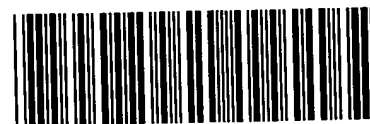


ALSG ANNUAL REPORT AND ACCOUNTS

31st December 2014

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TRUSTEES' ANNUAL REPORT

The Trustees present their annual report, together with the audited accounts for the year ended 31st December 2014.

The report and accounts have been prepared in accordance with the Charities Act 2011 and the Charities (Accounts and Reports) Regulations 2008, Section 419(2) of the Companies Act 2006, with the accounting policies set out on pages 15 & 16 of the attached accounts and comply with the charitable company's Memorandum and Articles of Association, applicable laws, and the requirements of the Statement of Recommended Practice on "Accounting and Reporting by Charities" issued in March 2005.

Charity name	Advanced Life Support Group is also known as:- Advanced Life Support Courses (North West)
Registered numbers	Company No. 4580873 Charity No. 1095478
Trustees	The Trustees, who all served during the year, are as follows: Mr Alan Charters Ms Kathy Doyle Mr Peter Driscoll Dr Peter-Marc Fortune Mr Kim Hinshaw Prof Kevin Mackway-Jones Dr Barbara Phillips Dr Martin Samuels Dr Chris Vallis Prof Terence Wardle
Secretary and Chief Executive Officer	Mrs Susan Wieteska
Principal and Registered Office	Advanced Life Support Group 29-31 Ellesmere Street Swinton, Manchester, M27 0LA Telephone: 0161 794 1999 Fax: 0161 794 9111 Email: ***@alsg.org Website: www.alsg.org

ADVANCED LIFE SUPPORT GROUP
YEAR END 31ST DECEMBER 2014



Professional advisors

Bankers

Royal Bank of Scotland PLC
Navigation House
Furness Quay
The Quays
Salford
M5 2XZ

Solicitors

GLP Solicitors
672 Bolton Road
Pendlebury
M27 8FH

Auditor

Harry Sager & Co.
Statutory Auditor
Chartered Certified Accountants
69 Middleton Road
Crumpsall
Manchester
M8 4JY

**Commercial Property
Consultants**

Robert Pinkus & Co.
Chartered Surveyors
16-18 Riversway Business Village
Navigation Way
Preston
PR2 2YP

ADVANCED LIFE SUPPORT GROUP IN 2014

Structure, Governance and Management

Governing document

The organisation is a charitable company limited by guarantee, incorporated on 4th November 2002 and registered as a charity on 20th January 2003. Prior to this the organisation had been registered as an unincorporated charity (1024554) since 4th August 1993 and all funds were transferred to the charity company on 1st January 2003. The company was incorporated under the Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £10.

Recruitment and appointment of trustee committee

The directors of the company are also charity trustees for the purposes of charity law and under the company's articles are known as members of the Trustee Committee. Under the requirements of the Memorandum and Articles of Association the members of the Trustee Committee are elected to serve for a period of three years after which they must be re-elected at the next Annual General Meeting. Work to balance the Trustee Committee continued in 2014 and is continuing into 2015.

Trustee induction and training

All existing trustees are already familiar with the work of the charity through continued involvement in course development, course teaching and research.

New trustees are encouraged to attend induction training to familiarise themselves with the charity and the context within which it operates. These are led by the Chief Executive of the charity and cover:

- The obligations of the Trustee Committee including trustee job description and induction/training process
- The main documents which set out the operational framework for the charity including Memorandum and Articles
- The current 5 year strategic plan and annual detailed business plan
- The latest published accounts

Risk management

The trustees and senior management team have conducted a review of the major risks to which the charity is exposed. A risk management document has been prepared, which details the systems, procedures and other actions that have been taken to mitigate the risks. In 2014 this has been further consolidated with a stratification of risks and clear processes for risk elevation and review. Regular reviews are included of medium and high level risks and the risk map and risk management document are also reviewed annually as part of the planning cycle.

