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Instructus

Annual Report and Financial Statements

31 March 2012

Company No: 03235481

Charity No: 1095809

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Status	The organisation is a charitable company limited by guarantee, incorporated on 8 August 1996
Governing Document	The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association. The charitable company became a registered charity on 4 February 2003. The memorandum of association changed after 2002.
Company Number	03235481
Charity Number	1095809
Registered Office	6 Graphite Square Vauxhall Walk London SE11 5EE
Trustees	D Holland – Chair J Beine C Wilson K Woodward
Chief Executive Officer:	J Hewell
Company Secretary:	M Cooke
Bankers:	Unity Trust Bank Plc Nine Brindleyplace Birmingham B1 2HB
Solicitors	Freeth Cartwright LLP Cumberland Court 80 Mount Street Nottingham NG1 6HH
Auditors	Kingston Smith LLP Devonshire House 60 Goswell Road London EC1M 7AD

Trustees' Report for 2011/12

The Trustees present their statutory report together with the consolidated financial statements of Instructus (previously the Council for Administration) and its subsidiaries for the year ended 31 March 2012

The report has been prepared in accordance with the Charities Act 2011 and equates to a directors' report for the purpose of company legislation

The financial statements have been prepared in accordance with the accounting policies of the attached financial statements and comply with the charitable company's memorandum and articles of association, applicable laws and the requirements of Statement of Recommended Practice "Accounting and Reporting by Charities" (SORP 2005)

Introduction

Instructus is a registered charity in England and Wales. It is the parent company of two other educational charities: Skills CFA (CFA) and the Institute for Administrative Management (IAM).

Historical development

The CFA was launched in 1996 as the lead body for business and administration. By 2003 it was under threat from the introduction of national training organisations. Efforts for survival were concentrated on winning work from a wider client group, and by broadening its activities, so threats were managed and risks minimised. As part of this strategy the CFA became the sole member of the Institute of Administrative Management (IAM) in 2007 and the Institute of Qualified Professional Secretaries (IQPS), renamed the Institute of Professional Administrators (IPA), in 2008. The next two years saw large investment in reorganising the IAM and IPA. For the IAM this included recruiting new staff, building new systems, improving the qualification offer and designing more competitive products for the Qualification and Credit Framework (QCF). For the IPA focus was placed on building a completely revised offer for its members, appointing a regional co-ordinator team of volunteers, running quarterly events, improving the communications model and promoting career development opportunities for a wider range of professional administrators.

During 2009 the CFA reviewed its governance and a group structure was implemented in 2010 to strengthen governance for the regulated charities within the group. This resulted in CFA being renamed and rebranded Instructus and a new charity incorporated for Skills CFA. Instructus remained the sole member of CFA, IAM and IPA.

In 2010 Instructus passed ownership of the IPA to IAM and in 2011 the IAM launched a new sector institute for professional administrators, administrative managers and their leaders, incorporating both the old IAM and IPA.

Vision

The vision of the group is to promote excellence in business education.

Charitable objective

Our charitable objective is to advance education by the promotion of training and skills in business and relevant disciplines, in particular by the development of qualifications and training based on national standards. The Trustees have complied with the duty in section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Commission.

Purpose

Instructus has two main purposes to broaden and enhance the business education footprint of the group by judicial investment and influence, and provide group services to the CFA and IAM. These include bespoke operational services for each charity, as well as finance, business development, marketing and communication services.

Strengths and core competencies

The Instructus group is one of the most inspirational groups of business educational charities in the UK. Its core competencies are

- Research and development
- Project management
- Standards, qualifications and apprenticeship framework design
- Customer service and stakeholder engagement, systems and processes

Business management and continuous improvement

Instructus business management

The Instructus charity model is based on its primary activities of (1) providing operations, finance, business development, marketing and communications services to the CFA and IAM, (2) developing a stronger and more influential footprint in the business education sector for the public benefit.

CFA business management

CFA's charity model is based on its primary activities of (1) research and development, (2) certification services and (3) learning services. These functions are supported by Instructus teams in operations, business development, finance, marketing and communications, and external partnerships with TUC, major professional bodies and trade associations.

IAM business management

IAM's charity model is based on its primary activities of (1) registering centres, (2) awarding qualifications and (3) providing professional body services to its members. These functions are supported by Instructus teams in operations, business development, finance, marketing and communications.

