



**EAST MIDLANDS LEADERSHIP
CENTRE**

FINANCIAL STATEMENTS

FOR THE YEAR ENDED

31 MARCH 2005

Company no 4813638

Charity no 1101512

EAST MIDLANDS LEADERSHIP CENTRE

FINANCIAL STATEMENTS

For the year ended 31 March 2005

INDEX	PAGE
Legal and administrative details	1 - 2
Report of the Trustees	3 - 7
Report of the independent auditors	8 - 9
Principal accounting policies	10 - 11
Statement of financial activities	12
Balance sheet	13
Notes to the financial statements	14 - 18

EAST MIDLANDS LEADERSHIP CENTRE

FINANCIAL STATEMENTS

For the year ended 31 March 2005

LEGAL AND ADMINISTRATIVE DETAILS

Names of the Trustees, who are also directors and who served during the period, are as follows:

Chairman:	Sir B Liddington	*	
Trustees:	Doctor T Allcott	**	
	Mr R T Bagilhole		(resigned 27 January 2005)
	Mr D J Bateson		
	Mr M S Eaves	**	
	Mr E J Hayes		
	Mr M J Herbert	*/**	
	Mrs J R Martin		
	Mr F J O'Sullivan	*	
	Doctor M D Sanderson	*	(appointed 11 November 2004)
Company Secretary:	Mrs M J Groom		(resigned 10 February 2005)
	Mr I S Jeffery		(appointed 10 February 2005)
Executive Manager:	Jan Marshall		
Learning Director:	Rob Bollington		
Programmes Director:	Jane Thomas		
Financial Director:	Ian Jeffery		(appointed 6 December 2004)
Registered office:	36 Duncan Close Moulton Park Northampton NN3 6WL		
Solicitors	Bates, Wells & Braithwaite Cheapside House 138 Cheapside London EC2V 6BB		
Auditors:	Grant Thornton UK LLP Elgin House Billing Road Northampton NN1 5AU		
Bankers:	National Westminster Bank plc The Drapery Branch 41 The Drapery Northampton NN1 2EY		

(* Finance and HR Committee) (** Policy Committee)

EAST MIDLANDS LEADERSHIP CENTRE

LEGAL AND ADMINISTRATIVE INFORMATION

PROCESS OF APPOINTMENT OF THE TRUSTEES AND MEMBERSHIP OF THE SUB COMMITTEES

The Board comprises a maximum of 11 members and its composition is as follows:

The independent Chair is appointed for a term of three years by the Board.

The Governor Trustee is appointed for a term of two years by the Board in consultation with the school governors' associations serving the East Midlands region.

The Head Teacher Trustees are serving Head Teachers of schools in the East Midlands region, one from a primary school and the other from a secondary school. They are appointed for a term of two years by the Board in consultation with appropriate Head Teacher groups in the East Midlands region.

Co-opted Trustees may be appointed at any time by the Board to serve for up to two years. When making the co-options the Board shall have regard to the particular composition of the board with a view to maintaining a balance of experience, skills and interests.

When making appointments to the Board and when drawing up rules for nominations the Board will have regard to all the local authority areas comprising the East Midlands Region so that the composition of the Board is representative as far as reasonably possible of the whole of the East Midlands region.

Nominated Trustees are to be appointed from the groups comprising distinct categories of Advisory Forum members listed below ("Representative Groups"). Representative Groups based in the East Midlands region may nominate Trustees by notice in writing from an authorised representative of each respective Representative Group to the Secretary at the Office as follows:

Representative Group	No. of Nominated Trustees
Educational Faith Groups	1
Higher Education establishments	1
Local Authorities	2
Independent organisations or businesses	1

One position for Local Authority representatives is filled by direct nomination of the Northamptonshire County Council for three years following the first full Board Meeting.

Each Nominated Trustee is appointed for a fixed or indeterminate period provided that no such fixed period shall exceed three years and any indeterminate appointment shall automatically lapse at the end of three years but so that the Nominated Trustees concerned shall be eligible for renomination.

The Trustees, who are also directors of the charity for the purposes of the Companies Act, submit their annual report and the audited financial statements for the year ended 31 March 2005. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" issued in October 2000 in preparing the annual report and financial statements of the charity.

The charity is a charitable company limited by guarantee and governed by a Memorandum and Articles of Association.

