as shown in sections 2, 6, 7 and 8) is being signed by the Trustees in their capacity as Directors.

On behalf of the Board,

Trustee

  
Dinah Caine, CBE

Date

26th Jan 2017.

## TRUSTEES' RESPONSIBILITIES IN PREPARATION OF FINANCIAL STATEMENTS

The Trustees (who are also Directors of Creative Skillset - Sector Skills Council Limited for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) – (Charities SORP (FRS 102)) the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the income and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities Statement of Recommended Practice (SORP);
- Make judgments and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

The Trustees confirm that they have complied with their duty in Section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission for England and Wales. The Trustees further confirm that the activities of Creative Skillset are carried out in line with its objects, for the public benefit.

## INDEPENDENT AUDITOR'S REPORT

### **Opinion on financial statements**

We have audited the financial statements of Creative Skillset (the 'charitable company') for the year ended 31 March 2016 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2016 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

### **Scope of the audit of the financial statements**

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's website at <http://www.frc.org.uk/auditscopeukprivate>

### **Opinion on other matter prescribed by the Companies Act 2006**

In our opinion the information given in the Trustees' Report and the incorporated Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

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

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- the charitable company has not kept adequate accounting records, 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 trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

### **Respective responsibilities of trustees and auditor**

As explained more fully in the Statement of Trustees' responsibilities set out on page 21, the trustees' (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Creative Skillset - Sector Skills Council Limited  
INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CREATIVE SKILLSET  
- SECTOR SKILLS COUNCIL LIMITED  
For the year ended 31st March 2016

We have been appointed auditors under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report to you in accordance with regulations made under those Acts.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

This report is made exclusively to the members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charity's trustees, as a body, in accordance with section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended). Our audit work has been undertaken so that we might state to the members and the charity's trustees 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 charity, its members as a body, and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

RSM UK Audit LLP

Hannah Catchpool (Senior Statutory Auditor)  
For and on behalf of RSM UK AUDIT LLP, Statutory Auditor  
Chartered Accountants  
25 Farringdon Street  
London  
EC4A 4AB

Date 27 January 2017

RSM UK Audit LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

Creative Skillset - Sector Skills Council Limited  
**STATEMENT OF FINANCIAL ACTIVITIES**  
For the year ended 31<sup>st</sup> March 2016

	NOTES	Unrestricted Funds £	Restricted Funds £	Total 2016 £	Total 2015 £
<b>Income</b>					
Donations & Legacies	2	1,143,090	11,384,581	12,527,671	14,980,138
Income from charitable activities					
Delivery					
Products & Services	3	475,280	-	475,280	2,359,987
Training Programmes	3	2,553,836	-	2,553,836	2,231,720
Awards & Bursaries	3	5,578,790	-	5,578,790	5,102,494
Infrastructure					
Quality Provision & Accreditation	3	917,614	-	917,614	1,068,869
Research & Development	3	678,491	-	678,491	599,025
Employer Engagement	3	1,917,310	-	1,917,310	1,574,352
Running Cost	3	691,077	-	691,077	302,173
Rental income		10,588	-	10,588	-
Investment income		5,034	26,860	31,894	26,995
<b>Total incoming resources</b>		<b>13,971,110</b>	<b>11,411,441</b>	<b>25,382,551</b>	<b>28,245,753</b>
<b>Resources expended</b>					
Charitable activities					
Delivery					
Products & Services	3	986,193	500	986,693	3,855,440
Training Programmes	3	1,850,847	348,539	2,199,386	1,757,208
Awards & Bursaries	3	5,574,138	9,282,037	14,856,175	13,068,377
Infrastructure					
Quality Provision & Accreditation	3	1,059,621	-	1,059,621	995,276
Research & Development	3	933,030	270,395	1,203,425	1,197,523
Employer Engagement	3	3,023,828	818,091	3,841,919	4,941,337
Other expenditure	3	482,230	-	482,230	245,500
<b>Total resources expended</b>	<b>4</b>	<b>13,909,887</b>	<b>10,719,562</b>	<b>24,629,449</b>	<b>26,060,661</b>
<b>Net income</b>	<b>5</b>	<b>61,223</b>	<b>691,879</b>	<b>753,102</b>	<b>2,185,092</b>
<b>Transfer</b>	<b>15</b>	<b>260,000</b>	<b>(260,000)</b>	<b>-</b>	<b>-</b>
Net movement in funds		<b>321,223</b>	<b>431,879</b>	<b>753,102</b>	<b>2,185,092</b>
Total funds brought forward		<b>554,985</b>	<b>3,993,860</b>	<b>4,548,845</b>	<b>2,363,753</b>
<b>Total funds carried forward</b>		<b>876,208</b>	<b>4,425,739</b>	<b>5,301,947</b>	<b>4,548,845</b>

*The statement of financial activities includes all gains and losses recognised in the year. All activities are classified as continuing. The 'Notes to the Financial Statements' on pages 33 to 61 form part of these accounts.*



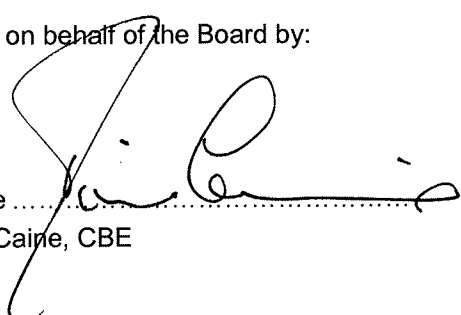
Creative Skillset - Sector Skills Council Limited  
 BALANCE SHEET as at 31<sup>st</sup> March 2016 Company Registration Number: 02576828

	Notes	2016 £	2015 £
<b>Fixed Assets</b>			
Tangible Assets	7	36,973	126,787
Intangible Assets	7a	14,702	45,717
		<u>51,675</u>	<u>172,504</u>
<b>Current Assets</b>			
Debtors	8	6,597,230	5,789,674
Cash at bank and in hand		10,809,821	11,094,802
		<u>17,407,051</u>	<u>16,884,476</u>
<b>Creditors : Amounts falling due within one year</b>	9	11,945,054	11,909,672
		<u>5,461,997</u>	<u>4,974,804</u>
<b>Net Current Assets</b>			
		5,513,672	5,147,308
<b>Total Assets less Current Liabilities</b>			
<b>Creditors: Amounts falling due after more than one year</b>	10	211,725	598,463
		<u>5,301,947</u>	<u>4,548,845</u>
<b>TOTAL NET ASSETS</b>			
<b>FUNDS OF THE CHARITY</b>			
Unrestricted funds	15	876,208	554,985
Restricted funds	15	4,425,739	3,993,860
		<u>5,301,947</u>	<u>4,548,845</u>

The Financial Statements on pages 24 to 61 were approved by the Board and authorised for issue on 26<sup>th</sup> January 2017.

Signed on behalf of the Board by:

Trustee .....  
 Dinah Caine, CBE



Creative Skillset - Sector Skills Council Limited  
**STATEMENT OF CASHFLOWS**  
 For the year ended 31st March 2016

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	<b>Note</b>	<b>2016</b> £	<b>2015</b> £
<b>Cash flows from operating activities</b>	14	(287,490)	3,884,160
<b>Net cash (used in)/from operating activities</b>		<u>(287,490)</u>	<u>3,884,160</u>
<b>Cash flows from Investing activities</b>			
Interest income		31,894	26,995
Purchase of fixed assets	7/7a	(29,385)	(122,231)
<b>Net cash from/(used in) investing activities</b>		<u>2,509</u>	<u>(95,236)</u>
Net (decrease)/increase in cash and cash equivalents		<u>(284,981)</u>	<u>3,788,924</u>
Cash and cash equivalents at the beginning of the year		11,094,802	7,305,878
<b>Total Cash and cash equivalents at the end of the year</b>		<u>10,809,821</u>	<u>11,094,802</u>

*The 'Notes to the Financial Statements' on pages 33 to 61 form part of these accounts.*

## Basis of Accounting

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) – (Charities SORP (FRS 102)) the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The date of transition to FRS 102 was 1 April 2014 and in preparing the financial statements, the Trustees have considered whether the accounting policies required by the standard require restatement of comparative information. The financial statements for the year ended 31 March 2015 were prepared under previous UK GAAP.

In preparing the accounts, the trustees have considered whether in applying the accounting policies required by FRS102 and the Charities SORP FRS102 the restatement of comparative as required.  
No restatement was deemed required.

## Company Information

Creative Skillset is a charity registered in England and Wales and a company limited by guarantee without share capital. It was incorporated on 24 January 1991 (Company number: 02576828) and registered as a charity on 23 November 1992, (Charity number: 1015324). It is also a charity registered in Scotland (Charity No: SC039556).

## Public Benefit Entity

Creative Skillset meets the definition of a public benefit entity under FRS102.

The Trustees confirm that they have complied with their duty in Section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission for England and Wales. The Trustees further confirm that the activities of Creative Skillset are carried out in line with its objects, for the public benefit.

## Going Concern

The Trustees have prepared the financial statements on the going concern basis. The Trustees are satisfied that this basis is appropriate as a result of their role in the organisation's strategic review (setting out plans for 2017/18 onwards) and having reviewed the budget scenarios and cashflow forecasts of the organisation which have been prepared by the management team. In addition, discussions have been undertaken with key funders and partners to confirm their support for the organisation going forward.