Group continuous improvement

The focus on continuous improvement is facilitated by the integration of financial management, business development, customer service, risk management and performance management into trustee reporting and evaluation cycles. These also inform our annual self-assessment processes for regulator approved awarding organisations, issuing apprenticeship frameworks, submitting units and rules of combination for qualifications, IIP, ISO 9001 and being an ACCA recognised employer.

2011/12 group achievements

During the year in question Instructus concentrated on two major activities providing business services to CFA and IAM, and searching for acquisition and merger opportunities

Instructus provided both CFA and IAM with bespoke operations, finance, marketing and communication services

CFA achievements

- Four standards review projects were completed in leadership and management, human resource management, trade unions and higher level standards
- Four new apprenticeship frameworks were issued campaigning, fundraising, volunteer management and enterprise
- Twelve apprenticeship frameworks were re-issued in England and Wales business and administration, contact centres, customer service, management, marketing, sales and telesales
- Four new higher apprenticeship frameworks began development in partnership with other leading business and education organisations human resource management, innovation and growth, project management and public relations
- The accreditation of 362 business qualifications were supported by CFA
- The development and accreditation of one Scottish Vocational Qualification for Contact Centres was designed and supported by the CFA
- Two feasibility studies were completed to scope the need for national standards in the prevention and management of work related violence and specialist governance standards for risk management
- Eleven labour market intelligence reports were completed across the pan-sector footprint, focusing on sector workforces, characteristics and composition of current skill need and future skill requirements
- CFA represented the UK in Europe on ECVET Trust, ESCO and EIGA projects It also invested £25,000 as a founder member in EIGA shares
- 54,374 pan-sector apprenticeship certificates were issued in England and Wales
- 2,883 apprentices were registered in Scotland and 1,955 apprenticeship certificates were issued in Scotland
- Six training events were delivered to 130 delegates in five English locations
- CFA exhibited at three exhibitions and one conference where more than 17,500 delegates were in attendance
- 2,375 books were distributed to UK centres

IAM achievements

- Developed and accredited level 2-4 competence based qualifications and level 4 Diploma in Business and Administration for the apprenticeship market
- Developed and accredited level 5 NVQ Diploma in Management and level 5 Diploma in Leadership and Management for the apprenticeship market
- Introduced Turnitin system to identify potential malpractice in assessment
- Produced study guide chapters for each unit within the IAM level 4-6 qualification framework
- Developed and accredited a range of level 4-5 Certificate qualifications in Business and Administrative Management
- IAM students sat 7,917 NQF examinations, 2,263 QCF examinations and 239 QCF assignments at levels 4-6
- All awarding organisation policies and procedures were reviewed and updated to meet the regulators' revised Conditions of Recognition
- Ten QCF qualifications were developed and accredited for the Army 397 Army personnel received IAM QCF qualifications
- Level 4-6 School Business Management QCF qualifications were accredited 767 National College personnel received IAM qualifications

- Three level 3 CIPFA qualifications were developed and accredited by the IAM
- Two level 3-4 Reed qualifications were developed and accredited by the IAM 10 Reed learners received IAM qualifications
- Tier 4 centres were supported in their quality assurance activities with QAA and ISI
- 429 IAM students attended graduation ceremonies in London and Nottingham
- IAM has membership in 58 countries across the globe
- New membership structure and benefits were launched for the sector, addressing the needs of professional administrators, administrative managers and their leaders
- Huge increase in followers on Twitter and a 216% increase in LinkedIn subscribers

Financial review

Results for the year

Total incoming resources for the year were £4,104,543, an increase of £283,344 from 2011. Similarly, total resources expended have increased from £2,837,182 in 2011 to £3,241,139 this year. The resulting surplus of £863,404 has been transferred to reserves.

The balance sheet shows total unrestricted funds of £2,680,582. The charity's subsidiaries, IAM and CFA made a surplus of £45,827 and £817,578 respectively in the year.

Reserves policy

The charity's Trustees review the reserves policy from time to time. At the last review in 2010 the Trustees examined the requirements for free reserves, i.e. those unrestricted funds not designated for specific purposes or otherwise committed, and approved the level of free reserves should be up to three times the full operating costs and financial commitments for any one year. At 31 March 2012 unrestricted general funds totalled £2,440,582 (2011- £1,211,428).

Risk management

The charity has considered the major risks to which it is exposed, as identified by the Trustees. These have been reviewed and systems and procedures have been established to mitigate those risks. The trustees will continue to review and identify risks on an on-going basis.