Organisational Structure

The Advanced Life Support Group has a Trustee Committee that meets face-to-face on four occasions each year, other meetings are held by telephone conference and email discussion forum. The committee is responsible for the strategic direction and policy of the charity. At present there are ten members, nine from clinical backgrounds and one lay member. The Secretary/CEO, Operations Director and Development Director also sit on the Committee but have no voting rights.

A scheme of delegation is in place and day to day responsibility for the charity activities rest with the Chief Executive Officer, Operations Director and Development Director. During the year 27 full and part-time employees worked within the Manchester offices and were responsible for all areas of activity. A network of over 10,000 volunteers internationally support the training activities and a series of 14 volunteer working groups direct the clinical content and policy for individual course types.

Related Parties

In so far as it is complementary to the charity's objects, the charity is guided by national and international policy. There are no transactions with related parties.

Objectives and Activities

The trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Charity's aims and objectives and in planning current and future activities. During 2014, the charity has continued its three core policies and the related activities as outlined below in furtherance of the objects "to preserve life by providing training and education to the general public and in particular but not exclusively to doctors, nurses and other members of the medical profession, in life saving techniques in particular regarding advanced trauma, cardiac and paediatric life support treatment". These policies focus on the *advancement of health and the saving of lives* and in that respect benefit all members of the public who have need for emergency care. As a result of improved care and improved outcomes this benefit extends to their families and wider communities and the economy in general. There are no restrictions to the receipt of the benefit of improved emergency care. The Charity continued to reinvest income received during the year into course development and redevelopment. This ensures that our courses are fit for purpose and achieve the maximum public benefit.

• **Training Course Provision**

The aim is to provide training using standardised teaching packages to enable candidates to use a structured approach to a variety of clinical and non-clinical situations where the life or health of the patient is at risk. This ensures that the public benefit is consistent across all geographical locations. The courses are all intensive and use tried and tested educational methods.

• **Training Course Development**

The organisation has made great efforts to develop training course packages to fill any gaps in the existing range available. All of the packages are didactic, comprehensive, consistent, and are structured in such a way that other organisations can deliver them. This approach ensures that the 'system' of care is available to a much wider number of people. This benefits the public in that it ensures that the reach of the charity is as wide as possible.

• **Feedback and Quality Control Function**

The organisation is often pioneering new courses and consolidating existing ones. It is important for the credibility of the courses, the providers and the instructors that ALSG continues to audit course effectiveness. This ensures that the public benefit from professionals who have been trained using the most effective methods possible provides an appropriate balance between time spent on training and time devoted to patient care. This continual process of review and quality control function is also undertaken by the central administrative function of ALSG.

ACHIEVEMENTS AND PERFORMANCE

Training and course development activities

During the year we continued to provide courses directly in our training centre in Swinton, Manchester. We also supported and quality assured training in 42 countries on five continents. The ALSG team travelled to Australia, Bosnia, Ireland, Qatar, Switzerland and Vietnam to provide direct support to new and existing centres.

Course development activities focused on updates and launches of our *managing obstetric emergencies* course, and our one day *major incident medical management and support at the scene* course. We also launched our *instructor training* course update in partnership with the Resuscitation Council (UK) and the *child protection recognition and response* course in collaboration with the Royal College of Paediatrics and Child Health (RCPCH) and the National Society for the Prevention of Cruelty to Children (NSPCC).

We led and supported consensus meetings on *paediatric trauma* and *obstetric trauma* respectively. The paediatric trauma consensus resulted in an important update to our paediatric courses which was launched in February 2015.

Development work continues on the merger of the *neonatal, adult and paediatric transfer* course and the launch of this is due in September 2015. Consultation started during 2014 on the new editions of our *paediatric courses* due for launch in January 2016. The *major incident* courses for the *hospital response* and for *hazardous materials* are also continuing their development. The update to the child protection course in 2014 has necessitated an update to the advanced on-line course for more senior trainee paediatricians and this is in progress.

