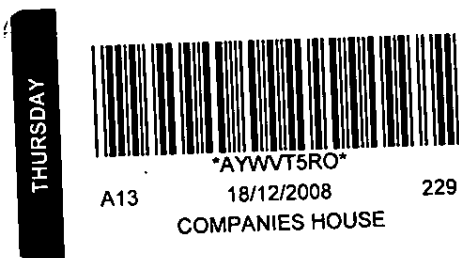


**The  
Council  
for  
Administration**

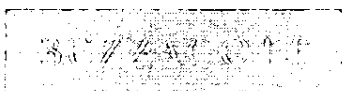
**Annual Report and Consolidated  
Financial Statements**

31 March 2008



Company Limited by Guarantee  
Registration Number  
3235481 (England and Wales)

Charity Registration Number  
1095809



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## Reference and administrative details of the charity, its trustees and advisers

<b>Trustees</b>	D Holland - Chair S Bews M Oaten G Searle B Whatmore C Wilson
<b>Chief Executive Officer</b>	J Hewell
<b>Secretary</b>	T Hill
<b>Registered office</b>	6 Graphite Square Vauxhall Walk London SE11 5EE
<b>Company registration number</b>	3235481 (England and Wales)
<b>Charity registration number</b>	1095809
<b>Auditors</b>	Buzzacott LLP 12 New Fetter Lane London EC4A 1AG
<b>Bankers</b>	National Westminster Bank plc PO Box 2021 10 Marylebone High Street London W1A 1FH
<b>Solicitors</b>	Bates Wells & Braithwaite 2 – 6 Cannon Street London EC4M 6YH

The trustees present their statutory report together with the consolidated financial statements of The Council for Administration (CfA) and its subsidiary for the year ended 31 March 2008.

The report has been prepared in accordance with Part VI of the Charities Act 1993 and equates to a directors' report for the purpose of company legislation.

The financial statements have been prepared in accordance with the accounting policies on pages 12 and 13 of the attached financial statements and comply with the charity's trust deed, applicable laws and the requirements of Statement of Recommended Practice "Accounting and Reporting by Charities" (SORP 2005).

#### GOVERNANCE, STRUCTURE AND MANAGEMENT

##### ◆ Constitution

The company was incorporated on 8 August 1996 and is governed by the Memorandum and Articles of Association that were adopted on 17 December 2002. The company became a registered charity on 4 February 2003. The company also became the sole member of the Institute of Administrative Management (IAM), also a registered charity, on 31 August 2007. The IAM has its own Board of Trustees, four of whom are also CfA trustees.

##### ◆ Trustees

The trustees of the charitable company constitute directors of the charity for the purposes of the Companies Act 1985 and other company legislation.

The following trustees were in office at 31 March 2008, and served throughout the year, except where shown:

Trustees	Appointed / Resigned
D Holland - Chair	
S Bews	
T Hodsdon	Resigned 21/09/07
S Mehanna	Resigned 21/09/07
M Daten	Appointed 05/12/07
G Searle	
B Whatmore	
C Wilson	Appointed 05/12/07

##### ◆ Recruitment and induction of trustees

When recruiting new members to their Board, the existing trustees carry out a skills audit to identify any gaps that need filling and to ensure that the Board is representative of the key stakeholders and beneficiaries of the charity. The trustees operate a policy of equality and diversity. The trustees prepare a job description outlining the roles and responsibilities of a trustee, and seek applications from a range

**GOVERNANCE, STRUCTURE AND MANAGEMENT** (continued)

◆ **Recruitment and induction of trustees** (continued)

of sources. All new trustees are provided with an induction covering both legal aspects and an understanding of the nature of the business.

◆ **Trustees' responsibilities**

The charity's trustees are responsible for preparing the Annual Report and Financial Statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

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 charity at the year end and of its incoming resources and resources expended during that year. In preparing financial statements giving a true and fair view, the trustees are required to:

- select suitable accounting policies and then 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 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 charity will continue in operation.

The Trustees are responsible for keeping accounting records which disclose with reasonable accuracy the financial position of the charity and which enable them to ensure that the financial statements comply with 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.

Each of the trustees confirms that:

- so far as the trustee is aware, there is no relevant audit information of which the charity's auditors are unaware; and
- the trustee has taken all steps that he/she ought to have taken as a trustee in order to make himself/herself aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s234ZA of the Companies Act 1985.