There will be challenges during this period as significant projects come to an end, new industry partnerships commence and the organisation adapts to changing economic and political circumstances. The organisation expects to make appropriate changes to its operating model and undertake a restructure in order to ensure it can meet these challenges. The Trustees have considered these challenges, and the potential impact of the proposed changes on the charity and its staff, carefully. Notwithstanding this,

the Trustees believe the assumptions used in the forecasting are prudent in taking these circumstances into account and consequently, in their opinion, the charity is a going concern.

## **Income**

Income represents the value excluding value added tax of contributions receivable from organisations in the United Kingdom.

Charitable and voluntary income is recognised when entitlement has been established and as soon as the amount and receipt can be adequately measured and is probable. Performance related grants are recognised as services are performed. Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Legacy gifts are recognised on a case by case basis following the granting of probate when the executor for the estate has communicated in writing of amounts due.

Estimated value of Donations in Kind is included within Income when the amounts are material and readily quantifiable. Such estimates are based on the market price Creative Skillset - Sector Skills Council Limited would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market. A corresponding amount is then recognised in expenditure in the period of receipt.

## **Expenditure**

Liabilities are recognised as resources expended as soon as there is a legal or constructive obligation committing the charity to the expenditure. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Resources expended are allocated to the particular activity where the cost relates to that activity. The costs of governing the charity and supporting the charitable activities are based on specific costs and overheads apportioned on a headcount basis and are attributed to each activity. See note 4 for allocations and the apportionment basis used.

## **Value Added Tax (VAT)**

The charity is registered for VAT and is engaged in a mixture of non-business activities, exempt supplies and taxable supplies. In 2013, Creative Skillset applied to HMRC and was successful in achieving a Partial Exemption special combined method in respect of recovering residual input tax incurred by the charity for taxable supplies. We are able to recover costs solely in relation to Hiive activity.

Irrecoverable VAT is charged against the expenditure heading for which it was incurred.

## **Taxation**

Creative Skillset is a registered charity and as such, is exempt from taxation on its income to the extent it is applied to its charitable purposes.

## **Fund Accounting**

Unrestricted funds support our infrastructure costs for delivery and underpinning activities, such as research and development, of the organisation. These funds are not considered 'restricted' as per Charities SORP FRS 102.

Restricted funds are used for specific purposes as laid down by the donor or grant making body. Expenditure which meets the necessary criteria is allocated against the funds, together with a fair allocation of support costs. The individual assets and liabilities of each fund are shown in the notes to the balance sheet.

## **Government Grants**

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably.

Accrued income in relation to grants arises when the conditions have been satisfied and income is due but not received prior to the year end. Income is deferred when the entitlement conditions have not been met.

## **Grants Payable**

A considerable proportion of Creative Skillset's activity is of a grant giving nature. All of its restricted funds are primarily used to issue grants, with some grant activity also occurring within unrestricted.

Grants payable are payments made to training providers or individuals to deliver training or to receive training that is in line with the furtherance of the charitable objects of the charity.

Across all funds with the exception of BFI Lottery Delegation a financial liability is recognised from the time an offer is made and are included in grants payable (see note 16). The notification gives the recipient a reasonable expectation that they will receive funding and the chance of funds being withdrawn before acceptance is received is unlikely. An award is only ever not paid when there has been a breach in contract and the award is rescinded or the awardee advises they are no longer able to deliver.

### *BFI Lottery Delegation Fund*

Grant commitments are classified in two ways, hard and soft. A commitment is treated as a hard commitment once the offer has been accepted by the awardee and they agree to any conditions of the offer. Hard commitments are recognised as a financial liability and are included in the Grants payable (see note 18). Soft commitments arise at the point the award is offered by Creative Skillset but not yet accepted by the awardee. Previously, soft commitments were not treated as financial liabilities, as Creative Skillset retained control over the grant, but as financial commitments disclosed in the accounts (see note 12). However, during 2015/16 the BFI has driven a change in the terms and conditions of grant expenses and as such both types of commitments are now recognised as financial liabilities.

## **Support Costs**

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include governance costs, back office costs, accommodation and overheads and indirect staff costs for back office functions and are allocated per activity headcount. Governance costs reflect strategic and organisational costs and compliance with constitutional and statutory requirements and are included within support costs under Charities SORP (FRS 102).

## **Pensions**

Creative Skillset - Sector Skills Council Limited offers membership to a Group Personal Pension Scheme with Aviva, which is a defined contribution scheme. This operates on a salary sacrifice basis. The standard contribution is 4% from the employer and a minimum of 4% from the employee. For joiners to the scheme prior to 31st July 2014 the percentages are 3-17% with an employee minimum contribution of 3%. Benefits are eventually dependent on investment performance with Aviva and the subsequent underlying value of funds at retirement. Employees become eligible to join the scheme on completion of 3 months service with Creative Skillset - Sector Skills Council Limited. The amount charged to the statement of financial activities in respect of pension costs and other post-retirement benefits is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

## **Redundancy/Termination payments**

It is Creative Skillset's intention to maintain job security for its employees. However it recognises that there may be changes in organisational, economic or financial circumstances which necessitate changes in staffing requirements.

Termination benefits are payable when employment is terminated before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. The charity recognises termination benefits when it is demonstrably committed to either (i) terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or (ii) providing termination benefits as a result of an offer made to encourage voluntary redundancy.

Redundancy payments are made to staff that have over 2 years continuous service as an employee of Creative Skillset (not including service before age 18). This does not include agency temps, apprentices, consultants or freelancers who are not employees of Creative Skillset.

Redundancy and termination payments are accounted for in the period in which they are agreed.

Payments are calculated on the basis of the following which is inclusive of Statutory Redundancy Pay:

- Staff employed before 23<sup>rd</sup> June 2014 - number of years' service x 2 week's pay
- Staff employed after 23<sup>rd</sup> June 2014 - statutory redundancy applies

## **Leased Assets and Obligations**

All leases held are “operating leases” and the annual rentals are charged to the Statement of Financial Activities on a straight line basis over the lease term.

## **Tangible Fixed Assets**

Fixed assets are stated at historical cost. Depreciation is provided on all tangible fixed assets at rates calculated to write each asset down to its estimated residual value evenly over its expected useful life, as follows:-

Office equipment	over 3 years
Fixtures and fittings	over 3 years
IT Equipment & Software	over 3 years
Leasehold Improvements	over the lower of lease term or 5 years

## **Intangible Fixed Assets**

Intangible fixed assets costs capitalised represent software costs capitalised in accordance with FRS 102. These are stated at historical cost and amortised on a straight line basis over the period which revenue is expected to be generated. Creative Skillset considers three years to be the expected useful life from the year of acquisition for all computer software.

All assets over a value of £1,000 are capitalised. Assets of a lower value are also capitalised if they are expected to have a useful life of three years or more.

## **Financial Instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments and are not considered to be of a financing nature. Basic financial instruments, which comprise cash at bank and in hand, together with trade and other debtors and creditors, accrued income and expenditure, are originally measured at their transaction value and then subsequently at settlement value (see note 12a).

Cash at bank and in hand is defined as all cash held in instant and short-term deposit bank accounts and used as working capital.

Grants receivable and payable that are non-contractual/non-exchange are not financial instruments.

## **Key Accounting Estimates and areas of judgement**

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. Creative Skillset makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will by definition, seldom equal the related actual result.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is

revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

### **BFI Lottery Grants Payable**

Estimation around BFI Lottery grants payable for awards that are due to deliver activity in more than one year have been made (see note 10).

The assumption is that 80% of activity will be delivered in less than one year and that the remaining 20% would be delivered and final amounts paid out in more than one year. This is based on the fact that 10% of the grant is withheld until all satisfactory reporting requirements have been met. However from experience and recognising that projects do not always deliver within the stated timeframe a further 10% is estimated to be paid out later as a result.



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**1 Comparative Information**

	NOTES	Unrestricted Funds £	Restricted Funds £	Total 2016 £	Unrestricted Funds £	Restricted Funds £	Total 2015 £
<b>Income</b>							
Donations & Legacies	2	1,143,090	11,384,581	12,527,671	3,168,297	11,811,841	14,980,138
Incoming resources from charitable activities							
Delivery							
Products & Services	3	475,280	-	475,280	2,359,987	-	2,359,987
Training Programmes	3	2,553,836	-	2,553,836	2,231,720	-	2,231,720
Awards & Bursaries	3	5,578,790	-	5,578,790	5,102,494	-	5,102,494
Infrastructure							
Quality Provision & Accreditation	3	917,614	-	917,614	1,068,869	-	1,068,869
Research & Development	3	678,491	-	678,491	599,025	-	599,025
Employer Engagement	3	1,917,310	-	1,917,310	1,574,352	-	1,574,352
EOP running costs		691,077	-	691,077	302,173	-	302,173
Other income		10,588	-	10,588	-	-	-
Investment income		5,034	26,860	31,894	6,303	20,692	26,995
<b>Total incoming resources</b>		<b>13,971,110</b>	<b>11,411,441</b>	<b>25,382,551</b>	<b>16,413,220</b>	<b>11,832,533</b>	<b>28,245,753</b>
<b>Expenditure</b>							
Charitable activities							
Delivery							
Products & Services	3	986,193	500	986,693	3,560,352	295,087	3,855,440
Awards & Bursaries	3,18	5,574,138	9,282,037	14,856,175	5,102,533	7,965,845	13,068,377
Training Programmes	3	1,850,847	348,539	2,199,386	1,731,295	25,913	1,757,208
Infrastructure							
Quality Provision & Accreditation	3	1,059,621	-	1,059,621	990,500	4,776	995,276
Research & Development	3	933,030	270,395	1,203,425	816,898	380,625	1,197,523
Employer Engagement	3	3,023,828	818,091	3,841,919	3,861,964	1,079,373	4,941,337
Other expenditure		482,230	-	482,230	245,500	-	245,500
<b>Total resources expended</b>	<b>4</b>	<b>13,909,887</b>	<b>10,719,562</b>	<b>24,629,449</b>	<b>16,309,042</b>	<b>9,751,619</b>	<b>26,060,661</b>
<b>Net income</b>	<b>5</b>	<b>61,223</b>	<b>691,879</b>	<b>753,102</b>	<b>104,178</b>	<b>2,080,914</b>	<b>2,185,092</b>
<b>Transfer</b>		<b>260,000</b>	<b>(260,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net movement in funds</b>		<b>321,223</b>	<b>431,879</b>	<b>753,102</b>	<b>104,178</b>	<b>2,080,914</b>	<b>2,185,092</b>
<b>Total funds brought forward</b>		<b>554,985</b>	<b>3,993,860</b>	<b>4,548,845</b>	<b>450,807</b>	<b>1,912,946</b>	<b>2,363,753</b>
<b>Total funds carried forward</b>		<b>876,208</b>	<b>4,425,739</b>	<b>5,301,947</b>	<b>554,985</b>	<b>3,993,860</b>	<b>4,548,845</b>