Future plans

We aim to expand provision for business and professional learners. The group will support the business education sector and develop its own cutting edge products and services to meet the needs of UK and global markets.

Instructus continues to be interested in acquiring or merging with other business education organisations to strengthen its position in the market. During the year in question high level negotiations took place with two potential business expansion opportunities.

Plans for 2012 to 2015 include an initial business development proposal to launch Instructus training, event facilities and consultancy sales from Graphite Square, using the Instructus brand as a training solution for local and national business organisations. Instructus will also continue to explore new business start-ups, mergers and acquisitions with a view to widening its participation in business education and defraying the risks associated with focused organisations in this sector.

Governance

The structure of the group has been designed to ensure total independence of each charity and provide robust governance within and across the group of charities. Instructus is the sole member of both the CFA and IAM. Each charity has its own independent board of trustees.

Constitution

Instructus is a registered charity (Charity No 1095809) and a company limited by guarantee (Company No 03235481). Instructus is incorporated in England and Wales.

Trustees

The trustees of the charitable company constitute directors of the charity for the purposes of the Companies Act and other company legislation. The following trustees were in office at 31 March 2012, and served throughout the year:

David Holland, Chair
Jane Beine
Charles Wilson
Kathy Woodward

Instructus has robust recruitment, induction, appraisal and training processes in place for all trustees. Trustees receive monthly reports on operations, human resources, risks and finance. Financial governance is a top priority for trustees: the Instructus chair holds monthly finance meetings with the executive team where performance is reviewed, targets are agreed, and financial governance is scrutinised to minimise risks and maximise income potential. Trustees meet every two months for board meetings and once a year to agree the strategic direction of Instructus over the ensuing three year period.

All group trustees are appointed by the Instructus board. All Instructus, CFA and IAM trustees are members of Instructus.

Statement of Trustees' Responsibilities

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

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

- select suitable accounting policies and then apply them consistently,
- observe the methods and principles in the Charities SORP,
- make judgements and estimates that are reasonable and prudent,
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements,
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities

In so far as the trustees are aware

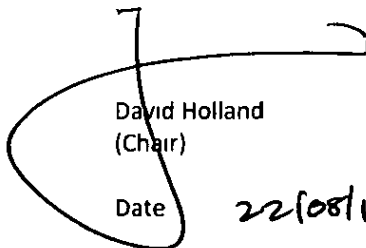
- there is no relevant audit information of which the charitable company's auditor is unaware, and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

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

Delegation of powers

The Instructus trustees delegate operational powers to the chief executive who is responsible for implementing the strategies and operating the charity. Instructus has an executive management team who report monthly to the chief executive

Approved by the trustees and signed on their behalf by 22/08/12.


David Holland
(Chair)

Date 22/08/12

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF INSTRUCTUS LIMITED

We have audited the financial statements of Instructus Limited for the year ended 31 March 2012 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheets and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and, in respect of the consolidated financial statements, to the charity's trustees, as a body, in accordance with Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters which 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 any party other than the charitable company, the charitable company's members, as a body, and the charity's trustees, as a body, for our audit work, for this report, or for the opinion we have formed.

Respective responsibilities of trustees and auditor

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

We have been appointed as auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements 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 financial statements. In addition we read all the financial and non-financial information in the Trustees report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2012 and of the group's 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 and the Charities Act 2011.

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 financial statements are prepared is consistent with the financial statements

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Act 2011 require us to report to you if, in our opinion

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us, or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns, or
- certain disclosures of trustees' remuneration specified by law are not made, or
- we have not received all the information and explanations we require for our audit, or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Annual Report

Kingston Smith LLP

Anjali Kothari (Senior Statutory Auditor)
for and on behalf of Kingston Smith LLP, Statutory Auditor

Devonshire House
60 Goswell Road
London
EC1M 7AD

6/9/12

Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.

