

# REGISTRAR OF COMPANIES

**The Council  
for Administration**

**Annual Report and Consolidated  
Financial Statements**

31 March 2009



**BUZZACOTT**

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

Charity Registration Number  
1095809

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**Reference and administrative information** Year to 31 March 2009

<b>Trustees</b>	D Holland – Chair S Bews I Murphy M Oaten G Searle B Whatmore C Wilson
<b>Chief Executive Officer</b>	J Hewell
<b>Secretary</b>	P Hill
<b>Registered office</b>	6 Graphite Square Vauxhall Walk London SE11 5EE
<b>Company registered number</b>	3235481 (England and Wales)
<b>Charity registered number</b>	1095809
<b>Auditors</b>	Buzzacott LLP 12 New Fetter Lane London EC4A 1AG
<b>Bankers</b>	Unity Trust Bank plc Nine Brindleyplace Birmingham B1 2HB
<b>Solicitors</b>	Freeth Cartwright LLP Cumberland Court 80 Mount Street Nottingham NG1 6HH

The trustees present their statutory report together with the consolidated financial statements of The Council for Administration (CfA) and its subsidiaries for the year ended 31 March 2009.

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 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).

## **GOVERNANCE, STRUCTURE AND MANAGEMENT**

### **Constitution**

The charitable 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 charitable company became a registered charity on 4 February 2003. The charitable 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. The charitable company also became the sole member of the Institute of Professional Administrators (IPA), a not for profit company, on 1 October 2008. The IPA has its own Board of Directors, one of whom is also a CfA and IAM trustee, and two of whom are IAM trustees.

CfA is a charitable company limited by guarantee. In the event of the charity being wound up, members are required to contribute an amount not exceeding £10.

### **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 2009, and served throughout the year, except where shown:

<b>Trustees</b>	<b>Appointed / Resigned</b>
D Holland – Chair	
S Bews	
I Murphy	Appointed 2 December 2008
M Oaten	
G Searle	
B Whatmore	
C Wilson	

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

**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 of sources.

All new trustees are provided with an in-depth induction covering both legal, regulatory, governance and operational areas of the organisation.

**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 seven 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 reporting and risk assessment. Insurance cover is carried on all physical assets and for employer's, directors' 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.

### **Public benefit**

All of the charity's and group's activities are directed towards public benefit. To that aim the charity works with key stakeholders, the education sector and professional administrative managers to ensure business and public service organisations, as well as individuals, have access to high quality, value for money programmes of learning and continuous professional development activities that will improve performance, increase productivity and minimise risks to the individual professional and the organisations in which they work.

The trustees consider that all of the aims and objectives detailed in this report are there in order to benefit the public. The trustees believe that they have complied with the duty in section 4 of the Charities Act 2006 to have due regard to the public benefit guidance published by the Charity Commission.

### **Activities**

The Council for Administration is the Pan Sector Council for Business, Administration and Governance skills. It is responsible for:

- Designing and developing UK national standards of occupational competence in business, administration and governance;

## **ACTIVITIES, SPECIFIC OBJECTIVES AND RELEVANT POLICIES** (continued)

### **Activities** (continued)

- Developing and implementing the Business, Administration and Governance Qualification strategy for the UK;
- Designing and managing business and administration apprenticeship 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 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 professionals, managers, technical specialists and self employed people need some business and administration skills to carry out their own job roles competently.

The CfA also became the sole member of two organisations: The Institute of Administrative Management in 2007 and The Institute of Professional Administrators in 2008. Since then it has supported both organisations in their move to Graphite Square, implemented a reduction in cost base, rebranded both organisations and revised processes and procedures to improve productivity and increase market penetration.

### **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 and IPA have been consolidated with those of CfA as they are ultimately controlled by the trustees of the charity.

The principal activity of IAM is the provision of professional membership services and awarding body activities.

The principal activity of IPA is the provision of professional membership services.

## **ACHIEVEMENTS AND PERFORMANCE**

### **Review of activities**

During 2008/09 the CfA has supported the rationalization of both the IAM and IPA. The professional bodies have continued to offer professional membership services to a wide range of members from both the UK and global markets: currently we have members in 73 countries across the world.