<b>2 Donations and Legacies</b>	Unrestricted Funds £	Restricted Funds £	Total 2016 £	Total 2015 £
<b>Income</b>				
Broadcasters	620,000	449,880	1,069,880	1,057,980
BFI	-	6,024,713	6,024,713	5,326,425
Heritage Lottery Fund	-	123,520	123,520	34,741
SIF Voluntary levy	-	3,052,456	3,052,456	2,391,535
Anne Tyrrell Fund	-	40,000	40,000	-
CSI - Treasury Match Funding	-	1,694,012	1,694,012	3,621,160
Donations in Kind (Note 3)	523,090	-	523,090	2,548,297
<b>Total</b>	<b>1,143,090</b>	<b>11,384,581</b>	<b>12,527,671</b>	<b>14,980,138</b>

### 3 Unrestricted Project Summary

	Income / Donations in Kind £	Charitable activities £	Resources expended £	Surplus/ (deficit) £
<b>Delivery</b>				
<b>Products &amp; Services</b>				
Hiive Platform Expenditure	-	11,514	420	11,094
Modern Apprenticeship Certifying	-	5,692	-	5,692
Film London TV Trainee Finder Masterclasses	-	-	(3,750)	3,750
Hiive	-	124,248	149,318	(25,070)
HLA	-	6,000	6,000	-
Indian Delegates	-	14,500	1,847	12,653
EU-TCL	-	989	-	989
FISS Certification	-	-	235	(235)
*EOP2 Infrastructure	-	312,337	233,115	79,222
Indirect costs allocated to Projects	-	-	599,008	(599,008)
<b>Total Products &amp; Services</b>	<b>-</b>	<b>475,280</b>	<b>986,193</b>	<b>(510,913)</b>
<b>Training Programmes</b>				
CapitB - Legacy Fund	-	20,750	20,750	-
UKFT Masterclasses	-	13,426	8,605	4,821
Sky Academy Arts Competition	-	27,900	14,143	13,757
Creative Scotland Trainee Finder	-	750	-	750
Creative Scotland	-	(29,144)	-	(29,144)
Honeycomb (Interreg)	-	160,492	123,193	37,299
Skills for the Digital Economy (ESF Wales)	-	220,772	67,653	153,119
JP Morgan	-	915	915	-
DCAL	-	7,935	3,000	4,935
Craft Skills HETV Drama and Film	-	1,000	1,000	-
*Open Channels EOP 1	-	327,004	327,004	-
*EOP2 CS Delivery	-	1,802,036	1,284,584	517,452
<b>Total Training Programmes</b>	<b>-</b>	<b>2,553,836</b>	<b>1,850,847</b>	<b>702,989</b>
<b>Awards &amp; Bursaries</b>				
Skills for the Digital Economy (ESF Wales)	-	68,153	68,153	-
Sky Academy Arts Competition	-	90,000	90,000	-
Wales Bursaries	-	2,337	(2,315)	4,652
JP Morgan	-	29,560	29,560	-
*EOP2 CS Delivery	-	2,504,940	2,504,940	-
*EOP2 3rd Party Delivery	-	2,883,800	2,883,800	-
<b>Total Awards &amp; Bursaries</b>	<b>-</b>	<b>5,578,790</b>	<b>5,574,138</b>	<b>4,652</b>

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	Income / Donations in Kind £	Charitable activities £	Resources expended £	Surplus/ (deficit) £
<b>Infrastructure</b>				
<b>Quality &amp; Accreditation</b>				
HE Accreditation – Charging	-	19,861	8,893	10,968
Universal, Fashion Accreditation and Certificate	-	7,363	235	7,128
HEFCE Catalyst	-	100,942	52,226	48,716
*EOP2 Infrastructure	-	789,448	593,674	195,774
Indirect costs allocated to projects	-	-	404,593	(404,593)
<b>Total Quality &amp; Accreditation</b>	<b>-</b>	<b>917,614</b>	<b>1,059,621</b>	<b>(142,007)</b>
<b>Research &amp; Development</b>				
*Universal Services	-	200,060	150,372	49,688
Pearson College Industry Survey Contract	-	3,000	316	2,684
Wales-Skills Utilisation research	-	23,823	4,688	19,135
FISSS -Trailblazer development	-	11,200	4,677	6,523
*EOP02 Infrastructure	19,350	440,158	382,126	77,382
Next Gen Development Project	-	250	-	250
Indirect costs allocated to projects	-	-	390,851	(390,851)
<b>Total Research &amp; Development</b>	<b>19,350</b>	<b>678,491</b>	<b>933,030</b>	<b>(235,189)</b>
<b>Employer Engagement</b>				
GTAs	-	-	(2,384)	2,384
EOP2 Infrastructure	503,740	1,532,203	1,587,426	448,517
*Scottish Funding council	-	89,921	-	89,921
Indirect costs allocated to projects	-	-	1,219,034	(1,219,034)
<b>Total Employer Engagement</b>	<b>503,740</b>	<b>1,622,124</b>	<b>2,804,076</b>	<b>(678,212)</b>
<b>Apprenticeships</b>				
*EOP2 Infrastructure	-	295,186	219,752	75,434
<b>Total Employer Engagement</b>	<b>503,740</b>	<b>1,917,310</b>	<b>3,023,828</b>	<b>(602,778)</b>
<b>Other Projects</b>				
*EOP2 Running Costs	-	691,077	482,230	208,847
<b>Total</b>	<b>523,090</b>	<b>12,812,398</b>	<b>13,909,887</b>	<b>(574,399)</b>

### 3a Government Grants receivable for furtherance of the charity's objects

Note - Government Grants

Organisation (Funder)	Nature of Grant	Restricted £	Unrestricted £	Total £
UK Commission for Employment and Skills (UKCES)	Review and Development of National Occupational Standards, Apprenticeship Frameworks and Qualifications	-	200,060	200,060
Scottish Funding Council (SFC)	Support the delivery of training in Scotland	-	89,921	89,921
Welsh Assembly Government (ESF Wales)	Provide industry-led training to meet the needs of creative media employers and freelancers working or living in Wales	-	288,924	288,924
Department for Education & Skills (Welsh Government)	To conduct research into skills gaps and shortages in Wales	-	23,823	23,823
Skills Funding Agency (EOP)	Support skills and talent development in the creative industries	-	11,578,189	11,578,189
Department of Culture Media and Sports (DCMS)	Support the delivery of training for the tax relief sectors (Animation, Video Games, VFX, High End and Children's TV and Film)	1,694,012	-	1,694,012
		<b>1,694,012</b>	<b>12,180,917</b>	<b>13,874,929</b>

There were no unfulfilled conditions at year end for the grants listed above.

### 4 Total Resources Expended

(a) Breakdown of Total Resources expended – Consolidated

	Direct Costs £	Grants £	Support Costs £	Total 2016 £	Total 2015 £
<b>Infrastructure</b>					
Accreditation & Quality provision	655,028	-	404,593	1,059,621	995,274
Research & Development	769,350	-	434,075	1,203,425	1,197,523
Employer Engagement	2,189,823	-	1,652,096	3,841,919	4,941,336
<b>Delivery</b>					
Products and Services	387,685	-	599,008	986,693	3,855,441
Training Programme	2,173,468	-	25,918	2,199,386	1,757,208
Awards & Bursaries	-	14,856,175	-	14,856,175	13,068,379
<b>Other</b>	482,230	-	-	482,230	245,500
<b>Total 2016</b>	<b>6,657,584</b>	<b>14,856,175</b>	<b>3,115,690</b>	<b>24,629,449</b>	
<b>Total 2015</b>	<b>9,477,836</b>	<b>13,068,378</b>	<b>3,514,447</b>		<b>26,060,661</b>