In addition, a significant body of work has been ongoing in the development of our new programme for Safe care closer to home (SAFE). This is an integrated programme with Standardised pathways, Appropriate training, Framework for safety netting and Evaluation and benchmarking.

As part of the SAFE programme we have also engaged with public training for the first time in 2014. We offered free of charge training to local community groups, schools, colleges and individual members of the public.

Collaborations remain important to ALSG and during the year we worked on projects with:

- Maternal & Childhealth Advocacy International (MCAI) with the *Strengthening Emergency Care* programme. The APLS-CD scheme continues to provide funding for this important work in Developing Nations. This programme is running in Pakistan, The Gambia and Liberia.
- Royal College of Paediatrics and Child Health (RCPCH), the National Society for the Prevention of Cruelty to Children (NSPCC) and the British Society for Paediatric Dentistry (BSPD) with the *Recognition and Response in Child Protection* and *Child Protection in Practice* course programmes.
- National Tracheostomy Safety Project (NTSP) with the *emergency tracheostomy* training programmes.
- Resuscitation Council (UK) (RC(UK)) with the *GIC (instructor)* training programme.

In 2014, we were shortlisted for a Third Sector Partnership Award for our joint work with MCAI.

We are being supported in our research activities by Manchester Medical School Health Psychology team. This is enabling us to review the impact of our courses on individual implementation behaviour and also provides feedback on these areas for individual elements of the course ensuring that course programmes are effective and, if not, iterated in a timely way.

The funding from licensing activities for triage is supporting on-going research in this important domain. It is also funding a part-time Triage Development and Evaluation Officer to provide a hub for triage activities globally.

Technology

The upgrade of our e-learning platform and e-modules was an essential strand of activity in 2014. A key element of our blended learning packages, the Moodle platform, requires continuous upgrades to ensure it remains current and fit for purpose. The e-module upgrade has ensured extended compatibility with all popular devices.

In addition, a review of internal IT systems was carried out in the year, resulting in work on the automation and streamlining of key activities. The work on this is continuing in 2015. This development will significantly improve the service we deliver to our course centres. One component of this is a move to achieve paperless courses and instantaneous reporting of course results globally.

Developing people

We continued to provide support for the continuing professional development of our volunteer instructors by providing free of charge access to e-modules on *human factors* and *medical education*. We also supported 20 instructors by providing a bursary towards University fees for a Post Graduate Award based on the GIC at Keele University. This initiative was supported jointly by ALSG and RC (UK) with 40 instructors gaining support in total. Four members of the ALSG team were granted small bursaries towards personal development activities in addition to the work-related professional development activities provided by staff development days, on the job training and external training courses. In early 2015, ALSG has been shortlisted for an Investors in People Award for Excellence in the Third Sector internationally.

Organisational issues

The marketing and communication function became more established in 2014 and this is now embedded into all activities. Lead roles and matrix working practices were explored and scoped during 2014 and will become more established following an organisational review in 2015. This, together with the consolidation of the Development Director role, is progress towards the succession plan for the CEO, Operations Director and other key roles. The organisational review is required because of the impact of the IT strategy review and the resultant automation of many key processes. Recognising the core role of IT in the organisation, a decision was taken to employ an IT lead full-time from January 2015. We are continuing to embed the recommendations from the review of security during overseas activity which was completed in early 2014.

FINANCIAL REVIEW

During the year the Charity's total income was £1,760,366 (2013 £1,603,961), and the overall performance recorded a surplus of £165,800 (2013 surplus £120,415), resulting in a similar increase in reserves. Governance costs, expended as a percentage of income, rose slightly during the year to 4.75% (2013: 4.37%) due to additional staff costs for maternity leave cover and succession planning activities resulting in an overlap training period in the senior management team.

Principal Funding Sources

There are three main sources of funding:

1. Course fee income from candidates attending courses in the Manchester training centre.
2. Certification and on-line course fee income from courses running elsewhere for ALSG courses
3. Royalties donated from the sale of published materials.