**GOVERNANCE, STRUCTURE AND MANAGEMENT** (continued)

◆ **Structure and management reporting**

The board of trustees consists of six non-executive directors who meet every two months to administer the charity. New trustees are appointed after a rigorous recruitment and selection process that includes a recommendation of appointment from existing trustees to CFA Members at the next General Meeting. A chief executive is appointed by the trustees to manage the day-to-day operation of the charity.

◆ **Risk management**

The trustees have examined the major strategic, business and operational risks which the charity faces and confirm that systems have been established to enable regular reports to be produced so that the necessary steps can be taken to lessen these risks. Insurance cover is carried on all physical assets and for employer's and public liability. Solicitors and other appropriate professionals are consulted about specific risks identified.

**ACTIVITIES, SPECIFIC OBJECTIVES AND RELEVANT POLICIES**

◆ **Charitable objectives**

The object of the charity in the year under review was that of the advancement of education by the promotion of training and skills in administration, as set out in the Memorandum and Articles of Association.

◆ **Activities**

The Council for Administration is the national standard setting body for business and administration skills. It is responsible for:

- Designing and developing UK national standards of occupational competence in business, administration and governance;
- Endorsing business and administration qualifications;
- Designing and managing business and administration frameworks; and
- Business, administration and governance skills research and development.

The CfA represents the 4.5 million people who work as business administrators in the UK. It also works to promote training, education and qualifications for the large number of people who enter the business and administration workforce each year. The quality of initial learning is critical for this group. At any one time at least 12.5% of all vocational learners in colleges, universities and in work based learning will be studying and developing business and administration skills. In addition, the CfA has calculated that at least a further 18 million people need basic business and administration skills to carry out their own job roles competently.

#### **GOVERNANCE, STRUCTURE AND MANAGEMENT** (continued)

##### ◆ **Investment policy**

Under the Memorandum and Articles of Association, the charity has the power to make any investment which the trustees see fit.

##### ◆ **Scope of the consolidated financial statements**

The transactions, assets and liabilities of IAM have been consolidated with those of CfA as they are ultimately controlled by the trustees of the charity.

The principal activity of IAM is that of awarding and conducting professional body activities.

#### **ACHIEVEMENTS AND PERFORMANCE**

##### ◆ **Review of activities**

This is the 11th year of activity for the CfA. Whilst there is still a degree of uncertainty in the public arena with regard to the implementation and management of cross sector qualification strategies, the CfA is building a stronger organisation across a wide front of business, administration and governance activities, to ensure that these essential skillsets are sufficiently catered for within UK public policy. Major developments include cross sector research and development, a regional Skills Academy pilot, the development of on-line testing and portfolio building, publication of text books and learning tools, support for continuous professional development events, as well as supporting the IAM. The CfA has continued to build positive relationships with key stakeholders in order to raise the profile of the organisation and the importance of its work.

The main objectives for the Charity for the year were to secure contracts with key stakeholders and to support business and administration learners by offering a range of value for money products and services. These have been achieved, as set out below:

- Developing and maintaining business, administration and governance standards;
- Reviewing the Business and Administration apprenticeship in Scotland;

- Conducting labour market research and preparing to launch a Business, Administration and Governance Qualification Strategy;
- Contributing to the Specialised Diploma Development for Business, Administration and Finance;
- International benchmarking of the UK standards against European qualifications and practices, and FTSE Top 350 business and administration practices;

**ACHIEVEMENTS AND PERFORMANCE** (continued)

◆ **Review of activities** (continued)

- Participating in Qualifications and Curriculum Authority (QCA) test and trials for the Qualification and Credit Framework;
- Working with European educational bodies to create European qualifications;
- Working with cross-sector bodies to support the cross sector qualification agenda;
- Managing an ongoing Young Apprenticeship programme;
- Leading the London Central LSC Young Apprenticeship Partnership;
- Managing the registration and certification processes for business and administration apprenticeship programmes across the UK;
- Managing the Business and Administration development programme for Test and Trial pilot;
- Working in partnership with awarding bodies to develop qualifications for business administrators;
- Promoting forward e-portfolios and developing online testing;
- Publishing and distributing Business & Administration textbooks for levels 1, 2 and 3 learners;
- Supporting network members through regular newsletters and e-briefings;
- Providing continuous professional development events for customers;
- Leading a regional skills academy pilot; and
- Supporting the IAM.