**(b) Breakdown of Total Resources expended – Restricted Funds**

	Direct Costs £	Grants £	Support Costs £	Total 2016 £	Total 2015 £
<b>Infrastructure</b>					
Accreditation & Quality provision	-	-	-	-	4,774
Research & Development	227,171	-	43,224	270,395	380,625
Employer Engagement	385,029	-	433,062	818,091	1,079,372
<b>Delivery</b>					
Products and Services	500	-	-	500	295,090
Training Programme	322,621	-	25,918	348,539	25,913
Awards & Bursaries	-	9,282,037	-	9,282,037	7,965,845
Other	-	-	-	-	-
<b>Total 2016</b>	<b>935,321</b>	<b>9,282,037</b>	<b>502,204</b>	<b>10,719,562</b>	
<b>Total 2015</b>	<b>702,391</b>	<b>7,965,845</b>	<b>1,083,383</b>		<b>9,751,619</b>

**(c) Breakdown of Total Resources expended – Unrestricted Funds**

	Direct Costs £	Grants £	Support Costs £	Total 2016 £	Total 2015 £
<b>Infrastructure</b>					
Accreditation & Quality provision	655,028	-	404,593	1,059,621	990,500
Research & Development	542,179	-	390,851	933,030	816,898
Employer Engagement	1,804,794	-	1,219,034	3,023,828	3,861,965
<b>Delivery</b>					
Products and Services	387,185	-	599,008	986,193	3,560,351
Training Programme	1,850,847	-	-	1,850,847	1,731,295
Awards & Bursaries	-	5,574,138	-	5,574,138	5,102,533
Other	482,230	-	-	482,230	245,500
<b>Total 2016</b>	<b>5,722,263</b>	<b>5,574,138</b>	<b>2,613,486</b>	<b>13,909,887</b>	
<b>Total 2015</b>	<b>8,775,445</b>	<b>5,102,533</b>	<b>2,431,064</b>		<b>16,309,042</b>

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<b>(d) Analysis of support costs</b>								2016	2015
	Staff Activity	Staff Support	Staff Other	Accommodation	Other	Comms	Governance	£ Total	£ Total
<b>Infrastructure</b>									
Accreditation/ Quality provision	157,445	89,516	11,858	42,601	90,247	551	12,375	<b>404,593</b>	<b>220,523</b>
Research & Development	180,389	86,476	11,454	41,154	91,534	11,113	11,955	<b>434,075</b>	<b>410,532</b>
Employer Engagement	731,112	269,710	35,725	128,357	375,064	74,841	37,287	<b>1,652,096</b>	<b>1,579,742</b>
<b>Delivery</b>									
Products and Services	233,101	132,530	17,555	63,072	133,612	815	18,323	<b>599,008</b>	<b>1,277,737</b>
Training Programme	23,419	-	-	-	2,499	-	-	<b>25,918</b>	<b>25,913</b>
<b>Total 2016</b>	<b>1,325,466</b>	<b>578,232</b>	<b>76,592</b>	<b>275,184</b>	<b>692,956</b>	<b>87,320</b>	<b>79,940</b>	<b>3,115,690</b>	
<b>Total 2015</b>	<b>1,662,447</b>	<b>490,575</b>	<b>129,046</b>	<b>241,523</b>	<b>827,333</b>	<b>99,256</b>	<b>64,266</b>		<b>3,514,447</b>

The support costs above are all allocated on the basis of the number of full-time equivalent people employed within an activity

<b>(e) Analysis of governance costs</b>	2016 £	2015 £
Trustees' reimbursed expenses	19,474	3,386
Meeting costs	1,584	3,795
Legal and professional fees	9,787	19,515
Auditors remuneration	49,095	37,570
<b>Total governance costs</b>	<b>79,940</b>	<b>64,266</b>

## 5 Net Income (as per SOFA)

	2016 £	2015 £
<b>Net income is stated after charging:</b>		
Depreciation on tangible and intangible fixed assets	150,214	139,462
Amounts payable to RSM UK Audit LLP and its associates in respect to both audit and non-audit services are as follows:		
- Statutory audit 15/16	30,785	-
- Statutory audit 14/15	9,175	28,275
- Audit services for specific grants and funds	16,700	9,105
Operating leases:		
- Land and Buildings	339,456	342,085
- Office Equipment	6,343	5,806

## 6 Employees

	2016 £	2015 £
<b>Staff costs</b>		
Wages and salaries	4,011,079	4,212,078
Social security costs	408,581	436,326
Other pension costs	222,518	256,440
*Redundancy	352,261	133,238
<b>Total</b>	<b>4,994,439</b>	<b>5,038,072</b>

Total staff costs of £4,994,439 include £2,823,056 paid to project contract staff (2014/15: £2,665,207).

\*Redundancy payments made during the year amounted to £88,227 leaving a balance of £264,034 and this amount is recorded within accruals (See note 9)

The average number of staff employed, including 10 part-time employees was 102 (2014/15: 108).

	2016 No.	2015 No.
The average number of employees (excluding directors) calculated on a full time equivalent basis was:		
Direct project staff	65	78
Support activity staff	35	28
<b>Total</b>	<b>100</b>	<b>106</b>

The number of employees whose emoluments amounted to over £60,000 in the period was as follows:

	2016 No.	2015 No.
£60,001 - £70,000	4	2
£70,001 - £80,000	4	-
£80,001 - £90,000	3	1
£90,001 - £100,000	3	1
£120,001 - £130,000	-	1
£150,001 - £160,000	-	1
£180,001 - £190,000	1	-
	<b>15</b>	<b>6</b>

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Of the 15 employees earning over £60,000, 13 were members of the group personal pension scheme provided by Aviva. They benefitted from employer contributions at rates varying between 7% and 17%.

The aggregate total of employer's pension contributions made on behalf of the employees earning over £60,000 was £64,303 (2014/15: £59,312).

The key management personnel of the charity were the Trustees, Chief Executive Officer, Deputy Chief Executive Officer (for part of the year) and the Executive Director of Finance & Operations. The total employee benefits of the key management personnel amounted to £488,716 (2014/15: £425,991).

Trustees' Liability insurance premiums charged to the accounts was £2,115 (2014/15: £2,115).

**Trustees' remuneration and expenses**

Payments to the Chair for services to support the transition of incoming CEO amounted to £38,500. This was pre-approved by the Board in line with the charity's governing documents. (2014/15: Nil).

No other Trustee received payment for services.

Travel expenses of £19,474 were paid during the year to three Trustees (2014/15: £3,386 – single Trustee).

For further details on Trustees Related Party Transactions see note 21.

**7 Tangible Fixed Assets**

	Office Equipment	Fixtures & Equipment	IT Equipment	Leasehold Improvements	Total
	£	£	£	£	£
<b>Cost:</b>					
<b>1 April 2015</b>	442,430	130,080	326,943	575,056	1,474,509
<b>Additions</b>	-	-	27,681	-	27,681
<b>31 March 2016</b>	<b>442,430</b>	<b>130,080</b>	<b>354,624</b>	<b>575,056</b>	<b>1,502,190</b>
<b>Depreciation: 1 April 2015</b>	386,549	122,943	263,174	575,056	1,347,722
<b>Charged in the year</b>	50,012	5,419	62,064	-	117,495
<b>31 March 2016</b>	<b>436,561</b>	<b>128,362</b>	<b>325,238</b>	<b>575,056</b>	<b>1,465,217</b>
<b>Net book value</b>					
<b>31 March 2016</b>	<b>5,869</b>	<b>1,718</b>	<b>29,386</b>	<b>-</b>	<b>36,973</b>
<b>31 March 2015</b>	<b>55,881</b>	<b>7,137</b>	<b>63,769</b>	<b>-</b>	<b>126,787</b>



### 7a Intangible Fixed Assets

	IT Software £	Total £
<b>Cost:</b>		
<b>1 April 2015</b>	164,079	164,079
<b>Additions</b>	1,704	1,704
<b>31 March 2016</b>	<u>165,783</u>	<u>165,783</u>
<b>Depreciation:</b>		
<b>1 April 2015</b>	118,362	118,362
<b>Charged in the year</b>	32,719	32,719
<b>31 March 2016</b>	<u>151,081</u>	<u>151,081</u>
<b>Net book value</b>		
<b>31 March 2016</b>	<u>14,702</u>	<u>14,702</u>
<b>31 March 2015</b>	<u>45,717</u>	<u>45,717</u>

### 8 Debtors

	2016 £	2015 £
Due within one year:		
Trade debtors	463,638	307,483
Amounts recoverable on Contracts	123,987	273,199
Other debtors	7,445	121,155
*Prepayments and accrued income	6,002,160	5,087,837
<b>Total</b>	<u>6,597,230</u>	<u>5,789,674</u>

\*Following an office move (which took place on 3<sup>rd</sup> May 2016) from Caledonian Road, N1 to Grosvenor Place, SW1 the Charity recovered an amount of £60,345.76. This was part of the rent, service charges and building insurance paid in advance for the quarter to 23<sup>rd</sup> June 2016.

## 9 Creditors: Amounts falling due within one year

	2016	2015
	£	£
Trade creditors	1,061,354	756,460
Other creditors (*)	59,069	31,913
Other taxation and social security costs	88,596	128,612
Funds held in trust for third parties (see note 19)	35,838	35,838
Accruals	821,018	628,231
Deferred income (see note 20)	1,566,197	3,505,287
BFI Lottery grants payable	5,551,447	3,546,672
Other grants payable	2,761,535	3,276,659
<b>Total</b>	<b>11,945,054</b>	<b>11,909,672</b>

\*Other creditors include pension contribution liability at year end; £22,715 for 2015/16 (2014/15: £31,913)

## 10 Creditors : Amounts falling due in more than one year

	2016	2015
	£	£
BFI Lottery grants payable	187,725	493,663
Other grants payable	24,000	104,800
<b>Total</b>	<b>211,725</b>	<b>598,463</b>

## 11 Share Capital

The company is limited by guarantee and, as such, does not have any authorised share capital.

