
INTERNATIONAL CENTRE FOR SOCIAL FRANCHISING
(A company limited by guarantee)

UNAUDITED

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2015

INTERNATIONAL CENTRE FOR SOCIAL FRANCHISING
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INTERNATIONAL CENTRE FOR SOCIAL FRANCHISING
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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 30 JUNE 2015**

Trustees

Joanna Stokes (resigned 12 June 2015)
Michael Norton (resigned 19 August 2015)
Christopher Underhill, Chair
Amone Gbedemah (resigned 20 August 2015)
Simon Myers, Treasurer
Neil Marshall
Kate Wareing

Company registered number

08093052

Charity registered number

1153130

Registered office

Calder & Co
16 Charles II Street
London
SW1Y 4NW

Principal operating office

Phoenix Yard
65 Kings Cross Road
London
WC1X 9LW

Chief executive officer

Dan Berelowitz

Bankers

Co-operative Bank
Business Customer Services
PO Box 250
Skelmersdale
WN8 6WT

INTERNATIONAL CENTRE FOR SOCIAL FRANCHISING
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TRUSTEES' REPORT
FOR THE YEAR ENDED 30 JUNE 2015

The Board of Trustees, who are also directors of the Company for the purposes of the Companies Act, and trustees for the company for charity law purposes, submit their annual report and the financial statements of International Center for Social Franchising (ICSF) for the year ending 30 June 2014. The Board of Trustees confirms that the annual report and the financial statements of the Company comply with current statutory requirements, the requirements of the Company's governing documents and the provisions of the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities (revised 2005)'.

INTRODUCTION

ICSF works with partners to scale up the world's best social solutions - to end the world's greatest social needs. We help them achieve the change they aspire to. We believe impact is what's needed and that proven social projects must operate at a much greater scale to achieve significant transformational change.

"ICSF is a consultancy that works collaboratively with you to make things happen" Kate Vintiner, Director of Development, Place2be, the UK's leading child mental health charity.

We also know that social change makers and innovators will have more meaningful impact by building on what already works, rather than constantly reinventing the wheel. So we only work with people who want to scale, and who can scale. As a team of consultants and researchers we work with partners with the best social solutions - to achieve greater impact through replication and social franchising. Our formula...

- Strategic and practical. We challenge partners to set ambitious social targets, and then help them develop pragmatic strategies to achieve them.
- Commercial and social. Our team brings both commercial and social expertise from working with some of the world's most impactful purpose organizations and our own research. We are a not-for-profit social enterprise ourselves, investing any surplus back into our social mission, so we 'get' the sector.
- Rigorous. Scaling is challenging, but not impossible. It requires careful design of a system that works, monitoring, and improvement, backed by solid systems and process which we help design and implement.
- Connected. We help facilitate the links needed for partners to implement their strategies, from funding to service providers.
- Successful. We only count our work as a success if our partners create genuine and lasting social impact.

ICSF was conceived in 2011, became operational in 2012 and has since become the leading expert globally on social replication and franchising. As a registered charity that specialises in helping socially focused organisations systematically scale their impact through replication, ICSF meets the public benefit reporting requirements by complying with the Commission's general guidance on public benefit, describing its significant activities to further its charitable purposes for the public benefit.

This reporting narrative demonstrates that the charity is established for purposes which are for the public benefit and explains how the trustees have operated the charity in furtherance of these purposes.

HIGHLIGHTS

"It has been invaluable gaining insight into the different replication models to reach scale. We found the team at ICSF to be very effective. We were consistently impressed by the high standard of their work. Most importantly, we felt we were offered bespoke support for our project." Fiona Spellman, Senior Programme Manager, SHINE Trust

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TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 30 JUNE 2015

Social Franchise Accelerator, South Africa

Our Rockefeller-funded Social Franchise Accelerator came to an end in December 2014. ICSF and its partners, the Bertha Centre for Social Innovation and Franchising Plus, provided training to ten and in-depth consultancy support to four high-impact organisations.

Of the 10 organisations that received training:

- 100% had a better appreciation of their organisation's readiness to franchise
- 95% said that their scale strategy was more clearly defined
- 90% agreed that what they had learnt would significantly alter how they scaled

Three of the four organisations that received in-depth support are now piloting social franchise models with the fourth currently recruiting pilot franchisees. Further, the accelerator has helped to transform awareness of social franchising and replication in South Africa.

"The ICSF are experts in this field and were therefore able to provide us with very specific advice and input" Dr Ingrid Le Roux, Founder and Chief Executive, Philani

FoodCycle

Supported by ICSF in 2013, FoodCycle continued to grow from strength to strength in 2014, and have now replicated to 20 sites around the UK, 6 being franchises. Sites serve 30-50 marginalised beneficiaries with nutritious meals from reclaimed food every week, galvanising local teams of volunteer chefs.

Tender

After working with ICSF in 2013-14, Tender piloted their social franchise in Hull and Kent, working with 150 additional young people, 92% of which reported an increased understanding of healthy and unhealthy relationships.