Consolidated Statement of Financial Activities
 (incorporating the Income and Expenditure account)
 For the year ended 31st March 2012

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2012 £	Total 2011 £
Income and Expenditure					
Incoming Resources					
<i>Incoming resources from charitable activities</i>					
Promotion of training and skills	1	2,615,799	-	2,615,799	1,924,767
Professional body activities	2	360,036	-	360,036	389,311
Awarding body activities	3	1,128,708	-	1,128,708	1,507,121
Total Incoming Resources		4,104,543	-	4,104,543	3,821,199
Resources Expended					
<i>Charitable activities</i>					
Promotion of training and skills	4	1,787,132	-	1,787,132	1,395,774
Awarding body and professional body activities	5	1,391,011	-	1,391,011	1,393,811
<i>Cost of charitable activities</i>					
Governance Costs	6	62,996	-	62,996	47,597
Total Resources Expended		3,241,139	-	3,241,139	2,837,182
Net Movement in Funds		863,404	-	863,404	984,017
Total funds brought forward		1,817,178	-	1,817,178	833,161
Total funds carried forward	20	2,680,582	-	2,680,582	1,817,178

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

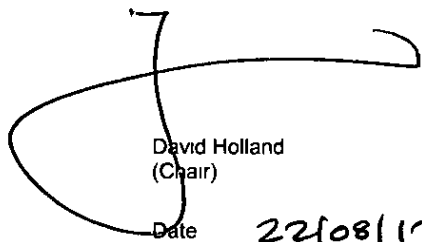
The charity has no recognised gains and losses other than those shown above and therefore no separate statement of total recognised gains and losses has been presented

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

Consolidated and Charity Balance Sheets as at 31 March 2012

	Notes	Group 2012 £	Group 2011 £	Charity 2012 £	Charity 2011 £
Fixed Assets					
Tangible	13	448,168	231,619	446,252	230,916
Intangible	14	272,219	164,185	-	-
Investment In Subsidiary Company	15	25,002	2	-	-
		<u>745,389</u>	<u>395,806</u>	<u>446,252</u>	<u>230,916</u>
Current Assets					
Stock		5,975	8,697	-	-
Debtors	16	885,511	549,260	64,990	285,037
Cash at bank and in hand		1,763,901	1,436,129	566,228	899,726
		<u>2,655,387</u>	<u>1,994,086</u>	<u>631,218</u>	<u>1,184,763</u>
Creditors Amounts falling due within one year	17	<u>(720,194)</u>	<u>(572,714)</u>	<u>(89,901)</u>	<u>(264,589)</u>
Net Current Assets		1,935,193	1,421,372	541,317	920,174
Debtors Amounts falling due after one year	16	<u>-</u>	<u>-</u>	<u>223,859</u>	<u>60,338</u>
Net Assets	20	<u><u>2,680,582</u></u>	<u><u>1,817,178</u></u>	<u><u>1,211,428</u></u>	<u><u>1,211,428</u></u>
Represented by					
Unrestricted Funds					
Designated funds	18	240,000	195,000	-	-
General funds		2,440,582	1,622,178	1,211,428	1,211,428
	20	<u><u>2,680,582</u></u>	<u><u>1,817,178</u></u>	<u><u>1,211,428</u></u>	<u><u>1,211,428</u></u>

Approved by the trustees and signed on their behalf by *22/08/12.*


 David Holland
 (Chair)
 Date *22/08/12.*

Company number 3235481

The accompanying notes form an integral part of these financial statements

Notes to the Financial Statements for the year ended 31st March 2012

Principle Accounting Policies

Basis of accounting

The financial statements have been prepared under the historical cost convention, and in accordance with the requirements of the Companies Act 2006 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 statement of financial activities and balance sheet consolidate the accounts of the charity and its subsidiary undertakings, Institute of Administrative Management and Skills CFA, made up to the balance sheet date Intragroup transactions are eliminated in full

No separate statement of financial activities has been presented for Instructus alone, as permitted by section 408 of the Companies Act 2006 and paragraph 397 of SORP 2005

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

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) The costs of charitable activities comprise expenditure on the charity's primary charitable purposes as described in the trustees' report
- b) 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
- c) Support costs are allocated to the activities they are supporting on the basis of the time spent on each activity

Tangible Fixed Assets and Depreciation

All assets costing more than £1,000 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 - 25% on cost

Intangible fixed assets and amortisation

Intellectual property represents amounts expended on the development of examinations including study guides and course materials, expected to generate future incoming resources

Amortisation is provided at 20% on cost in order to write off the asset over its estimated useful life

Stock

Stock is valued 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.

Funds

Unrestricted funds

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

Designated funds represent funds earmarked by the Trustees for a particular purpose.

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.

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".