## 12 Financial Commitments

Commitments at year end relate to the BFI Lottery Delegation fund (see note 16 for further details).

	2016	2015
	£	£
BFI Lottery Delegation Fund: Soft Commitments	-	704,180

## 12a Financial Instruments

	2016	2015
	£	£
<b>Financial Assets</b>		
Debt instruments measured at amortised cost	1,826,352	1,627,698
<b>Financial Liabilities</b>		
Measured at amortised cost	1,918,212	1,420,529
<b>Total</b>	<b>(91,860)</b>	<b>207,169</b>

### 13 Operating Lease Commitments

At 31 March 2016 the charity had total commitments payable under non-cancellable operating leases as follows:

	2016 £	2015 £
<b>Land and buildings</b>		
*Payable within 1 year	490,580	454,679
*Payable within 2-5 years	167,254	594,061
	<u>657,833</u>	<u>1,048,740</u>
<b>Office Equipment</b>		
Payable within 1 year	5,808	5,808
Payable within 2-5 years	14,520	20,328
	<u>20,328</u>	<u>26,136</u>
<b>Total Lease Commitment</b>	<b>678,161</b>	<b>1,074,876</b>

\* The lease on the Focus Point building terminated and was reassigned to a new tenant on 3rd May 2016, the same day as the office move from Focus Point, Caledonian Road, N1 to Grosvenor Place, SW1. Therefore, the commitment related to Focus Point of £657,833 has since been reduced to reflect a single month's commitment of £52,135.

### 14 Reconciliation of net movement in funds to net cash flow from operating activities

	2016 £	2015 £
Net income	753,102	2,185,092
Add back depreciation charge	150,214	139,462
Deduct interest income	(31,894)	(26,995)
(Increase)/Decrease in debtors	(807,556)	2,734,412
(Decrease) in creditors	(351,356)	(1,147,811)
<b>Cash generated (used in)/from operating activities</b>	<b><u>(287,490)</u></b>	<b><u>3,884,160</u></b>

## 15 Charity Funds

	Balance b/f 1 April 2015 £	Income £	Expenditure £	*Transfer of funds	Balance c/f 31 March 2016 £
<b>Unrestricted</b>	554,985	13,971,110	(13,909,887)	260,000	876,208
<b>Restricted</b>					
Creative Skillset - Sector Skills Council Limited's Skills Investment Fund (SIF)	2,665,767	4,746,852	(3,186,425)	(260,000)	3,966,194
British Film Institute Lottery delegation (BFI)	1,166,466	6,051,189	(6,920,830)		296,825
TV Skills Fund (TVSF)	161,627	449,880	(480,412)		131,095
Anne Tyrrell	-	40,000	(8,007)		31,993
Heritage Lottery Fund	-	123,520	(123,888)		(368)
<b>Total Restricted</b>	<b>3,993,860</b>	<b>11,411,441</b>	<b>(10,719,562)</b>	<b>(260,000)</b>	<b>4,425,739</b>
<b>Total</b>	<b>4,548,845</b>	<b>25,382,551</b>	<b>(24,629,449)</b>	<b>-</b>	<b>5,301,947</b>

Unrestricted funds is received from various parties with no conditions attached to how it may be used other than for the general purpose of achieving the charitable objectives.

Restricted funding is received from various parties under strict terms, which determine how the monies can be used. Such funding is ring fenced as restricted funds and specific expenditure and a reasonable proportion of overheads are allocated against the income.

\* Authorisation was granted by both of the sectoral councils (Film and High End TV) to transfer funds in support of the specific activity noted above, in line with the objectives of the restricted funds.

### Creative Skillset - Sector Skills Council Limited's Skills Investment Fund (SIF)

Creative Skillset - Sector Skills Council Limited's Skills Investment Fund, through income received from industry and Government, offers opportunities for the growth of the film, High-end TV, children's TV, animation, games and visual effects (VFX) industries. Income during the year comprises £3m from industry and £1.7m from Government. The funds received are disbursed as grants and also pay for the management and administration of the fund. The funds generated a surplus of £1.3m, leading to reserves of £4.0m which will be carried forward to next year.

Included in the amounts incorporated within SIF above are funds from what was formerly referred to as the 'Film Skills Investment Fund', comprising levies collected from film productions to support the film skills strategy.

### British Film Institute (BFI) Lottery delegation

The BFI delegates the authority for the investment of the BFI Lottery Fund to Creative Skillset - Sector Skills Council Limited, which supports its Film Skills Strategy. The funds received are disbursed as

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lottery grants and also pay for the management and administration of the fund. The funds incurred a planned deficit £869,642 in 2015-16, giving a closing reserves position for the year of £296,824.

TV Skills Fund (TVSF)

The TV Skills Fund is an ongoing funding programme, which is funded by a small number of contributors from the TV industry. Funds are used to support training for those that work in the TV industry by way of awarding grants and commissioning training. The overall consolidated reserves of £131,095 will be carried forward to next year.

Anne Tyrrell Fund

Anne Tyrrell Student Design Award was set up in memory of the hugely successful fashion and interior designer, Anne Tyrrell. The award support students in the second year of their Creative Skillset Ticked fashion courses. Two awards totalling £8k were made leaving £32k to be awarded in future.

Heritage Lottery Fund (HLF)

The Heritage Lottery Fund supports up to 20 participants in an archives training scheme for new entrants. Incoming and expenditure in the year of £124k have been used to support this activity. This year HLF had a small deficit of £368 which will be offset against activity in 2016/17.

**16 British Film Institute (BFI) Lottery Delegation**

The BFI invests in Creative Skillset - Sector Skills Council Limited's Film Skills Strategy. The funds go towards training and skills development in priority areas identified by the industry, directly to organisations and individuals as well as through training organisations. The BFI has also invested a one-off Capital investment fund through Creative Skillset - Sector Skills Council Limited for UK Film schools and courses.

Details of the restricted lottery grants from the British Film Institute to Creative Skillset - Sector Skills Council Limited for the period from 1 April 2015 to 31 March 2016 are as follows:

	£	£
<b>Income</b>		
Grants received and receivable		6,024,713
Bank interest receivable		26,476
<b>Total incoming resources</b>		<u>6,051,189</u>
<b>Expenditure</b>		
Hard commitments	5,966,438	
Activities performed by Creative Skillset - Sector Skills Council Limited (incl. overheads)	954,392	
<b>Total Expenditure</b>		<u>6,920,830</u>
<b>Movement for year</b>		<u>(869,641)</u>
Balance b/fwd. from 2014-15		1,166,466
<b>Balance c/fwd. at 2015-16</b>		<u>296,825</u>

## 17 Analysis of Net Assets between Funds

	Unrestricted Funds £	Restricted Funds £	Total 2016 £	Total 2015 £
Fixed assets	51,675	-	51,675	172,504
Cash at bank and in hand	2,460,545	8,349,276	10,809,821	11,094,802
Other net liabilities	(1,636,012)	(3,923,537)	(5,559,549)	(6,718,461)
<b>Total</b>	<b>876,208</b>	<b>4,425,739</b>	<b>5,301,947</b>	<b>4,548,845</b>

## 18 Grants Payable in furtherance of the charity's objects

- (a) The aggregate value of bursaries payable to individuals for the year ended 31 March 2016 was £596,392 (2014/15: £636,542).
- (b) The aggregate value of grants payable to organisations for the year ended 31 March 2016 was £14,259,785 (2014/15: £12,431,835).

	Unrestricted Funds £	Restricted Funds £	Total 2016 £	Unrestricted Funds £	Restricted Funds £	Total 2015 £
<b>Awards:</b>						
BFI	-	5,833,402	5,833,402	-	4,045,876	4,045,876
DCMS	-	1,682,264	1,682,264	-	2,746,054	2,746,054
EOP Skills for Digital Economy (ESF Wales)	5,120,419	-	5,120,419	3,992,582	-	3,992,582
	68,153	-	68,153	-	-	-
HLF	-	14,742	14,742	-	-	-
Honeycomb (Interreg)	-	-	-	20,500	-	20,500
JP Morgan	29,560	-	29,560	-	-	-
Levy	-	1,031,245	1,031,245	-	533,936	533,936
Radio	-	-	-	21,227	-	21,227
TV Skills Fund	-	480,000	480,000	-	373,309	373,309
Wales	-	-	-	740,079	-	740,079
<b>Total Awards to Organisations</b>	<b>5,218,132</b>	<b>9,041,653</b>	<b>14,259,785</b>	<b>4,774,388</b>	<b>7,699,173</b>	<b>12,431,835</b>
<b>Number of Awards to Organisations</b>	<b>704</b>	<b>938</b>	<b>1,642</b>	<b>476</b>	<b>583</b>	<b>1,059</b>

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	Unrestricted Funds	Restricted Funds	Total 2016	Unrestricted Funds	Restricted Funds	Total 2015
<b>Bursaries:</b>						
Anne Tyrrell Fund	-	8,000	8,000	-	-	-
BFI	-	133,036	133,036	-	157,066	157,066
DCMS	-	1,654	1,654	-	-	-
EOP	268,321	-	268,321	343,926	-	343,926
HLF	-	71,181	71,181	-	-	-
Skills Investment Fund	-	27,897	27,897	-	-	-
Radio Sky Academy Arts Competition	90,000	-	90,000	2,380	-	2,380
TV Skills Fund	-	(1,383)	(1,383)	-	109,605	109,605
Wales	(2,314)	-	(2,314)	23,566	-	23,566
<b>Total Bursaries to Individuals</b>	<b>356,007</b>	<b>240,385</b>	<b>596,392</b>	<b>369,871</b>	<b>266,671</b>	<b>636,542</b>
<b>Number of Bursaries</b>	<b>271</b>	<b>265</b>	<b>536</b>	<b>369</b>	<b>395</b>	<b>764</b>
<b>Total Awards and Bursaries</b>	<b>5,574,139</b>	<b>9,282,039</b>	<b>14,856,177</b>	<b>5,144,259</b>	<b>7,965,844</b>	<b>13,068,377</b>
<b>Total Number of Awards and Bursaries</b>	<b>975</b>	<b>1,203</b>	<b>2,178</b>	<b>845</b>	<b>978</b>	<b>1,823</b>

## 19 Resources Held for a Third Party

The following reflects the movement in resources held for a third party which have not been included in the statement of financial activities:

### David Fraser Fund

	£
Brought forward	35,838
Funds expended	-
<b>Carried forward</b>	<b>35,838</b>

Amounts held at the year-end are included in cash and also reflected in the creditors balance per note 9.