#### Customer Support

The CfA operates a customer charter. It continues to provide an events programme, support materials, on-line information and consultancy services to promote business and administration standards, skills and frameworks nationally and internationally. These activities enhance the delivery of business education, training and development and improve the quality of qualifications available for people who are, or will become, business administrators.

### FINANCIAL REVIEW

#### Results for the year

Total incoming resources for the year were £2,238,212, an increase of £752,249 from 2007. This is largely due to CfA becoming the sole member of IAM and therefore includes the results of IAM. Similarly, total resources expended have also increased from £1,341,497 in 2007 to £2,022,613 this year. The resulting surplus of £215,599 has been transferred to reserves to use in furtherance of the general objects of the charity.

The balance sheet shows total unrestricted funds of £324,352. The charity's subsidiary, IAM, made a surplus of £27,445 in the year.

#### Reserves policy

The trustees require that sufficient reserves are held to finance the day to day operation of the charity. The minimum level of reserves required must be sufficient to cover all liabilities and obligations of the company in the event of winding up the business, which currently total £250,000. A maximum level of reserves of up to 3 years operating costs may be retained to finance new initiatives and organic growth. This policy is under continual review.

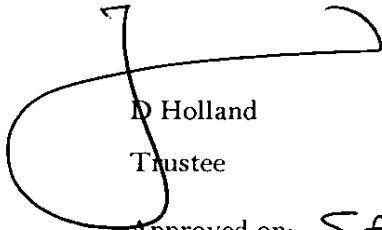
### FUTURE PLANS

The main objective of the company for the next three years is to increase turnover by 15% per annum through both organic growth and new business initiatives. The key targets for organic growth are to continue to raise the profile of the company, brand and cross-sector skills; to secure contracts with key stakeholders; and continue to provide a range of value for money products and services. The key new initiatives include two pilot projects for promoting best practice.

**Auditors**

On 30 September 2007, Buzzacott, the charity's auditors, transferred their entire business to Buzzacott LLP, a limited liability partnership incorporated under the Limited Liability Partnerships Act 2000. The trustees have consented to treating the appointment of Buzzacott as auditors as extending to Buzzacott LLP. In accordance with section 385 of the Companies Act 1985, Buzzacott LLP will be proposed for re-appointment as auditors of the charity.

Signed on behalf of the Trustees:

A large, stylized handwritten signature in black ink, appearing to be 'D Holland', written over the printed name and title.

D Holland  
Trustee

Approved on: 5 AUGUST 2008

**Report of the independent auditors to the members of The Council for Administration**

We have audited the financial statements on pages 11 to 21 which have been prepared under the historical cost convention and the accounting policies set out on pages 12 and 13.

This report is made solely to the charity's trustees. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to it in an auditors' 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's trustees for our audit work, for this report, or for the opinions we have formed.

**Respective responsibilities of Trustees and auditors**

As described on page 3 you are responsible as trustees for the preparation of the trustees' report and financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

We have been appointed as auditors under Section 43 of the Charities Act 1993 and report in accordance with the regulations under Section 44 of that Act. Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

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 information contained in the trustees' report is consistent with the financial statements.

In addition we report to you if in our opinion, 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 specified by law regarding trustees' remuneration and other transactions is not disclosed.

We read other information contained in the trustees' report and consider whether it is consistent with the audited financial statements.

**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.

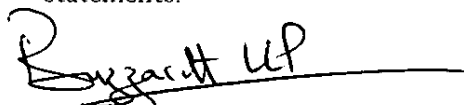
We planned and performed our audit so as to obtain all information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance as to whether the financial statements are free from material misstatement, whether caused by fraud or other irregularity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

opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

**Opinion**

In our opinion:

- ◆ the financial statements give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice, of the state of affairs of the charitable company and of the group as at 31 March 2008 and of the group's incoming resources and application of resources, including its income and expenditure, in the year then ended;
- ◆ the financial statements have been properly prepared in accordance with the Companies Act 1985; and
- ◆ the information given in the trustees' report is consistent with the financial statements.