EAST MIDLANDS LEADERSHIP CENTRE

REPORT OF THE TRUSTEES

For the year ended 31 March 2005

REVIEW OF ACTIVITIES AND FUTURE DEVELOPMENT

The Statement of Financial Activities for the year are set out on page 12 of the financial statements. A summary of the financial resources and the work of the charity is set out below.

Background

East Midlands Leadership Centre (EMLC) is an independent charity designed to promote leadership in education. The company works closely with LEAs, universities, diocesan and private organisations with an interest in leadership development and these organisations are represented on the Board of Trustees and Advisory Group.

The objects of the company are - 'the advancement of education, in particular (without prejudice to the generality) by promoting, improving and developing education leadership in schools, local education authorities and other organisations supporting or providing education regionally, nationally or internationally.'

Currently there is much emphasis being placed on the importance of leadership development for all levels of school leadership. EMLC enjoys close links with major organisations involved in school leadership matters including the Department for Education and Science (DFES), National College for School Leadership (NCSL) and the Teachers Training Agency (TTA) and Local Authorities (LAs) through its contracts to deliver leadership programmes.

The company has strong links with other organisations involved in leadership matters within the East Midlands region through the Advisory Group which meets on a regular basis.

EMLC is developing its own leadership programmes and has a policy of bidding for relevant contracts for leadership development.

Our values

At the heart of our values is a commitment to working collaboratively and in partnership. We believe in distributed leadership within a framework of clear aims and individual accountability. We are committed to working with our partners to make a real difference to leadership development.

EMLC exists to:

- **Provide coherence** for leadership development
- **Support** world class leadership in schools
- **Respond** to changing needs
- **Deliver** increased leadership understanding and transform leadership in schools

Leading to:

- Excellent, motivated **individuals** leading schools with all the support they want and need

So delivering:

- **Radical improvements** in education

EAST MIDLANDS LEADERSHIP CENTRE

REPORT OF THE TRUSTEES

For the year ended 31 March 2005

Review of activities

We work to contribute to the effectiveness of leadership in education.

During the year we had over 1,000 candidates attending our courses and activities. Our courses cover many aspects of activity in schools which means that candidates come from all grades within the school environment including support staff.

Our clients

In 2004/5 East Midlands Leadership Centre worked with schools, universities and LEAs, national and local organisations and diocesan authorities to take the leadership development agenda forward. Our major clients were the NCSL, DfES, the LAs in the East Midlands region and the participants on our leadership programmes and activities.

Specific activities

Programmes and courses delivered during the year are as follows:

NPQH - (National Professional Qualification for Headship.) - this was our largest programme with over 500 new candidates starting the programme in 2004/5. The programme provides training and development for people aiming to become heads. It includes assessment procedures designed to test readiness for headship and is now mandatory for new head teachers.

CSBM - (Certificate of School Business Management) - this is a relatively new programme for us with some 110 participants. The programme is aimed at all school business managers or administrative officers regardless of school size and provides them with quality training and assessment.

LftM - (Leading from the Middle) - this is a three-term professional development programme for small teams of subject leaders in primary, secondary and special schools. The programme offers a blended learning experience by including a range of face-to-face sessions, online activities and a school-based project, to deliver its aims. During the year we had approximately 360 participants.

HIP - (Headteacher Induction Programme) - this programme became available to newly appointed Head teachers in their first substantive headship. The EMLC HIP programme focuses on giving newly appointed Head teachers high quality professional support, helping them to determine their own learning needs and to access learning and development opportunities that will successfully meet those needs.

LPSH - (Leadership Programme for Serving Head teachers) - this programme is a leadership development programme for experienced serving head teachers with three or more years' experience of headship. EMLC's role has been to market the programme as a member of the Middle of England LPSH Consortium. LPSH is based on research into highly effective head teachers conducted by the HayGroup.

NRT - (National Remodelling Team) - this initiative was established by Government to support schools in finding their own solutions to their own individual issues relating to workloads and standards and to share learning and ideas with other schools. In particular the Remodelling Team is there to assist schools as they implement the National Agreement which was agreed between Government, employers and the school workforce in 2003.

EAST MIDLANDS LEADERSHIP CENTRE

REPORT OF THE TRUSTEES

For the year ended 31 March 2005

NPSL-BA - (The National Programme for Specialist Leaders in Behaviour and Attendance)

We led work in the region on the pilot for NPSL-BA on behalf of the DfES. The NPSL-BA Programme is being developed by the DfES and key partners such as EMLC to provide an exciting opportunity to give professional status to behaviour and attendance specialists. Our work has involved a wide range of staff working in this area.