Collaborative Working

The *Strengthening Emergency Care* programme is a strategic collaboration between MCAI and ALSG. All projects within this programme are managed jointly and resources from both organisations are deployed. At year end 31st October 2014, the income for MCAI was £365,659 and at year end 31st December 2014, the income for ALSG was £1,760,366.

Investment Policy

Currently, ALSG is working towards a position where 3 months free reserves are available and this is restricting funds available for investment. Therefore, ALSG only invests in:



1. Cash deposits in the bank with a tied current and high interest account where funds are automatically transferred by the bank to maintain an amount in the current account sufficient to cover immediate needs.
2. Cash deposits in a Bonus Saver account where cash is tied-up for a period of one quarter to produce a 1.05% higher interest rate. One withdrawal per quarter can be made without penalty.
3. Cash deposits in a Fixed term deposit account where cash is tied-up for a period of one quarter to produce a higher interest rate varying from 0.39% to 0.45%. No withdrawals are permitted and therefore the investment has been split over three months and staggered to ensure access to one third of the investment within one month if required.

ALSG has a *cash and investment policy* and this governs investment processes and decision-making.

Reserves Policy

The Trustees' policy is that the "free reserves", i.e. funds not already invested in fixed assets, should be retained to meet foreseeable fixed expenditure (including purchase of fixed assets) over a period of 3 months, which equates to approximately £202,000. At this level, the Trustees feel that they would be able to continue the current activities of the charity in the event of a significant fall in take up of courses and course materials. As at 31st December 2014, these reserves amount to £332,358. The reserves exceed the target level, the Trustees are considering investing some of this in refurbishment work.

Disclosure of information to auditor

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

PLANS FOR FUTURE PERIODS

We are continuing to work towards our plan stated in the 2013 report, that by 2016, we will have set and built on a foundation for growth which will ensure that we produce value from everything we do and that we can continue to save lives by providing training. The organisational review will continue throughout 2015. 2015 has also seen the start of development of the 2017-2021 strategic plan and this was informed by a strategic review day with Trustees and Senior Managers in January 2015. The themes identified at this day will be further developed with the Chairs of the individual working groups at the AGM in June 2015. During 2015, we will be launching the new platform for course management and piloting approaches to 'paperless courses'. Another key activity in 2015 is the update of all of the courses affected by the update to the International Resuscitation guidelines due in October. This will be alongside the redevelopment of existing courses as outlined above and the continuing development of all of the aspects of the SAFE programme including new courses for *mental health emergencies*. The Trustees are considering refurbishment work in 2015/2016.

The above report has been prepared in accordance with the Provisions applicable to Companies subject to the small Companies regime as set out in Part 15 of the Companies Act 2006 and with the Financial Reporting Standard for Smaller Entities (effective January 2015).

Approved and signed on behalf of the Trustees

A handwritten signature in black ink, appearing to read 'K Mackway-Jones', written over a horizontal line.

Professor K Mackway-Jones
Chairman of Trustees
11th June 2015

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also directors of ALSG for the purposes of company law) are responsible for preparing the Trustees' Report and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities 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 accounts, and
- prepare the accounts 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 accounts comply with the Companies Act 2006. 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 charity and financial information on the charity's website.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware, and
- the trustees have taken all steps that 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.

INDEPENDENT AUDITOR'S REPORT TO MEMBERS OF ADVANCED LIFE SUPPORT GROUP

We have audited the accounts of ALSG for the year ended 31st December 2014 on pages 13 to 20. The financial reporting framework that has been applied in their preparation is applicable law and the Financial Reporting Standard for Smaller Entities (effective January 2015) (United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities).

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

Respective responsibilities of trustees and auditor

As explained more fully in the Trustees' Responsibilities Statement set out on page 11, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the accounts and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the accounts 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.

Scope of the audit of the accounts

An audit involves obtaining evidence about the amounts and disclosures in the accounts sufficient to give reasonable assurance that the accounts are free from material misstatement, whether caused by fraud or error. This includes an assessment of whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed, the reasonableness of significant accounting estimates made by the trustees, and the overall presentation of the accounts.