Buzzacott LLP  
Chartered Accountants and Registered Auditors  
12 New Fetter Lane  
London  
EC4A 1AG

16 December 2008

**Consolidated statement of financial activities Year to 31 March 2008**

Notes	2008 The Institute of Administrative management £	2008 The Council for Administration £	2008 Total unrestricted funds £	2007 Total unrestricted funds £
<b>Incoming resources</b>				
Incoming resources from generated funds				
. Investment income	1	21,196	21,196	17,144
Incoming resources from charitable activities				
. Promotion of training and skills	2	1,556,254	1,556,254	1,468,819
. Professional body activities	3	163,928	163,928	—
. Awarding body activities	4	498,834	498,834	—
<b>Total incoming resources</b>		<b>1,577,450</b>	<b>2,238,212</b>	<b>1,485,963</b>
<b>Resources expended</b>				
Charitable activities				
. Promotion of training and skills	5	(1,307,077)	(1,307,077)	(1,297,682)
. Awarding body and professional body activities	6	612,667	612,667	—
Governance	7	20,650	102,869	43,815
<b>Total resources expended</b>		<b>1,389,296</b>	<b>2,022,613</b>	<b>1,341,497</b>
<b>Net incoming resources for the year</b>	8	<b>27,445</b>	<b>215,599</b>	<b>144,466</b>
<b>Total funds brought forward at 1 April 2007</b>		<b>—</b>	<b>714,215</b>	<b>569,749</b>
<b>Transfer of net assets from The Institute of Administrative Management (Charity Registration number: 254807)</b>				
	19	(605,462)	(605,462)	—
<b>Total funds brought forward at 1 April 2007 as restated</b>		<b>(605,462)</b>	<b>108,753</b>	<b>569,749</b>
<b>Total funds carried forward at 31 March 2007</b>		<b>(578,017)</b>	<b>324,352</b>	<b>714,215</b>

All of the charity's activities derived from continuing operations during the above two financial periods.

The charity has no recognised gains and losses other than those shown above and therefore no separate statement of total recognised gains and losses has been presented.

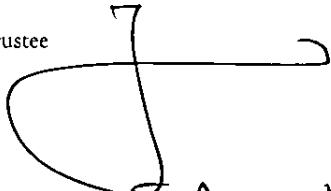
There is no difference between the net movement in funds stated above, and the historical cost equivalent.

Balance Sheet 31 March 2008

	Notes	IAM 2008 £	CAF 2008 £	Group	
				2008 £	2007 £
<b>Fixed assets</b>					
Tangible fixed assets	12	—	50,002	50,002	57,043
Investment in subsidiary company		2	—	2	—
Other investments	13	—	—	—	—
		2	50,002	50,004	57,043
<b>Current assets</b>					
Stock		—	6,113	6,113	6,113
Debtors	14	37,559	712,449	348,841	359,937
Cash at bank and in hand		157,459	360,590	518,049	498,570
		195,018	1,079,152	873,003	864,620
<b>Creditors: amounts falling due within one year</b>	15	(206,066)	(226,785)	(432,851)	(207,448)
<b>Net current (liabilities) assets</b>		(11,046)	852,367	440,152	657,172
<b>Creditors: amounts falling due after more than one year</b>	16	(566,971)	—	(165,804)	—
<b>Total net assets</b>		(578,017)	902,369	324,352	714,215
<b>Represented by:</b>					
Funds and reserves					
Unrestricted funds		(578,017)	902,369	324,352	714,215

Approved by the trustees and signed on their behalf by:

Trustee



Approved on: 3 August 2008

**Basis of accounting**

The financial statements have been prepared under the historical cost convention, and in accordance with the requirements of the Companies Act 1985. Applicable accounting standards and the Statement of Recommended Practice "Accounting and Reporting by Charities" (SORP 2005) have been followed in these financial statements.

**Basis of consolidation**

The consolidated financial statements represent the transactions and financial position of the charity and its wholly owned subsidiary. CfA legally became the sole member of IAM on 31 August 2007, however values at 31 July 2007 have been used as a basis of consolidation as in substance CfA controlled IAM from that date.

The results of the IAM have been included within the group financial statements of the charity excluding inter group transaction.

**Comparatives**

As the group came into existence on 31 July 2007, the comparatives for both the statement of financial activities and the balance sheet only include the results of CfA.

**Incoming resources**

Contract income is recognised for the period in which it is earned.