## **ACHIEVEMENTS AND PERFORMANCE** (continued)

### **Review of activities** (continued)

During this year members have taken part in several research projects that have been designed to advance the profession of administration and administrative management.

The awarding body has undergone a complete review of policies, processes and procedures. Its governance has been strengthened and new systems support the improved implementation of increased examination services.

In addition it has been involved in the following activities:

- The development and implementation of the Business, Administration & Governance Qualification Strategy and Action Plan for the UK;
- Business & Administration Apprenticeship Review in Scotland;
- Supporting Business & Administration Young Apprenticeship programmes in England;
- Promoting the Business & Administration Apprenticeship in England and Wales; registering apprenticeship centres in Scotland, registering and certificating apprenticeship achievements in England, Wales and Scotland;
- Designing and delivering the Total Quality Standard guidance for Business & Administration;
- Leading the Cross Sector Qualification test and trials for the Qualification and Credit Framework in England and Wales;
- Leading the Apprenticeship Qualification test and trials for the Qualification and Credit Framework in England and Wales;
- Supporting the development of two Diplomas in England;
- Supporting the Eurament and EuAst Business & Administration programmes in Europe and developing European Qualifications for the UK;
- Designing and delivering assessment and verification master classes across the UK;
- Contributing to CEDEFOP research programmes in Europe;
- The development and launch of a Business & Administration recruitment and retention tool based on the national occupational standards;
- Labour market research for the business, administration and governance workforces in the UK;
- International benchmarking activities;
- The development of standards and qualifications for parking administrators; and
- Providing a range of products, services and information to the CfA's customers and stakeholders.



## **FINANCIAL REVIEW**

### Results for the year

Total incoming resources for the year were £2,593,294, an increase of £355,082 from 2008. This is largely due to CfA becoming the sole member of IAM and IPA and therefore includes the full year results of IAM (2008: 8 months) and the results of IPA from 1 October 2008. Similarly, total resources expended have increased from £2,022,613 in 2008 to £2,525,572 this year. The resulting surplus of £67,722 has been transferred to reserves.

The balance sheet shows total unrestricted funds of £435,506. The charity's subsidiaries, IAM and IPA made losses of £51,814 and £9,789 respectively in the year.

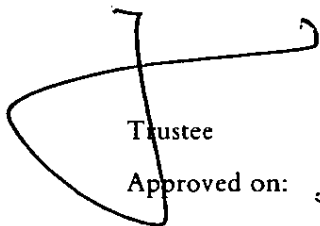
### Reserves policy

The Board has examined the requirement of establishing a target level of unrestricted reserves in order for the charity to have adequate working capital to respond to market needs and unforeseen shortfalls in cash resources. Currently the charity's target level of unrestricted 'free reserves' is equivalent to three years legal commitments and operating costs.

## **FUTURE PLANS**

The main objective of the company for the next three years is to increase turnover through organic growth and new business initiatives.

Signed on behalf of the Trustees:

  
Trustee  
Approved on: 21<sup>st</sup> 08 09

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

We have audited the financial statements on pages 10 to 22 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 charitable company'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 charitable company's members those matters we are required to state to them 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

**Respective responsibilities of Trustees and independent auditors**

As described on page 3 the trustees, who are also the directors of The Council for Administration for the purposes of company law, are responsible for the preparation of the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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 trustees' report is consistent with the financial statements.

We also report to you if, in our opinion, the charitable company 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 transactions with the charitable company is not disclosed.

We read the trustees' report and consider the implications for our report if we become aware of any apparent misstatements within it.

**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 charitable company's circumstances, consistently applied and adequately disclosed.