1 Promotion of Training and Skills

	Total Unrestricted Funds 2012 £	Total Unrestricted Funds 2011 £
<i>Instructus and Skills CFA</i>		
Income from activities for generating grants and contract income	972,973	895,684
Registration and certification fees	1,574,647	883,115
Publications, events, related products and services	68,179	145,968
	<u>2,615,799</u>	<u>1,924,767</u>

2 Professional Body Activities

	Total Unrestricted Funds 2012 £	Total Unrestricted Funds 2011 £
<i>Institute of Administrative Management</i>		
Subscriptions	<u>360,036</u>	<u>389,311</u>

3 Awarding Body Activities

	Total Unrestricted Funds 2012 £	Total Unrestricted Funds 2011 £
<i>Institute of Administrative Management</i>		
Examination fees	822,872	1,126,011
Accreditation and validation	252,189	338,761
Other income	53,647	42,349
	<u>1,128,708</u>	<u>1,507,121</u>

4 Promotion of Training and Skills

	Total Unrestricted Funds 2012 £	Total Unrestricted Funds 2011 £
<i>Instructus and Skills CFA</i>		
Staff costs	756,576	626,130
Contract costs	411,786	325,797
Registration and certificate fees	160,430	94,176
Publication, events, related products and services	32,956	94,674
Legal and professional fees	53,055	13,751
Staff training	12,913	5,058
Recruitment costs	28,983	6,224
Premises costs	58,218	39,743
Depreciation	31,739	20,577
Irrecoverable Vat	98,887	65,456
Other expenditure	141,589	104,188
	<u>1,787,132</u>	<u>1,395,774</u>

5 Awarding Body and Professional Body Activities

	Total Unrestricted Funds 2012 £	Total Unrestricted Funds 2011 £
<i>Instructus and Institute of Administrative Management</i>		
Staff costs	658,950	731,288
Subscriptions	51,614	13,966
Bad debt expense	8,750	-
Examinations	226,896	204,336
Accreditation and validation	8,572	47,535
Finance costs	10,452	13,574
Telephone, postage and stationary	25,379	27,709
Consultancy	57,093	28,932
Cost of sale of study materials	9,671	14,843
Promotion and publicity	70,384	133,467
Depreciation	116,929	39,604
Irrecoverable Vat	60,760	59,075
Support costs	80,531	79,482
Other staff team expenses	5,030	-
	<u>1,391,011</u>	<u>1,393,811</u>

6 Governance Costs

	Total	Total
	Unrestricted Funds	Unrestricted Funds
	2012	2011
	£	£
<i>Instructus (Charity)</i>		
Trustees remuneration	6,500	6,500
Audit, accountancy, legal and professional	6,800	6,625
Trustee meetings	14,990	7,823
Trustee recruitment costs	10,525	-
	<u>38,815</u>	<u>20,948</u>
<i>Instructus (Group)</i>		
Trustees remuneration	6,500	6,500
Audit, accountancy, legal and professional	26,300	25,575
Trustee meetings	18,834	13,081
Trustee recruitment costs	10,525	-
Other trustee expenses	837	2,441
	<u>62,996</u>	<u>47,597</u>

7 Net Incoming Resources for the Year

This is stated after charging

	Total	Total
	Unrestricted Funds	Unrestricted Funds
	2012	2011
	£	£
Staff costs (note 8)	1,415,526	1,357,418
<i>Auditors' remuneration</i>		
Statutory audit services	26,300	24,000
Other services	-	475
Over/(Under) provision in respect of the prior year	-	250
Depreciation	148,668	81,936
Operating leases	17,464	44,631

8 Staff Costs

Staff costs during the year were as follows

	Total	Total
	2012	2011
	£	£
Charity		
Wages and salaries	560,418	527,672
Social security	55,375	56,720
Other pension costs	49,002	47,563
	<u>664,795</u>	<u>631,955</u>

Group	Total 2012 £	Total 2011 £
Wages and salaries	1,195,086	1,163,438
Social security	132,101	119,252
Other pension costs	73,074	56,438
Severance costs	15,265	18,290
	<u>1,415,526</u>	<u>1,357,418</u>

9 Number of Employees

The average number of employees, calculated on a full time equivalent basis for the group was

	2012 Number	2011 Number
Instructus	16	14
Skills CFA	6	6
Institute of Administrative Management	11	10
	<u>33</u>	<u>30</u>