Income from registration fees, events and the sale of publications and certificates consists of the invoiced value for the period.

Members', students' subscriptions and application and examination fees are credited to incoming resources in the year it is received

Income from accreditation, validation and other income is recognised when the charity has earned the income.

Income from investments is included in the year in which it is receivable.

**Resources expended and the basis of apportioning costs**

Resources expended are included in the Statement of Financial Activities on an accruals basis, inclusive of any VAT which cannot be recovered.

Resources expended comprise the following:

- a. Costs of generating funds comprise the rent payable and other associated costs of sub – letting Petts Woods as they are directly attributable to rental income regarding the lease.
- b. The costs of charitable activities comprise expenditure on the charity's primary charitable purposes as described in the trustees' report.
- c. Governance costs are costs associated with the governance of the charity and its assets. Included within this category are costs associated with the strategic, as opposed to day-to-day, management of the charity's activities.

**Tangible fixed assets and depreciation**

All assets costing more than £500 and with an expected useful life exceeding one year are capitalised.

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life:

- ◆ Fixtures, fittings and equipment      20% on cost
- ◆ Computer equipment                      2 years

**Stock**

Stock is carried at the lower of cost and net realisable value.

**Pensions**

The charity operates a defined contribution pension scheme. The pension costs charged in the financial statements represent the contribution payable by the charity during the year.

**Fund accounting**

General funds represent those monies which are freely available for application towards achieving any charitable purpose that falls within the charity's charitable objects.

**Leased assets**

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged on a straight-line basis over the lease term.

**Foreign currencies**

Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the average rate of exchange during the year. Exchange differences are taken into account in arriving at the net movement in funds.

**Investments**

Fixed asset investments are stated at market value and are revalued annually at the balance sheet date. Gains and losses arising on revaluation are credited or charged to the statement of financial activities.

**Cash flow**

The financial statements do not include a cash flow statement because the company, as a small reporting entity, is exempt from the requirement to prepare such a statement under Financial Reporting Standard 1 'Cash flow statements'.



Notes to the financial statements 31 March 2008

1 Investment income

	2008 IAM £	2008 CfA £	2008 Total unrestricted funds £	2007 Total unrestricted funds £
Bank interest receivable	—	21,196	21,196	17,144

2 Promotion of training and skills

	2008 IAM £	2008 CfA £	2008 Total unrestricted funds £	2007 Total unrestricted funds £
Income from activities for generating grants and contract income	—	911,264	911,264	822,530
Registration and certification fees	—	419,740	419,740	416,015
Publications, events, related products and services	—	225,250	225,250	230,274
	—	1,556,254	1,556,254	1,468,819

3 Professional body activities

	2008 IAM £	2008 CfA £	2008 Total unrestricted funds £	2007 Total unrestricted funds £
Subscription	128,945	—	128,945	—
Application fees	34,983	—	34,983	—
	163,928	—	163,928	—

4 Awarding body activities

	2008 IAM £	2008 CfA £	2008 Total unrestricted funds £	2007 Total unrestricted funds £
Examination fees	289,537	—	289,537	—
Registration and certification fees	187,836	—	187,836	—
Other income	19,461	—	19,461	—
	496,834	—	496,834	—

**5 Promotion of training and skills**

	2008 IAM £	2008 CfA £	2008 Total unrestricted funds £	2007 Total unrestricted funds £
Staff costs	—	723,303	723,303	644,331
Contract costs	—	362,941	362,941	282,773
Registration and certification fees	—	34,489	34,489	31,108
Publication, events, related products and services	—	26,235	26,235	34,509
Legal and professional fees	—	23,495	23,495	—
Staff training	—	15,153	15,153	21,747
Recruitment costs	—	2,200	2,200	6,570
Premises costs	—	83,553	83,553	120,307
Office costs	—	41,319	41,319	45,474
Computer costs	—	25,050	25,050	15,438
Travelling	—	11,664	11,664	12,603
Irrecoverable VAT	—	61,311	61,311	52,629
Meeting expenses	—	8,262	8,262	12,322
General expenses	—	39,268	39,268	17,961
	—	1,458,243	1,458,243	—
Recharges	—	(151,166)	(151,166)	—
	—	1,307,077	1,307,077	1,297,682