NPSL-BA aims to:

- Strengthen participants' practical and theoretical knowledge
- Develop their leadership skills
- Build a professional community of specialists in this field

National roll-out for NPSL-BA is planned for January 2006, with a target of 3,500 participants nationally.

EMAC - EMLC hosted the East Midlands Affiliated Centre (EMAC) as the National College for School Leadership's regional base. We worked with the National College for School Leadership to improve the coordination and coherence of leadership development in the region. Under this contract, we have organised a number of leadership development activities and seminars and also supported some leadership development projects. A particularly exciting development has been the identification by the affiliated centre of "leadership advocates" in LEAs in the region. Each advocate liaises with us so as to be in the best possible position to provide a comprehensive view of leadership development opportunities.

Other programmes and activities:

In addition to delivering these activities and programmes, EMLC has:

- continued to develop as a centre for debate and discussion on leadership issues
- maintained a website with information about our own programmes and activities and links to programmes provided by our partners
- produced a regular electronic newsletter for regional stakeholders
- publicised information about leadership programmes
- provided consultancy and training on a range of leadership issues
- consulted with a range of stakeholders about leadership development needs and opportunities and offering tailored solutions for schools, networks and LEAs.

Financial review

2004/2005 represents the first full trading year of the company.

Total incoming resources amounted to £2.323m with costs expended of £2.181m. This gave an operating surplus of £50k. Costs included amounts relating to the setting up of procedures and policies in order to ensure the company has a sound base from which to function, clearly it is anticipated that these costs will fall in 2005/2006.

During the year under review the EMLC moved premises which involved fit out costs of approximately £60k. The surplus for the year together with reserves brought forward means that total reserves are £142k, which is in excess of the budget for the period to date.

The company has a strong liquidity position, which is necessary to finance delivery of existing programmes. Strong internal controls are also in place to monitor ongoing income and expenditure.

EAST MIDLANDS LEADERSHIP CENTRE

REPORT OF THE TRUSTEES

For the year ended 31 March 2005

Future plans

The company is well placed to respond to the climate created by the national agenda for education with its emphasis on integrated approaches to children's services, greater specialisation, diversity and choice, globalisation, developing leadership capacity and personalised learning.

EMLC wants to further strengthen its research and development function in order to assess and develop other activities.

Because of its regional and national contacts the company is in a good position to extend its range of services in response to the national education agenda. The company sees opportunities to become involved in a number of new national initiatives, for example; leadership matters in small primary schools, the further development of the remodelling of the school workforce and the emphasis on teamwork and related issues.

The company will continue to strengthen its staffing capacity to ensure that the quality of service is as high as possible. In addition the company will continue to strengthen the tutor pool to enable delivery of a broad range of courses, programmes and services.

During the year the company has broadened its activity outside the East Midlands region and this will continue in the coming year.

INVESTMENT POLICY AND RETURNS

Under the Memorandum and Articles of Association the trustees have the power to invest monies not immediately required for the purposes of the charity in such investments as may be thought fit. Surplus funds are held in interest bearing accounts as the trustees wish to keep funds liquid.

RESERVES POLICY

It is the policy of the charity to work towards unrestricted funds which are the free reserves of the charity at a level which equates to not less than approximately 6 months expenditure. This provides sufficient funds to cover management and administration and support costs and to respond to emergency applications for grants which arise from time to time.

At 31 March 2005 free reserves stood at £35,545 (unrestricted funds excluding fixed assets) and the shortfall against the reserves policy is expected to be reduced in future years.

RISK MANAGEMENT

During 2004/5 the company continued to strengthen its infrastructure with policies and procedures put in place and more key staff appointed. The charity has a risk management policy in place. Key risks are considered to be:

- risks relating to dependency on the NCSL
- risks to do with capacity within the school system to undertake leadership development combined with the wide range of opportunities available, and
- risks to do with communication factors
- risks to do with staff capacity.

The charity is seeking to respond to these risks by:

- developing its relationship with NCSL while broadening the source of its programmes
- developing relationships with other major bodies involved in educational leadership matters
- developing its own range of programmes and services
- taking steps to listen to and respond to the needs of clients
- developing its links with regional stakeholders and establishing a variety of methods of communicating about its programmes
- making new staff appointments.