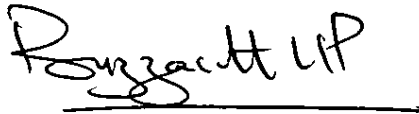
We planned and performed our audit so as to obtain all information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance as to whether the financial statements are free from material misstatement, whether caused by fraud or other irregularity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

**Independent auditors' report** 31 March 2009

**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 2009 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

18 September 2009

## Consolidated statement of financial activities Year to 31 March 2009

	Notes	2009 Total unrestricted funds £	2008 Total unrestricted funds £
<b>Incoming resources</b>			
Incoming resources from generated funds			
. Investment income	1	11,672	21,196
Incoming resources from charitable activities			
. Promotion of training and skills	2	1,600,931	1,556,254
. Professional body activities	3	136,149	163,928
. Awarding body activities	4	844,542	496,834
<b>Total incoming resources</b>		<b>2,593,294</b>	<b>2,238,212</b>
<b>Resources expended</b>			
Charitable activities			
. Promotion of training and skills	5	1,533,157	1,450,257
. Awarding body and professional body activities	6	869,070	461,501
Governance	7	123,345	110,855
<b>Total resources expended</b>		<b>2,525,572</b>	<b>2,022,613</b>
<b>Net incoming resources for the year</b>	8	<b>67,722</b>	215,599
<b>Total funds brought forward at 1 April 2008</b>		<b>324,352</b>	714,215
<b>Transfer of net liabilities from The Institute of Administrative Management</b> (Charity Registration number: 254807)		—	(605,462)
<b>Transfer of net assets from Institute of Professional Administrators</b> (Company Registration number: 705360)	20	43,432	—
<b>Total funds brought forward at 1 April 2008 as restated</b>		<b>367,784</b>	108,753
<b>Total funds carried forward at 31 March 2009</b>		<b>435,506</b>	324,352

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

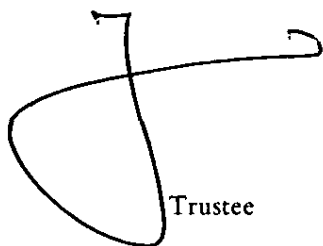
The charity has no recognised gains and losses other than those shown above and therefore no separate statement of total recognised gains and losses has been presented.

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

**Balance sheet** 31 March 2009

	Notes	Group		Charity	
		2009 £	2008 £	2009 £	2008 £
<b>Fixed assets</b>					
Tangible fixed assets	13	<b>76,585</b>	50,002	<b>36,882</b>	50,002
Investment in subsidiary company		<b>2</b>	2	—	—
		<b>76,587</b>	50,004	<b>36,882</b>	50,002
<b>Current assets</b>					
Stock		<b>18,952</b>	6,113	<b>5,272</b>	6,113
Debtors	15	<b>418,672</b>	348,841	<b>874,802</b>	712,449
Cash at bank and in hand		<b>394,250</b>	518,049	<b>326,929</b>	360,590
		<b>831,874</b>	873,003	<b>1,207,003</b>	1,079,152
<b>Creditors: amounts falling due within one year</b>	16	<b>(347,727)</b>	(432,851)	<b>(211,527)</b>	(226,785)
<b>Net current assets</b>		<b>484,147</b>	440,152	<b>995,476</b>	852,367
<b>Creditors: amounts falling due after more than one year</b>	17	<b>(125,228)</b>	(165,804)	—	—
<b>Total net assets</b>		<b>435,506</b>	324,352	<b>1,032,358</b>	902,369
<b>Represented by:</b>					
<b>Funds and reserves</b>					
Unrestricted funds		<b>435,506</b>	324,352	<b>1,032,358</b>	902,369

Approved by the trustees and signed on their behalf by:



Trustee

Approved on:

27 03 09

**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 subsidiaries, Institute of Administration Management (IAM) and Institute of Professional Administrators (IPA). CfA legally became the sole member of the IPA on 1 October 2008.

The results of IAM and IPA (from 1 October 2008) have been included within the group financial statements of the charity excluding inter group transactions.

**Comparatives**

As the new group came into existence on 1 October 2008, the comparatives for both the statement of financial activities and the balance sheet include the consolidated results of only CfA and IAM.