Higher Paid Employees

	Total 2012	Total 2011
The number of higher paid employees was		
£60,001 - £70,000	2	1
£70,001 - £80,000	1	1
£130,001 - £140,000	1	1
	<u>4</u>	<u>3</u>

The above higher paid employees received employer pension contributions of £25,372 (2011 £18,840)

10 Trustee Emoluments

	2012 Instructus £	2011 Instructus £	Total 2012 £	Total 2011 £
Remuneration and other benefits	<u>6,500</u>	<u>6,500</u>	<u>6,500</u>	<u>6,500</u>

In addition, seven trustees were reimbursed £16,820 (2011 – £6,765) for expenses during the year. The only trustee to receive any remuneration was the Chairman for whom the authority to remunerate was received from the Charity Commission in February 2004.

The charity has purchased insurance to protect the charity from any loss arising from the neglect or defaults of its trustees, employers and agents and to indemnify the trustees or other officers against the consequences of any neglect or default on their part.

11 Pension Costs

Instructus 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 £49,002 (2011 - £47,563).

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 £13,704 (2011 - £8,875).

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 contribution due from the charity and amounted to £10,368 (2011 - £NIL)

12 Taxation

Instructus is a registered charity and therefore is not liable to income tax or corporation tax on income derived from its charitable activities as it falls within the various exemptions available to registered charities

13 Tangible Fixed Assets

Group	Leasehold improvements	Fixtures, Fittings and Equipment £	Computer and Office Equipment £	Total £
Cost				
At the start of the year	74,798	105,524	342,301	522,623
Reclassification	15,007	(15,007)	-	-
Additions	104,122	14,363	205,528	324,013
At the end of the year	<u>193,927</u>	<u>104,880</u>	<u>547,839</u>	<u>846,636</u>
Depreciation				
At the start of the year	14,155	83,820	193,029	291,004
Reclassification	2,351	(2,351)	-	-
Charge for Year	22,322	5,646	79,496	107,464
At the end of the year	<u>38,828</u>	<u>87,115</u>	<u>272,525</u>	<u>398,468</u>
Net Book Values				
At the end of the year	<u>155,099</u>	<u>17,765</u>	<u>275,305</u>	<u>448,168</u>
At the start of the year	<u>60,643</u>	<u>21,704</u>	<u>149,272</u>	<u>231,619</u>
Charity				
Cost				
At the start of the year	74,798	105,524	284,050	464,372
Reclassification	15,007	(15,007)	-	-
Additions	104,122	14,361	203,530	322,013
At the end of the year	<u>193,927</u>	<u>104,878</u>	<u>487,580</u>	<u>786,385</u>
Depreciation				
At the start of the year	14,155	83,820	135,481	233,456
Reclassification	2,351	(2,351)	-	-
Charge for Year	22,322	5,646	78,709	106,677
At the end of the year	<u>38,828</u>	<u>87,115</u>	<u>214,190</u>	<u>340,133</u>
Net Book Values				
At the end of the year	<u>155,099</u>	<u>17,765</u>	<u>273,388</u>	<u>446,252</u>
At the start of the year	<u>60,643</u>	<u>21,704</u>	<u>148,569</u>	<u>230,916</u>

14 Intangible Fixed Assets

Group	Intellectual Property £	Total £
Cost		
At the start of the year	164,185	164,185
Additions	149,238	149,238
At the end of the year	<u>313,423</u>	<u>313,423</u>
Depreciation		
At the start of the year	-	-
Charge for Year	41,204	41,204
At the end of the year	<u>41,204</u>	<u>41,204</u>
Net Book Values		
At the end of the year	272,219	272,219
At the start of the year	<u>164,185</u>	<u>164,185</u>

15a Investment in Subsidiaries

The charity has two wholly owned subsidiaries, IAM and CFA

A summary of their results is shown below

	31 March 2012 £	31 March 2011 £
Institute of Administrative Management		
Incoming resources	1,488,066	1,896,432
Resources expended	(1,442,239)	(1,424,387)
Net assets on transfer of activities	-	10,102
Net Incoming Resources	<u>45,827</u>	<u>482,147</u>
Net assets	<u>139,708</u>	<u>93,881</u>

The IAM has two wholly owned trading subsidiaries which are incorporated in England and Wales, IAM Management Services Limited and The Institute for Professional Administrators Both companies were dormant throughout the period and in the previous year and had no assets or liabilities at 31 March 2012