EAST MIDLANDS LEADERSHIP CENTRE

REPORT OF THE TRUSTEES

For the year ended 31 March 2005

RESPONSIBILITIES OF THE TRUSTEES FOR THE FINANCIAL STATEMENTS

The Trustees are required to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charity and the incoming resources and application of resources of the charity for the year. In preparing those financial statements, the Trustees are required to:

- select suitable accounting policies and apply them consistently
- make judgements and estimates that are reasonable and prudent
- state whether applicable accounting standards and statements of recommended practice 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.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 1985. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

DONATIONS

Donations to charitable organisations amounted to £300 (2004: £Nil).

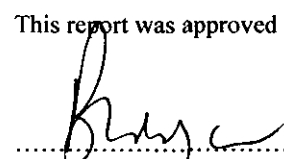
AUDITORS

Grant Thornton UK LLP offer themselves for reappointment as auditors in accordance with Section 385 of the Companies Act 1985.

EXEMPTION STATEMENT

The report of the Trustees has been prepared in accordance with the special provisions of Part VII of the Companies Act 1985 relating to small companies.

This report was approved by the Board on 10th October 2005 and signed on its behalf by:


.....
Sir B Liddington
Chairman

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF EAST MIDLANDS LEADERSHIP CENTRE

We have audited the financial statements of East Midlands Leadership Centre for the year ended 31 March 2005 which comprise the statement of financial activities, the balance sheet and notes 1 to 13. These financial statements have been prepared under the accounting policies set out therein.

This report is made solely to the charity's members, as a body, in accordance with Section 235 of the Companies Act 1985. 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 auditors

The Trustees are also the directors of East Midlands Leadership Centre for the purposes of company law. Their responsibilities for preparing the Trustees' report and the financial statements in accordance with United Kingdom law and accounting standards are set out in the statement of Trustees' responsibilities.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and United Kingdom auditing standards.

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Companies Act 1985. We also report to you if, in our opinion, the Trustees' report is not consistent with the financial statements, if the charity has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information regarding Trustees' remuneration and transactions with the charity is not disclosed.

We read other information contained in the Trustees' report and consider whether it is consistent with the audited financial statements. We consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the financial statements. Our responsibilities do not extend to any other information.

Basis of opinion

We conducted our audit in accordance with United Kingdom auditing standards issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the Trustees in the preparation of the financial statements, and of whether the accounting policies are appropriate to the charity's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
EAST MIDLANDS LEADERSHIP CENTRE**

Opinion

In our opinion the financial statements give a true and fair view of the state of the charity's affairs as at 31 March 2005 and of its incoming resources and application of resources, including its income and expenditure, in the year then ended and have been properly prepared in accordance with the Companies Act 1985.

Grant Thornton UK LLP

**GRANT THORNTON UK LLP
REGISTERED AUDITORS
CHARTERED ACCOUNTANTS**

10 October 2005

Northampton

EAST MIDLANDS LEADERSHIP CENTRE

PRINCIPAL ACCOUNTING POLICIES

BASIS OF PREPARATION

The financial statements are prepared under the historical cost convention and in accordance with the Financial Reporting Standard for Smaller Entities (effective June 2002). In addition, the financial statements have been prepared in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities" (SORP 2000) published in October 2000, applicable accounting standards and the Companies Act 1985.

COMPANY STATUS

The charity is a company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

CASH FLOW STATEMENT

The charity is entitled to the exemption from preparing a cash flow statement.

FUND ACCOUNTING

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

INCOMING RESOURCES

All incoming resources are included with the SOFA when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Income received in advance is held within the balance sheet until candidates have completed the appropriate stage of the course. This is required as there is an obligation to repay the relevant proportions of income if the candidate does not complete the course.

RESOURCES EXPENDED

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resources.

Management and administration expenses comprise all costs incurred in the running of the charity.

TANGIBLE FIXED ASSETS AND DEPRECIATION

Tangible fixed assets are included at cost.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost on a straight line basis over the expected useful economic lives as follows.

Computer equipment	25% straight line
Fixtures and fittings	25% straight line

EAST MIDLANDS LEADERSHIP CENTRE

PRINCIPAL ACCOUNTING POLICIES

RETIREMENT BENEFITS

Defined Contribution Pension Scheme

The pension costs charged against net incoming resources are the contributions payable to the scheme in respect of the accounting period.

The charity also participates in a defined benefit scheme but is unable to identify its share of the underlying assets and liabilities. The pension costs charged against net incoming resources are the contributions payable to the scheme in respect of the accounting period.