**6 Awarding body and professional body activities**

	2008 IAM £	2008 CfA £	2008 Total unrestricted funds £	2007 Total unrestricted funds £
Staff costs	259,323	—	259,323	—
Subscriptions	16,402	—	16,402	—
Bad debt expense	(21,980)	—	(21,980)	—
Examination	30,450	—	30,450	—
Accreditation and validation	34,523	—	34,523	—
Finance costs	37,357	—	37,357	—
Telephone, postage and stationary	13,556	—	13,556	—
Consultancy	3,500	—	3,500	—
Software development	15,348	—	15,348	—
Cost of sale of study material	1,853	—	1,853	—
Promotion and publicity	11,991	—	11,991	—
Education	4,450	—	4,450	—
Support costs	205,894	—	205,894	—
	612,667	—	612,667	—

**7 Governance costs**

	2008 IAM £	2008 CfA £	2008 Total unrestricted funds £	2007 Total unrestricted funds £
Trustees remuneration	–	5,958	5,958	4,920
Recruitment costs	–	11,239	11,239	–
Accountancy, legal and professional	11,783	57,522	69,305	31,605
Auditors' remuneration	7,500	7,500	15,000	7,290
Trustee meetings	1,367	–	1,367	–
	<b>20,650</b>	<b>82,219</b>	<b>102,869</b>	<b>43,815</b>

**8 Net incoming resources before other recognised losses**

This is stated after charging:

	2008 IAM £	2008 CfA £	2008 Total unrestricted funds £	2007 Total unrestricted funds £
Staff costs (note 9)	259,323	723,303	982,626	644,331
Auditors' remuneration				
· Audit fees	7,500	7,500	15,000	7,290
· Other services	11,783	12,450	24,233	–
Depreciation	440	18,000	18,440	48,433
Operating leases	15,033	42,504	57,537	37,487

**9 Employees**

**Employees costs**

	2008 IAM £	2008 CfA £	Total 2008 £	Total 2007 £
Staff costs during the year were as follows:				
· Wages and salaries	228,545	636,956	865,501	559,335
· Social security	17,485	65,362	82,847	53,437
· Other pension costs	6,700	20,985	27,685	21,426
· Pension provisions	(14,407)	–	(14,407)	–
· Severance costs	21,000	–	21,000	10,113
	<b>259,323</b>	<b>723,303</b>	<b>982,626</b>	<b>644,331</b>

**9 Employees (continued)**

Number of employees

The average number of employees, calculated on a full time equivalent basis analysed by function, was as follows:

	2008 IAM	2008 CfA	Total 2008	Total 2007
Cost of generating funds	1	7	8	–
Charitable activities	8	9	17	15
Governance	–	2	2	–
	9	18	27	15

Higher paid employees

	2008 IAM	2008 CfA	Total 2008	Total 2007
The number of higher paid employees was:				
£60,001 - £70,000	–	1	1	1
£80,001 - £90,000	–	1	1	1
	–	2	2	2

**10 Trustees emoluments**

	2008 IAM £	2008 CfA £	Total 2008 £	Total 2007 £
Remuneration and other benefits	–	5,958	5,958	4,920

In addition, four trustees were reimbursed £4,210 (2007 - £5,209) for travel expenses during the year.

**11 Pension costs**

CfA operates a defined contribution pension scheme in respect of the employees. The scheme and its assets are held by independent managers. The pension charge represents contributions due from the charity and amounted to £20,985 (2007 - £21,426).

IAM operates a defined contribution pension scheme in respect of the employees. The scheme and its assets are held by independent managers. The pension charge represents contribution due from the charity and amounted to £6,700 (2007 - £213).

12 Tangible fixed assets

Group	Fixtures fittings and equipment £	Computer and office equipment £	Total £
<b>Cost</b>			
At 1 April 2007	73,190	95,091	168,281
Additions	6,399	11,657	18,056
Disposals	—	(7,097)	(7,097)
At 31 March 2008	79,589	99,651	179,240
<b>Depreciation</b>			
At 1 April 2007	31,682	79,556	111,238
Charge for year	3,600	20,346	23,946
On disposals	—	(5,946)	(5,946)
At 31 March 2008	35,282	93,956	129,238
<b>Net book values</b>			
At 31 March 2008	44,307	5,695	50,002
At 31 March 2007	41,508	15,535	57,043