## 20 Income Deferred

The following reflects the movement in the deferral of incoming resources. Income deferred is from projects that span more than one financial year where the income recognition criteria on page 28 have not been met:

	2016	2015
	£	£
Brought forward	3,505,287	754,028
Released income earned from charitable activities	(19,536,334)	(16,841,774)
Income deferred in year	17,633,245	19,593,033
<b>Carried forward</b>	<b>1,566,197</b>	<b>3,505,287</b>

## 21 Related Party Transactions

Payments to Trustees are shown in Note 6. Included in the Board of Trustees and members of the steering committees are several individuals who are also directors or employees of organisations that fund Creative Skillset - Sector Skills Council Limited's activities. Further details about these relationships can be found on the Creative Skillset - Sector Skills Council Limited website at [www.creativeskillset.org](http://www.creativeskillset.org).

Related Trustees were not involved in any of the decision making processes that led to the grants awarded below. There were no similar transactions in 2015.

Name	Role at Creative Skillset	Related Party Company	Role at Related Company	Nature of Transaction	Commitment in 2016 £	Balance at 31 March 2016 £
John Woodward	Trustee	Met Film School	Trustee	Grant funding for capital build	0	208,000
Ivan Dunleavy	Trustee	Production Guild	F&A Committee member	Grant funding to deliver training	365,698	355,534
		Pinewood Group plc	CEO	Grant funding to deliver training	11,397	7,466
Ian Livingstone	Trustee	Sumo-Digital Ltd	Chairman	Grant funding - on the job training for trainees	7,378	-
		UKIE	Vice Chair	Grant funding - on the job training for trainees	24,761	2,850
		Creative England	Non-executive director	Grant funding - on the job training for trainees	200,718	118,630
Alex Hope	Trustee	Double Negative Ltd & related companies	Director	Grant funding - on the job training for trainees	23,849	4,218
Stephen Woodford	Trustee	Lexis Agency Ltd	Chairman	Grant funding - on the job training for trainees	760	-
					<u>634,561</u>	<u>696,698</u>



### Grants Awarded 2015/16.

The grants listed below are an aggregate of the grants payable to organisations and may represent funding for more than one project.

Organisation	No of Awards	Amount
NFTS	10	2,318,877
Creative Access	1	1,587,540
The Production Guild Limited	26	365,698
BBC (British Broadcasting Corporation)	21	356,267
London Film School	5	318,273
Film London	9	256,781
ITV	48	219,985
L3 Apprenticeships (Sharp Futures)	1	204,920
Creative England	12	200,718
Film Distributors' Association	8	184,704
Rig Events (Radio Independent Group Ltd)	1	179,200
Independent Cinema Office	9	179,179
Alias Smith & Singh Ltd	7	169,427
The Creative Assembly Ltd	54	145,737
British Fashion Council	1	130,480
Grand Scheme Media Ltd.	9	126,980
Ethel and Ernest Productions	38	117,836
Mammoth Screen Ltd	56	111,375
DV Talent Ltd	5	95,656
Mama Youth Project	1	89,000
Acme Films Ltd	1	87,421
Talking Point Film & TV	5	81,140
Creative Diversity Network Ltd	2	75,007
High Definition and Digital Cinema Ltd	2	75,000
GBCT Ltd	2	74,701
Textprint	1	73,908
BAFTA	4	68,535
Privileged Productions Ltd	18	65,310
Lighthouse Arts and Training	3	61,643
Directors UK LTD	3	59,312
Kudos Film and Television Ltd	10	58,399
Jellyfish Ltd	27	57,938
Rebellion Developments Limited	17	56,525
Escape Studios Ltd	3	54,115
Cutlass Productions LTD	4	50,262
3Dami	1	49,105
Amersham & Wycombe College	2	48,508

Creative Skillset - Sector Skills Council Limited  
 ANNEXE - GRANTS AND BURSARIES AWARDED  
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<b>Organisation</b>	<b>No of Awards</b>	<b>Amount</b>
Stamo Ltd	1	47,000
Missing in action films	2	46,916
Four Corners Limited	2	45,000
Oxford Brookes University	1	41,208
Power To The Pixel Ltd	1	40,000
Marketing Agencies Association (MAA)	2	38,267
Milk Visual Effects Limited	20	36,323
Sense Productions Ltd	19	36,120
Hat Trick Productions	16	35,270
Feel Films Ltd	2	35,000
University of Greenwich	1	35,000
Lean Content Ltd	1	32,500
The Screen Arts Institute	1	32,000
LBP (The Crown) Ltd	8	31,905
Tiger Aspect Productions	5	30,539
B3 Media	1	30,000
Clore Leadership Programme	1	30,000
Go Film It Ltd	1	29,560
London Film Academy	1	29,360
Sherlock TV Ltd	1	28,700
TriForce Creative Network	1	28,500
Screen South	1	28,410
Red Planet (Dickens) Ltd	6	28,275
British Video Association	1	28,000
Stonewall	1	27,920
The Moving Picture Company	2	26,956
Deep Water Productions Ltd	8	25,066
London Creative Festivals	1	25,000
Ukie	3	24,411
Future Games of London LTD	3	23,973
Double Negative Limited	10	23,849
ICLP (Collinson Group)	1	22,219
Lupus Films Limited	7	22,176
thinkBIGGER! Ltd	1	21,500
British Independent Film Awards	2	21,419
Berlinale Talents	1	20,000
Event Cinema Association Ltd	1	20,000
Carnival Productions Limited	13	19,124
Filmtiki Limited	2	18,729
Dr Foster TV Ltd	8	18,382
Adastra Development Ltd	1	17,965
Greenshoot	2	17,442

Creative Skillset - Sector Skills Council Limited  
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For the year ended 31st March 2016

<b>Organisation</b>	<b>No of Awards</b>	<b>Amount</b>
Creative Sparkworks	1	17,400
Taboo Productions Ltd	14	17,360
Neon Films Limited	2	17,000
INDUSTRIAL LIGHT & MAGIC (UK) LTD.	2	15,898
Modern Life Pictures Ltd	20	15,510
Rook Films Freefire Ltd	14	14,968
Framestore	1	14,923
Isongo Ltd	1	14,780
Daphne Productions Ltd	18	14,644
Hillbilly Television	2	14,500
Victoria & Albert Museum	1	14,433
Ravensbourne College of Design and Communication	3	14,427
Acamar Films Ltd	1	14,402
Pure Grass Films Ltd	1	14,071
Sony Computer Entertainment Ltd	1	13,917
More Muppets Productions	1	13,860
Carousel	1	13,811
The Children's Media Conference Limited	1	13,628
The Press Association	1	13,448
Endless Tiger Ltd.	4	13,009
Sloane Square Films Ltd	6	12,841
Dogwoof Pictures	1	12,810
Nvisible Ltd	3	12,350
Gamer Network	6	12,121
Lawton Communications Group	5	12,046
Genesis Cinema	1	12,000
Rio Cinema	1	12,000
Rewind FX Ltd	4	12,000
National Theatre	1	11,900
Blink Productions	1	11,670
The Salt Company International Ltd	1	11,368
Climax Studios	3	11,250
NYSM2 Productions	6	11,060
Number 9 Films (Hyena) Ltd	1	11,000
Rooks Nest Entertainment Limited	1	11,000
Origin Pictures	3	10,742
Black Mirror Drama Ltd	6	10,500
BWP Group Ltd	1	10,469
The Night Manager Ltd	3	10,375
Ceebr Ltd	3	10,194
Balloon Entertainment Ltd.	1	10,000
Factory Fifteen	1	10,000