EAST MIDLANDS LEADERSHIP CENTRE

STATEMENT OF FINANCIAL ACTIVITIES

For the year ended 31 March 2005

		Unrestricted funds	
		Year ended	27 June
		31 March	2003 to
		2005	31 March
		£	2004
			£
Incoming resources			
Incoming resources from activities in furtherance of the charity's objects	1	2,188,778	851,774
Investment income	2	43,785	604
Total incoming resources		<u>2,232,563</u>	<u>852,378</u>
Resources expended			
Charitable expenditure			
Costs of activities in furtherance of the charity's objects and support costs	3	1,660,806	517,245
Management and administration	4	520,963	243,824
Total resources expended		<u>2,181,769</u>	<u>761,069</u>
Net incoming resources		50,794	91,309
Balance at 1 April 2004		91,309	-
Balances at 31 March 2005		<u>142,103</u>	<u>91,309</u>

All of the activities of the charity are classed as continuing.

There were no other recognised gains or losses in the year.

The accompanying accounting policies and notes form an integral part of these financial statements.

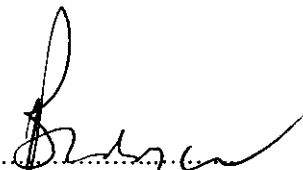
EAST MIDLANDS LEADERSHIP CENTRE

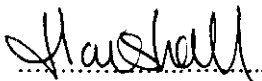
BALANCE SHEET AT 31 MARCH 2005

	Note	£	2005 £	£	2004 £
Fixed assets					
Tangible assets	7		106,558		24,426
Current assets					
Debtors	8	111,951		75,034	
Cash at bank and in hand		<u>1,489,609</u>		<u>1,627,074</u>	
		1,601,560		1,702,108	
Creditors: amounts falling due within one year	9	<u>(1,566,015)</u>		<u>(1,635,225)</u>	
Net current assets			35,545		66,883
			<u>142,103</u>		<u>91,309</u>
Funds					
Unrestricted funds			<u>142,103</u>		<u>91,309</u>

The financial statements have been prepared in accordance with the special provisions of Part VII of the Companies Act 1985 relating to small companies and in accordance with the Financial Reporting Standard for Smaller Entities (effective June 2002).

The financial statements were approved by the Trustees on 10th October 2005 and signed on their behalf by:


 Sir B Liddington
 Chairman


 J Marshall
 CEO

The accompanying accounting policies and notes form an integral part of these financial statements.

EAST MIDLANDS LEADERSHIP CENTRE

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2005

1 ACTIVITIES IN FURTHERANCE OF THE CHARITY'S OBJECTS

	Year ended 31 March 2005 Unrestricted £	27 June 2003 to 31 March 2004 Unrestricted £
Incoming resources from activities in furtherance of the charity's objects		
Grants	123,509	172,664
Regional programmes	2,065,269	679,110
	<u>2,188,778</u>	<u>851,774</u>

2 INVESTMENT INCOME

	Year ended 31 March 2005 Unrestricted £	27 June 2003 to 31 March 2004 Unrestricted £
Bank interest receivable	<u>43,785</u>	<u>604</u>

3 COSTS OF ACTIVITIES IN FURTHERANCE OF THE CHARITY'S OBJECTS AND SUPPORT COSTS

	Year ended 31 March 2005 Unrestricted £	27 June 2003 to 31 March 2004 Unrestricted £
Venue costs	361,048	187,550
Tutor costs	725,866	209,868
Actor and speaker fees	21,896	4,208
Programme management and administration	338,380	46,267
Travel	55,205	12,091
Other direct and office support costs	158,411	57,261
	<u>1,660,806</u>	<u>517,245</u>

EAST MIDLANDS LEADERSHIP CENTRE

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2005

4 MANAGEMENT AND ADMINISTRATION

	Year ended 31 March 2005 Unrestricted £	27 June 2003 to 31 March 2004 Unrestricted £
Salaries and pension contributions	283,057	72,929
Administration support	6,118	14,816
Travel and subsistence	15,433	16,807
Rent, rates and insurance	17,416	4,436
Power	1,481	-
Repairs and renewals	2,980	592
Printing, postage and stationery	4,537	9,972
Advertising	4,466	3,553
Telephone and fax	3,881	4,274
Office costs	8,846	-
Bank charges	1,824	34
Legal and professional costs	134,446	105,114
Audit fee	4,876	4,406
Governance	17,603	-
Training and staff welfare	4,054	5,263
Depreciation	9,945	1,628
	<u>520,963</u>	<u>243,824</u>

Total resources expended include:

	Year ended 31 March 2005 £	27 June 2003 to 31 March 2004 £
Auditors remuneration:		
Audit fee	4,876	4,406
Depreciation	<u>33,589</u>	<u>1,628</u>

5 TRUSTEES' REMUNERATION

One Trustee received remuneration, as permitted by the memorandum of association, in respect of professional services amounting to £12,667 (2004: £8,266). No other Trustees neither received nor waived any emoluments during the year.