Opinion on accounts

In our opinion the accounts:

- give a true and fair view of the state of the charitable company's affairs as at 31st December 2014 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.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Trustees' Annual Report for the financial year for which the accounts are prepared is consistent with the accounts.

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 Charity Act 2011 require us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the accounts are not in agreement with the accounting records and returns
- 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
- the directors were not entitled to prepare the accounts in accordance with the small companies regime and take advantage of the small companies exemption from the requirement to prepare a strategic report.


HARRY SAGER F.C.C.A
SENIOR STATUTORY AUDITOR

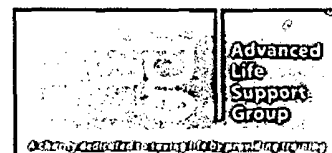
For and on behalf of
HARRY SAGER & CO, STATUTORY AUDITOR
CHARTERED CERTIFIED ACCOUNTANTS,
69 MIDDLETON ROAD, CRUMPSALL, M8 4JY
11th June 2015

Harry Sager & Co is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

STATEMENT OF FINANCIAL ACTIVITIES

	NOTE	2014 TOTAL FUNDS £	2013 TOTAL FUNDS £
INCOMING RESOURCES			
Incoming resources from generated funds:			
Investment income	2	934	567
Incoming resources from charitable activities:			
Course fees and course materials		1,586,675	1,415,797
CAI CD sales		86,210	99,920
Royalties		70,182	73,273
Other incoming resources:			
Venue hire		16,365	14,404
Total incoming resources		1,760,366	1,603,961
RESOURCES EXPENDED			
	3		
Charitable activities		1,511,077	1,413,497
Governance costs		83,489	70,049
Total resources expended		1,594,566	1,483,546
Net incoming resources		165,800	120,415
RECONCILIATION OF FUNDS			
General reserve			
Total funds brought forward		428,269	307,854
Total funds carried forward		594,069	428,269

ADVANCED LIFE SUPPORT GROUP
YEAR END 31ST DECEMBER 2014



BALANCE SHEET AS AT 31ST DECEMBER 2014

		2014	2013
	NOTE	£	£
FIXED ASSETS			
Tangible	5	404,969	419,783
CURRENT ASSETS			
Stock of course materials		12,857	9,207
Debtors	6	180,195	170,873
Cash at bank and in hand		425,037	291,427
		<u>618,089</u>	<u>471,507</u>
CREDITORS (Amounts falling due within 1 year)			
Bank loan	7	12,000	13,000
Other taxes and social security		14,323	14,075
Accruals		81,530	70,954
Deferred income		93,533	91,328
Other creditors		84,345	99,002
		<u>285,731</u>	<u>288,359</u>
Net current assets		<u>332,358</u>	<u>183,148</u>
		<u>737,327</u>	<u>602,931</u>
CREDITORS (Amounts falling due after more than 1 year)	8	(143,258)	(174,662)
		<u>594,069</u>	<u>428,269</u>
Represented by unrestricted funds		<u>594,069</u>	<u>428,269</u>

These accounts have been prepared in accordance with the Provisions applicable to Companies subject to the small Companies regime as set out in Part 15 of the Companies Act 2006 and with the Financial Reporting Standard for Smaller Entities (effective January 2015)

Approved by the Board of Trustees on 11th June 2015

Professor K Mackway-Jones - Chairman

The notes on pages 15 to 20 form part of these accounts.

NOTES TO THE ACCOUNTS

1. ACCOUNTING POLICIES

a. Basis of accounting

The Accounts have been prepared under the Historical Cost Convention and, in accordance with the Financial Reporting Standard for Smaller Entities (effective January 2015), the Companies Act 2006, applicable accounting standards, and comply with the Statement of Recommended Practice 'Accounting by Charities' issued by the Charity Commissioners in March 2005, and the Charities Act 2011.

b. Incoming resources

All incoming resources are included in the statement of financial activities when the conditions for receipt have been met. The following specific policies apply to categories of income.