	2012 £	2011 £
Investment in IAM Management Services Limited at cost	<u>2</u>	<u>2</u>
CFA		
Incoming resources	2,616,477	1,926,016
Resources expended	(1,798,899)	(1,414,047)
Net Incoming Resources	<u>817,578</u>	<u>511,969</u>
Net assets	<u>1,329,547</u>	<u>511,969</u>

As at 31st March 2012 Instructus owed CFA £17,257

15b During the year CFA purchased 100 ordinary shares in the European Institute of Governance Awards Limited, for a cost of £25,000

16 Debtors

	Group 2012 £	Group 2011 £	Charity 2012 £	Charity 2011 £
Amounts falling due within one year				
Trade debtors	801,377	510,834	-	-
Other debtors	38,894	35,281	35,036	12,748
Prepayments and accrued income	45,240	3,145	29,954	3,145
Amount due from subsidiary undertakings	-	-	-	269,144
	<u>885,511</u>	<u>549,260</u>	<u>64,990</u>	<u>285,037</u>
Amounts falling due after more than one year				
Loan with subsidiary undertaking	-	-	223,859	60,338

Instructus has approved an unsecured loan to IAM, the charity shall pay interest on the loan at 2% above base. This facility will be reviewed on a quarterly basis.

17 Creditors Amounts Falling Due Within One Year

	Group 2012 £	Group 2011 £	Charity 2012 £	Charity 2011 £
Trade creditors	161,628	277,048	50,973	112,194
Other taxes and social security costs	50,720	32,837	15,074	23,262
Other creditors	150,683	8,053	1,231	3,521
Accruals and deferred income	357,163	254,776	5,367	125,612
Amount due to subsidiary undertakings	-	-	17,257	-
	<u>720,194</u>	<u>572,714</u>	<u>89,902</u>	<u>264,589</u>

Accruals and deferred income includes £67,040 of subscription income which was deferred during the year. There was no brought forward deferred income from the previous year.

18 Designated Funds

The income funds of the charity include the following designated funds, which have been set aside out of unrestricted funds by the trustees for specific purposes:

	At 31 March 2011 £	New Designations £	At 31 March 2012 £
IT Project	170,000	-	170,000
Business Planning	25,000	-	25,000
Media Centre	-	45,000	45,000
	<u>195,000</u>	<u>45,000</u>	<u>240,000</u>

IT Project

The IT project represents funds which the trustees have set aside for the development of an Information Management system.

Business Planning

This represents funds which the trustees have set aside towards any business opportunities that may arise in the future.

Media Centre

This represents funds which the trustees have set aside for staff to visually engage and electronically communicate with customers and stakeholders.

20 Analysis on Net Assets Between Funds	General	Designated	Total
	Funds	Funds	Funds
	2012	2012	2012
	£	£	£
Charity			
Funds at 31 March 2012 are represented by:			
Tangible fixed assets	446,252	-	446,252
Current assets	631,218	-	631,218
Current liabilities	(72,645)	-	(72,645)
Debtors Amounts due after one year	206,603	-	206,603
Total net assets	1,211,428	-	1,211,428
Group			
Funds at 31 March 2012 are represented by			
Tangible fixed assets	745,389	-	745,389
Current assets	2,415,387	240,000	2,655,387
Current liabilities	(720,194)	-	(720,194)
Total net assets	2,440,582	240,000	2,680,582

21 Financial Commitments

At 31 March 2012, the charity had annual commitments under non-cancellable operating leases which expire as follows

	Land & Buildings		Other	
	2012	2011	2012	2011
	£	£	£	£
Operating leases which expire				
Between two and five years	73,732	35,838	18,424	18,224

22 Related Party Transactions

During the year, the following payments were made in respect of professional services rendered in relation to education and examination matters, and public relations

Trustees	2012	2011
	£	£
J McLean	1,573	6,527
M Oaten	-	8,000

During the year the company invested £25,000 in EIGA (see note 15) The Chair of Trustees and the Chief Executive of Skills CFA hold positions on the Executive Board of EIGA No remuneration has been received during the year

The financial statements do not include disclosure of all transactions between the parent and its subsidiaries This is because the subsidiaries activities are more than 90% controlled by Instructus and hence exempt from the requirement under Financial Reporting Standard 8, 'Related Party Transactions' to disclose such transactions

23 Capital Commitments

Instructus has committed to significant IT investment at the offices at 6 Graphite Square The total cost committed to this investment is £481,342