**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. 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.

## **Principal accounting policies** 31 March 2009

### **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 - 50% on cost

### **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.

### **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.

### **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 2009

**1 Investment income**

	<b>2009 Total unrestricted funds £</b>	2008 Total unrestricted funds £
Bank interest receivable	<b>11,672</b>	21,196

**2 Promotion of training and skills**

	<b>2009 Total unrestricted funds £</b>	2008 Total unrestricted funds £
Income from activities for generating grants and contract income	<b>1,037,099</b>	911,264
Registration and certification fees	<b>443,629</b>	419,740
Publications, events, related products and services	<b>120,203</b>	225,250
	<b>1,600,931</b>	1,556,254

**3 Professional body activities**

	<b>2009 Total unrestricted funds £</b>	2008 Total unrestricted funds £
Subscription	<b>135,368</b>	128,945
Application fees	—	34,983
Products & Services	<b>781</b>	—
	<b>136,149</b>	163,928

**4 Awarding body activities**

	<b>2009 Total unrestricted funds £</b>	2008 Total unrestricted funds £
Examination fees	<b>567,154</b>	289,537
Registration and certification fees	<b>248,760</b>	187,836
Other income	<b>28,628</b>	19,461
	<b>844,542</b>	496,834



**Notes to the financial statements** 31 March 2009

**5 Promotion of training and skills**

	<b>2009</b>	2008
	<b>Total</b>	Total
	<b>unrestricted</b>	unrestricted
	<b>funds</b>	funds
	<b>£</b>	£
Staff costs	<b>702,116</b>	723,303
Contract costs	<b>324,387</b>	362,941
Registration and certification fees	<b>32,586</b>	34,489
Publication, events, related products and services	<b>61,795</b>	26,235
Legal and professional fees	<b>13,837</b>	23,495
Staff training	<b>27,399</b>	15,153
Recruitment costs	<b>15,776</b>	2,200
Premises costs	<b>74,848</b>	83,553
Other expenditure	<b>280,413</b>	178,888
	<b>1,533,157</b>	1,450,257

**6 Awarding body and professional body activities**

	<b>2009</b>	2008
	<b>Total</b>	Total
	<b>unrestricted</b>	unrestricted
	<b>funds</b>	funds
	<b>£</b>	£
Staff costs	<b>303,664</b>	259,323
Subscriptions	<b>37,025</b>	16,402
Bad debt expense	<b>24,471</b>	(21,980)
Examinations	<b>113,803</b>	30,450
Accreditation and validation	<b>46,374</b>	34,523
Finance costs	<b>21,044</b>	37,357
Telephone, postage and stationary	<b>11,245</b>	13,556
Consultancy	<b>20,696</b>	3,500
Software development	<b>18,591</b>	15,348
Cost of sale of study materials	<b>17,000</b>	1,853
Promotion and publicity	<b>42,620</b>	11,991
Education	<b>30,595</b>	4,450
Support costs	<b>181,942</b>	54,728
	<b>869,070</b>	461,501

**Notes to the financial statements** 31 March 2009

**7 Governance costs**

	<b>2009</b>	2008
	<b>Total</b>	Total
	<b>unrestricted</b>	unrestricted
	<b>funds</b>	funds
	<b>£</b>	£
Trustees remuneration	<b>6,500</b>	5,958
Recruitment costs	—	11,239
Accountancy, legal and professional	<b>51,388</b>	45,072
Auditors' remuneration	<b>42,989</b>	39,233
Trustee meetings	<b>22,468</b>	9,353
	<b>123,345</b>	110,855

**8 Net incoming resources for the year**

This is stated after charging:

	<b>2009</b>	2008
	<b>Total</b>	Total
	<b>unrestricted</b>	unrestricted
	<b>funds</b>	funds
	<b>£</b>	£
Staff costs (note 9)	<b>1,005,780</b>	982,626
Auditors' remuneration		
· Statutory audit services	<b>22,400</b>	15,000
· Other services	<b>15,389</b>	24,233
· Under provision in respect of the prior year	<b>5,200</b>	—
Depreciation	<b>44,644</b>	18,440
Operating leases	<b>50,296</b>	57,537

**9 Staff costs**

Staff costs during the year were as follows:

	<b>Total</b>	Total
	<b>2009</b>	2008
	<b>£</b>	£
<b>Charity</b>		
· Wages and salaries	<b>591,321</b>	636,956
· Social security	<b>71,261</b>	65,362
· Other pension costs	<b>39,534</b>	20,985
	<b>702,116</b>	723,303

**Notes to the financial statements** 31 March 2009

**9 Staff costs (continued)**

Staff costs during the year were as follows:

Group	Total 2009 £	Total 2008 £
Wages and salaries	<b>845,608</b>	865,501
Social security	<b>95,594</b>	82,847
Other pension costs	<b>51,527</b>	27,685
Pension provisions	—	(14,407)
Severance costs	<b>13,051</b>	21,000
	<b>1,005,780</b>	982,626

**Number of employees**

The average number of employees, calculated on a full time equivalent basis was 28 (2008: 27).

**Higher paid employees**

	Total 2009	Total 2008
The number of higher paid employees was:		
£60,001 - £70,000	—	1
£80,001 - £90,000	1	1
£120,001 - £130,000	1	—
	<b>2</b>	<b>2</b>

**10 Trustees emoluments**

	2009 IAM £	2009 CfA £	Total 2009 £	Total 2008 £
Remuneration and other benefits	—	6,500	<b>6,500</b>	5,958

In addition, six trustees were reimbursed £4,804 (2008 - £4,481) 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.

**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 £39,534 (2008 - £20,985).

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 £11,993 (2008 - £6,700).

**12 Taxation**

The Council for Administration 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	Fixtures fittings and equipment £	Computer and office equipment £	Total £
<b>Cost</b>			
At 1 April 2008	79,589	99,651	<b>179,240</b>
Transferred in at 1 October 2008	—	21,890	<b>21,890</b>
Additions	10,534	59,553	<b>70,087</b>
Disposals	(3,027)	(23,711)	<b>(26,738)</b>
At 31 March 2009	87,096	157,383	<b>244,479</b>
<b>Depreciation</b>			
At 1 April 2008	35,282	93,956	<b>129,238</b>
Transferred in at 1 October 2008	—	20,387	<b>20,387</b>
Charge for year	27,652	16,992	<b>44,644</b>
On disposals	(2,739)	(23,636)	<b>(26,375)</b>
At 31 March 2009	60,195	107,699	<b>167,894</b>
<b>Net book values</b>			
At 31 March 2009	26,901	49,684	<b>76,585</b>
At 31 March 2008	44,307	5,695	<b>50,002</b>

**13 Tangible fixed assets (continued)**

<b>Charity</b>	Fixtures fittings and equipment £	Computer and office equipment £	<b>Total</b> £
<b>Cost</b>			
At 1 April 2008	79,589	99,651	<b>179,240</b>
Additions	10,534	9,752	<b>20,286</b>
Disposals	(3,027)	(1,821)	<b>(4,848)</b>
At 31 March 2009	<u>87,096</u>	<u>107,582</u>	<u><b>194,678</b></u>
<b>Depreciation</b>			
At 1 April 2008	35,282	93,956	<b>129,238</b>
Charge for year	27,652	5,391	<b>33,043</b>
Disposals	(2,739)	(1,746)	<b>(4,485)</b>
At 31 March 2009	<u>60,195</u>	<u>97,601</u>	<u><b>157,796</b></u>
<b>Net book values</b>			
At 31 March 2009	<u>26,901</u>	<u>9,981</u>	<u><b>36,882</b></u>
At 31 March 2008	<u>44,307</u>	<u>5,695</u>	<u><b>50,002</b></u>

**14 Investment in subsidiaries**

The charity has two wholly owned subsidiaries, The Institute of Administrative Management and the Institute of Professional Administrators.

A summary of their results is shown below.