- **Training Course Fees:** included on a receivable basis. Course fees are invoiced in advance and, therefore, deferred and included in income in the relevant financial year when the course is held.
- **Sale of Course Materials and CD Sales:** included on a receivable basis when an invoice is issued and goods dispatched.
- **Royalties:** included in income when notified of entitlement by publisher. The Royalties received are shown net of amounts payable to overseas centres as a contribution to work in translation.
- **Venue Hire:** included in income on invoice following use of venue.
- **Investment Income:** this relates to interest from bank deposits and is included in income when receivable.

c. Resources Expended and Allocation of Expenditure

Resources expended are included in the Statement of Financial Activities on an accruals basis, inclusive of VAT which cannot be recovered, and has been classified under headings that aggregate all costs related to that category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with use of resources (i.e. staff time spent, floor space etc).

- **Charitable activities:** Costs of the charity incurred in the delivery of its activities and services.
- **Governance Costs:** Costs associated with the general running of charity as opposed to those costs associated with direct charitable activities.

NOTES TO THE ACCOUNTS (continued)

1. ACCOUNTING POLICIES (continued)

d. Fixed Assets

The cost of tangible fixed assets is written off over their useful lives as follows:

Course equipment - over 2 years straight line

Office equipment - over 5 years straight line

Computer equipment - over 2 years straight line

In accordance with Financial Reporting Standard No. 15 and the Companies Act 2006 all tangible assets are to be depreciated. Although the leasehold buildings have not been depreciated the Trustees do regular impairment reviews.

e. Stock

Stock is stated at the lower of cost or net realisable value.

f. Operating leases

Rentals applicable to operating leases are charged to the statement of financial activities over the period in which the cost is incurred.

g. Pension costs

The charity contributes to a group Personal Pension Plan operated by Foster De Novo for all eligible employees, and contributions to the scheme are charged to the Statement of Financial Activities as and when they become payable.

h. Cash flow statement

The accounts do not include a cash flow statement because the Charity, as a small reporting entity, is exempt from the requirement to prepare such a statement under the Financial Reporting Standard for Smaller Entities (effective January 2015).

NOTES TO THE ACCOUNTS (continued)

	2014 £	2013 £
2 INVESTMENT INCOME		
Bank deposit interest	934	567
3 RESOURCES EXPENDED		
Charitable activities		
Bad debts	26,958	6,766
Bank interest	4,210	5,046
Course related costs including materials	541,503	497,748
CAI CD costs	76,730	87,419
Equipment rental	35,153	40,522
Heat and light	9,303	9,665
Insurance	3,688	5,666
Marketing and professional fees	15,835	37,356
Printing, postage and stationery	27,011	22,101
Professional IT costs and support	32,759	23,037
Rates and water	5,893	6,487
Repairs and renewals	12,857	19,573
Credit card and switch charges	12,508	11,078
Staff costs	667,470	604,489
Staff training, travel and expenses	12,948	10,260
Telephone charges	3,579	4,009
Depreciation	22,672	22,275
	1,511,077	1,413,497
Governance costs		
Audit and accountancy charges	13,708	12,026
Bank interest	130	160
Equipment rental	1,087	1,285
Heat and light	288	306
Insurance	2,623	1,160
Marketing and professional fees	3,734	143
Professional IT costs and support	2,849	1,972
Rates and water	182	206
Repairs and renewals	398	621
Staff costs	58,179	51,735
Telephone and sundry expenses	311	435
	83,489	70,049

NOTES TO THE ACCOUNTS (continued)

4 STAFF COSTS

	2014 £	2013 £
Wages and salaries (including child care costs)	603,732	550,075
Social security costs	53,505	49,145
Pension costs	68,412	57,004
	<u>725,649</u>	<u>656,224</u>

Allocated to:

Charitable activities	667,470	604,489
Governance	58,179	51,735

Wages and Salaries has been reduced by way of salary sacrifices as requested by a number of employees and alternative payment made as follows:

Childcare costs	6,996	5,832
Additional pension contribution	25,106	15,541

In addition, a great amount of time, the value of which is impossible to reflect in these accounts is donated by thousands of volunteer instructors throughout the UK and overseas.