Six (2004: two) Trustees received reimbursement for their travel expenses amounting to £2,596 (2004: £97).

EAST MIDLANDS LEADERSHIP CENTRE

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2005

6 STAFF COSTS

	Year ended 31 [†] 2005 £	27 J 2003 t 31 [†] 2004 £
Wages and salaries (including tutors)	981,505	137,245
Social security costs (including tutors)	99,958	12,044
Pension costs	49,459	7,978
	<u>1,130,922</u>	<u>157,267</u>

The average number of employees during the period was:

	2005 £	2004 £
Charitable activities	28	16
Management and administration	6	5
	<u>34</u>	<u>21</u>

The emoluments of higher paid employees fell within the following ranges:

	2005 Number	2004 Number
£50,001 to £60,000	1	-
£70,001 to £80,000	3	-

During the year the following amounts were paid to higher paid employees as shown above:

	2005 £	2004 £
Pension contributions to defined benefit scheme	30,597	-
Pension contributions to defined contribution scheme	2,469	-
	<u>33,066</u>	<u>-</u>

During the year, 3 higher paid employees (2004: none) participated in the defined benefit scheme and 1 higher paid employee (2004: none) participated in the defined contribution scheme.

EAST MIDLANDS LEADERSHIP CENTRE

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2005

7 TANGIBLE FIXED ASSETS

	Fixtures, fittings and equipment £
Cost	
At 1 April 2004	26,054
Additions	115,721
At 31 March 2005	<u>141,775</u>
Depreciation	
At 1 April 2004	1,628
Charge for the year	33,589
At 31 March 2005	<u>35,217</u>
Net book amount at 31 March 2005	<u>106,558</u>
Net book amount at 31 March 2004	<u>24,426</u>

8 DEBTORS

	2005 £	2004 £
Trade debtors	89,526	48,131
Other debtors	7,155	15,025
Prepayments and accrued income	15,270	11,878
	<u>111,951</u>	<u>75,034</u>

9 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2005 £	2004 £
Trade creditors	68,557	18,009
Other creditors	31,103	23,019
Accruals	159,118	220,659
Deferred income (see below)	1,307,237	1,373,538
	<u>1,566,015</u>	<u>1,635,225</u>
Deferred income		
Balance at 1 April 2004	1,373,538	
Amount released to incoming resources	(2,065,269)	
Amount deferred in the year	1,998,968	
Balance at 31 March 2005	<u>1,307,237</u>	

EAST MIDLANDS LEADERSHIP CENTRE

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2005

10 FINANCIAL COMMITMENTS

At 31 March 2005 the charity has annual commitments under non-cancellable leases as follows:

	Land and buildings	
	2005	2004
	£	£
Expiry date:		
Two to five years	<u>52,875</u>	<u>45,000</u>

The charity had no capital commitments as at 31 March 2005.

As at 31 March 2004 the charity had capital commitments in respect of fitting out new premises amounting to £76,375.

11 RELATED PARTIES

Mrs M J Groom, the charity's secretary for the period to 10 February 2005, is an employee of Bates, Wells & Braithwaite Solicitors. During the year that organisation provided professional services which amounted to £27,593 (2004: £27,384).

12 PENSIONS - DEFINED CONTRIBUTION SCHEME

The charity operates a defined contribution pension scheme for the benefit of the employees. The assets of the scheme are administered by Trustees in a fund independent from those of the charity. Pension costs in the year amounted to £9,299 (2004: £Nil).

13 PENSIONS - DEFINED BENEFIT SCHEME

The charity contributes to a defined benefit pension scheme (The Local Government Pension Scheme) for the benefit of the employees. The assets of the scheme are administered by the Trustees in a fund independent from those of the charity so the charity is unable to identify its share of the underlying assets and liabilities. Pension costs in the year amount to £40,160 (2004: £7,978).