	<b>31 March</b> <b>2009</b> £	8 months to 31 March 2008 £
<b>Institute of Administrative Management</b>		
Incoming resources	<b>958,351</b>	660,762
Resources expended	<u><b>(1,010,205)</b></u>	<u>(633,317)</u>
<b>Net (outgoing) incoming resources</b>	<u><b>(51,854)</b></u>	<u>27,445</u>

**Notes to the financial statements** 31 March 2009

**14 Investment in subsidiaries** (continued)

	2009 £	2008 £
<b>Institute of Professional Administrators</b>		
Turnover	<b>81,147</b>	99,247
Cost of sales	<b>(9,472)</b>	(49,743)
Gross profit	<b>71,675</b>	49,504
Administration expenses	<b>(82,044)</b>	(125,994)
Interest receivable	<b>725</b>	3,455
Taxation	<b>(145)</b>	(691)
<b>Loss for the year</b>	<b>(9,789)</b>	(73,726)

**15 Debtors**

	Group		Charity	
	2009 £	2008 £	2009 £	2008 £
Amounts falling due within one year:				
. Trade debtors	<b>391,716</b>	301,485	<b>298,112</b>	274,486
. Other debtors	<b>14,586</b>	14,199	<b>14,449</b>	10,989
. Prepayments and accrued income	<b>12,370</b>	33,157	<b>12,370</b>	25,807
	<b>418,672</b>	348,841	<b>324,931</b>	311,282
Amounts falling due after more than one year:				
. Amount due from subsidiary undertaking	—	—	<b>549,871</b>	401,167
	<b>418,672</b>	348,841	<b>874,802</b>	712,449

**16 Creditors: amounts falling due within one year**

	Group		Charity	
	2009 £	2008 £	2009 £	2008 £
Bank loan (see note 17)	<b>38,042</b>	51,556	—	—
Other loans	<b>15,672</b>	22,250	—	—
Trade creditors	<b>189,926</b>	123,105	<b>161,042</b>	70,756
Other taxes and social security costs	<b>58,112</b>	135,102	<b>27,336</b>	65,776
Other creditors	—	2	<b>6,183</b>	—
Accruals and deferred income	<b>45,975</b>	100,836	<b>16,966</b>	90,253
	<b>347,727</b>	432,851	<b>211,527</b>	226,785

**17 Creditors: amounts falling due after more than one year**

	Group		Charity	
	2009 £	2008 £	2009 £	2008 £
Bank loan – over five years	125,228	148,687	—	—
Other loans	—	17,117	—	—
	<b>125,228</b>	<b>165,804</b>	<b>—</b>	<b>—</b>

On the bank loan, interest will be charged at 2% per annum over the bank's base rate.

The bank loan is secured by way of a Debenture over the assets and undertaking of the subsidiary, the Institute of Administrative Management.

**18 Analysis of net assets between funds**

Charity	Unrestricted funds 2009	Total funds 2009 £
<b>Funds at 31 March 2009 are represented by:</b>		
Tangible fixed assets	36,882	<b>36,882</b>
Current assets	1,207,003	<b>1,207,003</b>
Current liabilities	(211,527)	<b>(211,527)</b>
<b>Total net assets</b>	<b>1,032,358</b>	<b>1,032,358</b>

Group	Unrestricted funds 2009	Total funds 2009 £
<b>Funds at 31 March 2009 are represented by:</b>		
Tangible fixed assets	76,585	<b>76,585</b>
Current assets	831,874	<b>831,874</b>
Current liabilities	(347,725)	<b>(347,725)</b>
Long term liabilities	(125,228)	<b>(125,228)</b>
<b>Total net assets</b>	<b>435,506</b>	<b>435,506</b>

## Notes to the financial statements 31 March 2009

### 19 Financial commitments

At 31 March 2009, the charity had annual commitments under non-cancellable operating leases which expire as follows:

	Land and buildings		Other	
	2009	2008	2009	2008
	£	£	£	£
Operating leases which expire:				
Between two and five years	<b>42,504</b>	42,504	<b>7,792</b>	7,792

### 20 Institute of Professional Administrators

On 1 October 2008, The Council for Administration became the sole member of the Institute of Professional Administrators Ltd (formerly called The Institute of Qualified Professional Secretaries Ltd).

The assets of the Institute of Professional Administrators at 1 October 2008 were as follows:

	£
Tangible fixed assets	<b>1,503</b>
Current assets	<b>50,323</b>
Creditors: amounts falling due within one year	<b>(8,394)</b>
	<b>43,432</b>