In 2014 there was one (2013 one) higher paid member of staff, who received remuneration between £60,000 and £69,999 including pension benefit of £11,927 (including £6,738 salary sacrifice).

The average number of full time and part time employees analysed by function was:

Charitable activities	25	24
Governance	2	2
	<u>27</u>	<u>26</u>

NOTES TO THE ACCOUNTS (continued)

5 FIXED ASSETS

Tangible fixed assets held for continuing use in the charity's activities:

	Leasehold land and buildings	Course equipment	Office equipment	Computer equipment	Total
Cost/Value	£	£	£	£	£
At 1 st January 2014	400,000	111,349	31,834	21,912	565,095
Additions		3,955	985	2,919	7,859
Impairment/Disposals		(1,456)	(602)	0	(2,058)
At 31 st December 2014	400,000	113,848	32,217	24,831	570,896
Depreciation					
At 1 st January 2014	-	94,632	29,547	21,133	145,312
Charge for year	-	18,694	1,696	2,238	22,628
On Disposals	-	(1,456)	(557)	0	(2,013)
At 31 st December 2014	-	111,870	30,686	23,371	165,927
Net book value					
At 31 st December 2014	400,000	1,978	1,531	1,460	404,969
At 31 st December 2013	400,000	16,717	2,287	779	419,783

A formal valuation of the Leasehold Land and Buildings was carried out by Robert Pinkus & Co, Chartered Surveyors, in August 2012 on the basis of open market value. This gave a valuation of £400,000. In the opinion of the Trustees the market value of the Leasehold Properties at 31st December 2014 continued to be £400,000.

	2014	2013
	£	£
6 DEBTORS (Due within one year)		
Other debtors	42,546	93,985
Prepayments	137,649	76,888
	<u>180,195</u>	<u>170,873</u>

7 BANK LOAN

The loan is secured by legal charge to Royal Bank of Scotland plc over the land and buildings at 27-31 Ellesmere Street, Swinton, Manchester, M27 0LA

	2014	2013
	£	£
8 CREDITORS (Amounts falling due after more than one year)		
Bank loan (see note 7)	<u>143,258</u>	<u>174,662</u>
Between two and five years	46,150	52,073
In five years or more	97,108	122,589

NOTES TO THE ACCOUNTS (continued)

9 PENSION COSTS

The group Personal Pension Plan is a defined contribution scheme, and is open to all employees. Employee contributions are not compulsory. The employer contribution is either 7% or 7.5%. Some employees have accepted a salary sacrifice in exchange for additional pension contribution.

The pension cost to the charity for the year was £68,412, including Term Assurance of £2,347 (2013 £57,004 incl. £1,850 Term Assurance).

At the year-end there were outstanding contributions payable to the scheme of £6,008 (2013 £5,203).

10 TRANSACTIONS WITH TRUSTEES

- a. During the year seven Trustees were reimbursed for travelling expenses and this totalled £2,042 (2013 – six Trustees reimbursed £4,060)
- b. None of the Trustees received remuneration from the Charity (2013 – none of the Trustees received remuneration)

11 AUDITOR'S REMUNERATION

	2014	2013
	£	£
Audit fees	13,708	12,026

12 COMMITMENTS

Operating leases

At 31st December 2014 the charity had annual commitments under non-cancellable operating leases for computers and office equipment as follows:

	2014	2013
	£	£
Operating leases which expire:		
Within one year	18,397	360
Within two to five years	16,059	33,557

13 RELATED PARTY TRANSACTION

During the year, Hayes and Partners, a firm which is controlled by a person connected to a Trustee, provided professional services to the Charity. The transactions which were made on a normal trading basis were as follows:

	2014	2013
	£	£
Professional Fees	3,578	-
Balance Owing at Year End	-	-