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<b>Organisation</b>	<b>No of Awards</b>	<b>Amount</b>
Greenacre Films Ltd	1	10,000
Purple Geko Limited	1	10,000
Sugar Films Limited	1	10,000
West Pier Studio LTD	4	9,993
The Hive Series 2 Enterprises	2	9,796
Raindance Film Partnership	1	9,600
Warp Films Ltd	1	9,152
Huntsman Productions Ltd	4	9,135
Heyday Films	1	9,000
The Bureau Film Company Limited	1	9,000
Together Films	1	9,000
The Imaginarium	4	8,885
The Fyzz Facility Film Three Limited	12	8,757
Molinare TV & Film Ltd	5	8,680
Player Research Ltd.	2	8,540
Van Productions Ltd	6	8,500
Emu Rock Ltd	2	8,467
Peccadillo Pictures Ltd	1	8,400
J Walter Thompson Group Limited	3	8,275
Studiocanal Ltd	1	8,227
Ecoluxe London Ltd	1	8,000
University of Hertfordshire	1	8,000
Playground Television UK (The Dresser) Ltd	2	7,890
Tiger Lily Films	1	7,700
Embankment Films	2	7,558
IOD Productions Ltd	4	7,550
University of Westminster	2	7,500
Atom Universe Ltd	4	7,500
Baseblack London Ltd	4	7,263
JB5 Productions Limited	6	7,130
WestEnd (Blackbird) Limited	8	7,056
Stray Bear Films Ltd	1	7,040
The Works Film Group	1	6,888
WestEnd Films LTD	2	6,840
Kaleidoscope Home Entertainment	2	6,818
Bankside Films	2	6,763
Denial Ltd	8	6,741
Tiber Films Ltd	2	6,543
45 Years Films Ltd	10	6,525
THE BRIDGE MEDIA TRAINING	1	6,500
Hanway Films Limited	2	6,472
Best Pointe Productions Ltd	14	6,450

Creative Skillset - Sector Skills Council Limited  
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<b>Organisation</b>	<b>No of Awards</b>	<b>Amount</b>
LNSTV Limited	7	6,438
The Video College	1	6,425
Archer's Mark	12	5,981
Blue-Zoo Productions Ltd	9	5,847
Articulated Productions Ltd	4	5,809
eQuinox Germany e.V.	1	5,750
Mindhorn Productions Limited	8	5,691
Underwire Festival	1	5,575
Curve Digital	2	5,458
A little Chaos Ltd	1	5,277
Sid Gentle Films (SS-GB) Limited	2	5,250
Content Creatures	2	5,000
Electric Story Ltd.	1	5,000
Middlesex University	1	5,000
Pam Relton Training	1	5,000
CTVC Limited	1	4,946
Fly Film Company	1	4,832
Livity Ltd	1	4,685
Big Bit Ltd	2	4,500
Leo Burnett Limited	1	4,320
Protagonist Pictures	1	4,194
Filmfixer	1	4,108
Baby Cow Animation (Wussywat) Ltd	1	4,080
Table 19	1	4,065
Goldsmiths College	1	4,000
Blue Spill Ltd	3	3,968
Terra Tek Studios Ltd (trading as Payload Studios)	2	3,949
Rocklock Films Ltd	4	3,911
Freedman International Ltd.	3	3,803
Exient Ltd	3	3,791
Diva Films	1	3,728
Electric Lane	1	3,600
Deep Blue Productions Ltd	2	3,502
Lovely Day (Grantchester) Ltd	2	3,412
SapientNitro	1	3,388
Florence Film Ltd	2	3,150
HIM Productions Ltd	2	3,150
A Little Bird	1	3,078
Plug-in Media	1	3,067
22Cans Ltd	1	3,000
Life to Live Films Ltd	1	2,941
Augustina Tailoring	1	2,935

Creative Skillset - Sector Skills Council Limited  
ANNEXE - GRANTS AND BURSARIES AWARDED  
For the year ended 31st March 2016

<b>Organisation</b>	<b>No of Awards</b>	<b>Amount</b>
The Levelling Limited	4	2,835
The Extra Mile Limited	1	2,760
Honourable Woman Ltd	1	2,663
Cohaesus Projects Limited	1	2,652
Silent Witness	1	2,561
LBP The Halcyon Limited	2	2,520
Rocliffe Ltd	1	2,500
Sara Putt	1	2,500
Nightjack Ltd	3	2,460
Immerse Learning	1	2,423
Phenomenon Pictures Ltd	1	2,378
The Ones Below Ltd	4	2,310
Cow Film Ltd	2	2,310
Norfolk Film Ltd	2	2,145
WTTV Productions Limited	2	1,980
Hoxton Redsox	4	1,948
AUK Production Services Ltd	6	1,874
RPM Ltd	1	1,718
MB Films Ltd	1	1,472
LOTR Films Ltd	2	1,433
Roll7	1	1,250
Tenshi Partners LLP	1	1,250
Proud Films Productions Ltd (Pathe)	1	1,234
Alice Elizabeth Hennell	1	1,200
Rose Concencion	1	1,200
Vanessa Anne Wright	1	1,200
Boudica Iona Ltd	2	1,194
Hollywood Classics Ltd	1	1,137
Marmalade Films Ltd	1	1,124
032 Design (part of the Jacob Bailey Group)	1	1,051
Conran Design Group	1	1,051
Undercurrent (UK) Ltd	1	1,051
Ab Fab The Movie Ltd	1	1,025
NellyVision Ltd	2	1,000
Raised By Wolves Ltd	2	974
Jellybean Creative Solutions Ltd	1	876
Par Films Ltd	1	867
Lexis Agency LTD	1	760
smp ltd	1	716
Mainstreet Pictures	1	675
Sunuva Ltd	1	643
Caramel Rock	1	630

Creative Skillset - Sector Skills Council Limited  
ANNEXE - GRANTS AND BURSARIES AWARDED  
For the year ended 31st March 2016

Organisation	No of Awards	Amount
UK Cinema Association (UKCA)	1	625
Multiply	1	600
TMP (UK) Limited	1	470
PrettyGreen Things Ltd	1	429
Departure Film Ltd	1	360
Hot Property MOI Ltd	1	220
Grafton House Productions Ltd	1	200
Wall to Wall Productions Ltd	2	113
<b>London &amp; South East Total</b>	<b>1,043</b>	<b>10,815,436</b>
Bauer Radio Ltd	2	325,540
Liverpool Film Academy Educational Trust	1	182,994
Norwich University of the Arts	3	153,004
The Bauer Academy	2	69,210
Sheffield Doc/Fest	4	62,029
Auroch Digital Ltd	8	61,111
Avatar Productions Limited	1	55,560
Ubisoft Reflections Limited	29	50,160
Giggle Group Limited	1	49,742
Tangerine Public Relations	1	48,551
104 FILMS LTD	4	44,854
Aardman Animations Ltd	1	42,700
Professional Writing Academy	3	39,127
Aardvark Swift Recruitment Limited	8	39,029
Northern Film & Media	2	39,000
Eleventh Hour Films Ltd	23	37,327
Wildseed Kids - Counterfeit Cat	7	35,884
Route 1 Games Ltd	21	35,099
Dubit Limited	13	34,256
Signature Pictures Limited	1	33,374
Abbottvision No Offence S2 Ltd	3	31,350
Hyper Island	1	30,000
Neutron VR Ltd	11	28,601
Pixel Toys Ltd	9	28,068
OutpostVFX	9	25,915
Boswell Productions Ltd	8	25,265
The Publishing Training Centre Foundation	1	24,000
Domino Digital Limited	4	22,221
Crossover Labs Limited	1	22,000

Creative Skillset - Sector Skills Council Limited  
ANNEXE - GRANTS AND BURSARIES AWARDED  
For the year ended 31st March 2016

<b>Organisation</b>	<b>No of Awards</b>	<b>Amount</b>
Spider Eye Ltd	7	21,122
Yorkshire Film Archive	1	20,020
Lime Pictures	2	20,000
Drummer TV Ltd	1	19,962
Evil Twin Artworks Ltd	2	17,523
Anti-Matter Games Ltd	4	17,451
Fettle Limited	9	16,552
Christine Pyke Media Limited	1	16,340
Paw Print Games Ltd	5	16,029
Indie Training Fund	1	15,807
Peaky Blinders Productions 3 Ltd	5	15,150
Knowle West Media Centre	1	15,110
Radiant Worlds Ltd	6	15,041
360 Studios Ltd (formerly Mixed Martial Mobile, Ltd.)	12	14,767
Secret Harbour Films LTD	10	14,521
Lady Macbeth LTD	12	14,437
Zing Performance Limited	4	13,542
Redeye (North West Photography Network) Ltd	1	13,443
Journeyman Films Ltd	8	13,160
Real Time Visualisation Ltd	1	12,961
UME8 Ltd	14	12,627
Big Talk Investments Ltd	4	12,300
Modux Limited	3	12,107
Red Kite Games	5	11,351
Opposable Group	2	11,250
Happy Valley Series Limited	3	11,000
Fiery Flying Films Ltd	10	10,553
Greenshoots Partnership	1	10,104
Third Films	1	9,998
The Call Up Ltd	6	9,912
ID2: The Sequel Ltd	11	9,781
Pinball Films /Radio Film Ltd	1	9,450
Velocity Productions Ltd	4	9,340
Axis VFX	3	8,780
Creative Studios	3	8,658
The Levelling Limited	4	8,188
Sumo Digital Ltd.	1	7,378
Skylark Games	3	7,160
Aesthetica Magazine - Aesthetica Short Film Festive	1	7,000
University of West of England	1	7,000
Screen Yorkshire	2	6,918
Rumpus Animation Ltd	3	6,508



Creative Skillset - Sector Skills Council Limited  
 ANNEXE - GRANTS AND BURSARIES AWARDED  
 For the year ended 31st March 2016