CfA	Fixtures fittings and equipment £	Computer and office equipment £	Total £
<b>Cost</b>			
At 1 April 2007	73,190	95,091	168,281
Additions	6,399	4,560	10,959
At 31 March 2008	79,589	99,651	179,240
<b>Depreciation</b>			
At 1 April 2007	31,682	79,556	111,238
Charge for year	3,600	14,400	18,000
At 31 March 2008	35,282	93,956	129,238
<b>Net book values</b>			
At 31 March 2008	44,307	5,695	50,002
At 31 March 2007	41,508	15,535	57,043

12 Tangible fixed assets (continued)

IAM	Fixtures fittings and equipment £	Computer and office equipment £	Total £
<b>Cost</b>			
At 1 August 2007	–	7,097	7,097
Disposals	–	(7,097)	(7,097)
At 31 March 2008	–	–	–
<b>Depreciation</b>			
At 1 August 2007	–	5,506	5,506
Charge for period	–	440	440
On disposals	–	(5,946)	(5,946)
At 31 March 2008	–	–	–
<b>Net book values</b>			
At 31 March 2008	–	–	–
At 31 July 2007	–	1,591	1,591

13 Other investments

	IAM 2008 £	CAF 2008 £	Group	
			2008 £	2007 £
Listed investments and cash held for re-investment				
Market value at 1 April 2007				
Additions	2,438		2,438	
Disposals at opening book value (proceeds: £2,438; gain: £nil)	(2,438)		(2,438)	
Market value at 31 March 2008				
Historical cost of listed investments as at 31 March 2008				

14 Debtors

	IAM 2008 £	CAF 2008 £	Group	
			2008 £	2007 £
Trade debtors	26,999	274,486	301,485	337,492
Amount due from subsidiary undertaking	–	401,167	–	–
Other debtors	3,210	10,989	14,199	10,217
Prepayments and accrued income	7,350	25,807	33,157	12,228
	<b>37,559</b>	<b>712,449</b>	<b>348,841</b>	<b>359,937</b>

15 Creditors: amounts falling due within one year

	IAM 2008 £	CAF 2008 £	Group	
			2008 £	2007 £
Bank loan (see note 16)	51,556	–	51,556	–
Other loans	22,250	–	22,250	–
Dilapidation provision	–	–	–	–
Trade creditors	52,349	70,756	123,105	99,640
Other taxes and social security costs	69,326	65,776	135,102	17,564
Other creditors	2	–	2	826
Accruals and deferred income	10,583	90,253	100,836	89,418
	<b>206,066</b>	<b>226,785</b>	<b>432,851</b>	<b>207,448</b>

16 Creditors: amounts falling due after more than one year

	IAM 2008 £	CAF 2008 £	Group	
			2008 £	2007 £
Bank loan – over five years	148,687	–	148,687	–
Amounts due to CFA	401,167	–	–	–
Other loans	17,117	–	17,117	–
	<b>566,971</b>	<b>–</b>	<b>165,804</b>	<b>–</b>

On the bank loan, interest will be charged at 8% per annum over the bank's base rate.

**17 Analysis of net assets between funds**

Group and charity	2008 IAM £	2008 CfA £	31 March 2008 £
Funds at 31 March 2008 are represented by:			
Tangible fixed assets	2	50,002	50,004
Current assets	195,018	1,079,152	873,003
Current liabilities	(206,066)	(226,785)	(432,851)
Long term liabilities	(566,971)	-	(165,804)
<b>Total net assets</b>	<b>(578,017)</b>	<b>902,369</b>	<b>324,352</b>

**18 Financial commitments**

At 31 March 2008, the charity had annual commitments under non-cancellable operating leases which expire as follows:

	Land and buildings		Other	
	2008 £	2007 £	2008 £	2007 £
Operating leases which expire:				
Between two and five years	42,504	35,636	15,033	1,851

**19 The Institute of Administrative Management**

On 31 August 2007, The Council for Administration became the sole member of The Institute of Administrative Management.

The assets of The Institute of Administrative Management at 31 August 2007 were as follows:

	£
Tangible fixed assets	1,591
Investments	2,440
Current assets	48,502
Creditors: amounts falling due within one year	(579,076)
Creditors: amounts falling due after more than one year	(78,919)
	<b>(605,462)</b>