<b>Organisation</b>	<b>No of Awards</b>	<b>Amount</b>
Opposable Games	4	6,477
Harry James	1	6,218
Thomasin Summerford	1	5,995
Staffordshire University	2	5,832
Sunfire Software Limited	1	5,831
Ariel Animation Ltd	2	5,813
University of Central Lancashire	2	5,707
Nomad Games Limited	2	5,617
Mayben Media Ltd	3	5,460
Rebellion Liverpool Limited	1	5,410
FreeStyleGames	1	5,188
Wendy Griffin	5	5,098
Wildseed Studios Ltd	6	4,939
Atomhawk Design Ltd	1	4,844
Inflammable Films Ltd	1	4,818
Primordial Soup Limited	2	4,724
The Producers Forum	1	4,594
The Sequel Ltd	6	4,583
Run 71 Ltd	1	4,494
Yippee Entertainment Ltd	1	3,750
Rubie's Masquerade Company U.K. Ltd.	1	3,600
COOL GAME ARCADE : FUN ACTION STRATEGY, SIM AND PUZZLE APPS LIMITED	2	3,519
Edgelandroadmovie Ltd	10	3,420
TCFTV UK Productions Ltd	2	3,250
Pam Relton Training	1	3,000
The Forge Entertainment (National Treasure) Ltd	2	2,760
Archer's Mark	12	2,656
JFS (manchester) Ltd	1	2,573
Lab42 Limited	1	2,554
TESTIMONY FILMS	1	2,530
Huntley Film Archives Ltd.	1	2,448
Team17 Digital Ltd	1	2,438
incorporatewear ltd	1	2,400
Electricity Film Productions Ltd	1	2,258
White Space Agency	1	2,251
Ground Shatter Ltd.	1	2,250
The Casual Vacancy Productions Ltd	3	2,200
Leicester Fashion & Textiles Academy	1	1,945
Ripstone Ltd	4	1,939
Mitchell-Johnson Ltd.	1	1,929
Objective Productions	2	1,710
Leeds Film	1	1,661

Creative Skillset - Sector Skills Council Limited  
ANNEXE - GRANTS AND BURSARIES AWARDED  
For the year ended 31st March 2016

Organisation	No of Awards	Amount
Eighty8 Ltd.	1	1,286
Coatsink Software	1	1,280
Acestyle Intimate Apparel (UK) Ltd	1	1,200
Flex Apparel Ltd	1	1,200
Paranoid Series Limited	2	1,200
Starkers Ltd	1	1,200
Samia El Jaafari	1	1,196
Scott & Bailey Limited	1	1,080
Grimm Up North Ltd	1	1,023
University of Hertfordshire	1	1,000
Bournemouth University	1	910
Bad Ed The Movie Ltd	2	895
Brand On Shelf	1	859
Helen Masters	1	855
Julie nightingale	1	812
Tesside University	1	744
Samera Haynes-Khan	1	607
Lucy Berger	1	216
Konami Digital Entertainment	1	200
Quadratray	1	100
An Inspector Calls Limited	1	46
<b>Other Regions Total</b>	<b>479</b>	<b>2,384,864</b>
Creative Media Skills Ltd	7	245,809
Edinburgh Napier University - Screen Academy Scotland	5	145,702
Working for Creative Skillset. dontab10Ltd	2	120,000
Titanic Creative Management Ltd	3	79,000
Bait Studio Ltd	2	66,000
BECTU	3	61,264
Edinburgh International Film Festival	3	56,100
LBP Outlander Ltd	29	49,448
Pinewood Films Ltd	8	47,731
Fire & Blood Productions Ltd	5	40,000
Cyfle	1	31,920
Cinemagic	1	30,000
The Fall 2 Ltd	4	29,032
Dont Knock Twice LTD	14	28,153
K7 Media	1	22,223
A&O Studios	1	22,068
Centre for the Moving Imag	1	20,000

Creative Skillset - Sector Skills Council Limited  
 ANNEXE - GRANTS AND BURSARIES AWARDED  
 For the year ended 31st March 2016

<b>Organisation</b>	<b>No of Awards</b>	<b>Amount</b>
Fluid Eye Productions Ltd	1	19,500
Tommy's Honor Productions Ltd	16	16,400
One of Us Grafton House Productions	2	16,338
Edinburgh College Of Art	2	15,000
LW Creative Consulting Ltd	3	15,000
DSP Drama Limited	1	14,300
BT9 Films	16	14,227
High-Rise (Backwell) Films Limited	11	13,950
Rights TV	1	12,600
Thomas Riley Limited	14	11,340
Chapter (Cardiff) Ltd	1	11,000
Ffilm Cymru Wales	1	10,000
Sigma Films	1	10,000
Literature Wales	1	10,000
Big Learning Company (Louise Harris)	1	10,000
Hopscotch Films Ltd	2	9,450
Frankenstein Productions Ltd	15	7,898
University of South Wales	4	7,160
Iglu Media	7	6,585
Billy Goat Entertainment Ltd	2	5,781
Creative Media Academy, University of the West of Scotland	1	5,600
Location Scotland	1	4,733
Outsider Games	2	4,130
Ffolyn Films Ltd	10	3,593
Test Mac Application	4	3,500
Zeppotron Drama Ltd	3	3,487
Whitenoise Design Limited	1	3,125
Screen Education Edinburgh	1	2,949
Davy Jones Productions	8	2,700
Interference Pattern Ltd	1	2,321
It's My Shout Productions Ltd	1	2,288
Clydebank Films Ltd	2	2,087
Guardian Edinburgh International Television Festival	1	800
Ko Lik Films Two Limited	1	642
Dog Ears Ltd	1	635
Scottish Documentary Institute at Screen Academy	1	201
<b>Grants to Organisations in Devolved Administrations Total</b>	<b>231</b>	<b>1,373,770</b>
<b>Bursaries to Individuals</b>	<b>536</b>	<b>596,392</b>

Creative Skillset - Sector Skills Council Limited  
ANNEXE - GRANTS AND BURSARIES AWARDED  
For the year ended 31st March 2016

Organisation	No of Awards	Amount
Axis Animation	1	(33,120)
INDUSTRIAL LIGHT & MAGIC (UK) LTD.	2	(24,944)
Warren Jane Limited & Julie Witana Limited	1	(21,590)
Film Nation UK	1	(21,220)
SMART Academy of Writing	1	(20,000)
Birmingham City University	1	(15,250)
Lady Shotgun	2	(14,813)
Endor (T&T) Ltd	3	(12,000)
Four Door Lemon Vision 1 Ltd	2	(11,400)
University of York	2	(11,166)
Real Visual Ltd	3	(10,744)
Fizzy Productions	1	(9,465)
Articulated Productions Ltd	4	(9,215)
Sold Out Sales and Marketing Limited	2	(8,438)
Munky	1	(7,330)
Playerthree	1	(6,447)
Personal Managers' Association Ltd	1	(6,045)
Trespass Against Us Limited	4	(5,498)
Relentless Software	1	(5,065)
Two Way Media Limited	2	(4,417)
Blue Spill Ltd	1	(4,125)
Roll7	4	(3,598)
Calvino Noir Limited	2	(3,518)
Costume Wardrobe & Training Skills	1	(3,304)
Red Production Company Limited	1	(3,240)
WTTV Productions Limited	2	(3,201)
Filmwave	1	(3,181)
Verve Pictures Ltd	1	(2,704)
The TV Collective	1	(2,062)
Struay 'Pictures Ltd	1	(1,552)
Fat Pebble Ltd	1	(1,500)
Quite Scary Flims Ltd	1	(1,500)
Ko Lik Films Two Limited	4	(1,485)
Quadratrax	4	(1,450)
State of Play Games	1	(1,404)
Dan Hammer Ltf. T/as Pico Pictures	7	(1,399)
Par Films Ltd	1	(1,300)
Lucidia Films Ltd	4	(1,221)
Directors Guild	2	(969)
Jehan Kazi	1	(940)
Mainstreet Pictures	2	(900)

Creative Skillset - Sector Skills Council Limited  
 ANNEXE - GRANTS AND BURSARIES AWARDED  
 For the year ended 31st March 2016

<b>Organisation</b>	<b>No of Awards</b>	<b>Amount</b>
Institute of Professional Board	1	(875)
Tsumanga Studios Ltd	4	(854)
The Giggle Group Ltd	1	(833)
Vine FX Ltd	1	(833)
Arc Worldwide	1	(815)
Elderberry Post Limited	2	(750)
Coffee and TV Broadcast VFX Ltd	1	(750)
Whispering Gibbon Ltd	1	(635)
Echoic Audio Ltd	1	(625)
Total Monkery	1	(576)
Association Of Motion Picture Sound	1	(500)
A Productions	3	(495)
DST Global Insight Group Limited	1	(480)
Preloaded Ltd	1	(417)
Tickity Boom Games Ltd	1	(385)
Born Ready Games Ltd.	1	(375)
Red Production Company	1	(306)
World (Code of a Killer) Ltd	1	(250)
20th Century Fox UK Productions Ltd	2	(249)
Wall to Wall Productions Ltd	1	(225)
Green Bay Media Ltd	1	(181)
Distinctive Developments Limited	1	(103)
Legendary Games	1	(30)
Blueprint Pictures Outcast Ltd	1	(20)
LOCO - The London Comedy Film Festival	1	(1)
<b>Rescinded Grants (Grants not utilised) Total</b>	<b>111</b>	<b>(314,283)</b>
<b>Total Grants to Organisations</b>	<b>1,642</b>	<b>14,259,787</b>
<b>Total Grants and Bursaries to Individuals</b>	<b>536</b>	<b>596,389</b>
<b>Total Grants and Bursaries Awarded</b>	<b>2,178</b>	<b>14,856,176</b>