"ICSF brought structure and knowledge [of replication] to our organization; they positively supported and challenged us throughout the process." Susie McDonald, CEO, Tender Arts in Education

NSPCC (National Society for Prevention of Cruelty to Children)

In 2014 ICSF worked with NSPCC, the largest child protection charity in the UK, to scale up their Baby Steps Programme. Having followed our recommendation to spend the past year preparing for replication, and hiring a specific lead for the programme, NSPCC are now in discussions with a number of local authority commissioning groups to begin scaling Baby Steps nationally.

2014-15 CLIENTS AND PROJECTS

The core of ICSF's social impact is delivered through partnering with proven social ventures. It is this work with partners that we are most proud of. This year partnership projects include:

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TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 30 JUNE 2015

Shell Foundation

ICSF worked with two of Shell Foundation's grantees, GroFin and Husk Power Systems to assess if franchising could help them to rapidly expand and scale globally:

- GroFin invest growth finance and support to help small- and medium-size enterprises to succeed. Already in 15 countries, they aim to reach 30-40 offices and attract \$2billion in capital funds within the next ten years. After determining there was a clear case for social franchising, ICSF will now work with GroFin to design their franchise.
- Husk Power Systems produces and distributes renewable, affordable power to rural communities in India and Uganda. ICSF recommended key necessary developments to the existing franchise model to ensure future scaling will be successful.

NSPCC

ICSF worked with NSPCC to determine whether its Parents Under Pressure and Safe Care Programmes should be scaled up. ICSF's recommendations are being considered by NSPCC's leadership as they decide their strategic priorities for scale up.

USAID/Yaajeende

Involving collaboration across ICSF's London, San Francisco and Melbourne offices, we are working with USAID funded Yaajeende to create a financially sustainable and high quality franchise system. The franchise that provides high quality goods and services to farmers and communities across Senegal, and potentially beyond, will start piloting later in the year.

Scale Accelerator

ICSF has now begun what is arguably its most exciting project to date. We will be working with at least seven of the UK's largest and most forward-thinking foundations to scale up some of their most promising grantees. Scale Accelerator represents a key component of the ecosystem that we would like to see in the UK, where scalable and impactful organisations can get the support they need.

Toolkit

Our Social Replication Toolkit (www.toolkit.the-icsf.org) captures much of what we have learnt over the last four years and provides readers with step-by-step instructions on how to develop strategies and business models to successfully replicate. Version Zero of our toolkit has been downloaded over 350 times and V1 will be released in December 2015.

"ICSF's replication toolkit combines the lessons learned through years of work with social entrepreneurs into a robust methodology for nonprofits and social enterprises to evaluate their readiness for replication and to design their own path to scale." Bernadette Clavier, Director, Centre for Innovation, Stanford Graduate School of Business and ICSF US board member

Population Services International (PSI)

ICSF expanded our work with PSI, supporting its Central American team to create a regional social franchising strategy, designing a sustainable health clinic in the Dominican Republic, recommending improvements to networks of clinics and hospitals in Southern Africa providing access to HIV care and reproductive health services.

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TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 30 JUNE 2015

London Bubble

ICSF worked with London Bubble to replicate their Speech Bubbles programme across the UK. London bubble have now recruited and trained five partners. They will begin running the programme that has been demonstrated to improve children's communication skills and confidence this September.

"Working with ICSF we have created a social franchise package that will enable a rapid scale up of this effective, evidence-based intervention" Adam Annand, Associate Director, Creative Learning, London Bubble

DEVELOPMENT OF ICSF

In 2014-15, ICSF continued to grow, developing its country offices and a new Health Practice:

UK Office

ICSF's UK office grew significantly, hiring two analysts a consultant and a new UK Director. ICSF's UK Director, Joe Kallarackal, joined after eight years in Accenture's change management practice and will lead Scale Accelerator as well as further developing ICSF and the ecosystem of support for organisations replicating in the UK.

Health Practice

Our health practice led by Martha Paren builds on research carried out for GlaxoSmithKline, Bill and Melinda Gates Foundation, Save the Children and others into scalable models in healthcare, as well as our extensive work with PSI and NSPCC. It recognises the huge potential for the effective scaling of proven models in the sector.

USA Office

ICSF's US office secured its work with PSI in Latin American and the Caribbean and YaaJeende in Senegal. It has begun work with two exciting organisations: Engineers Without Borders who want to build on their Canadian model to build a network of leaders in Africa; and Lava Mae who retrofit "retired" municipal buses to provide homeless people with showers and now want to scale their impact further.

Australia Office

Community Works, our Australian Licensee, worked with the Epilepsy Foundation to assess their replication readiness and supported ICSF in the delivery of its YaaJeende and Bead for Life projects.

ICSF has grown to revenue of £587,000 on a consolidated basis including its UK trading subsidiary, ICSF (Trading) Ltd and the US office International Centre for Social Franchising Incorporated, a 20% increase on last year, and once again created an end of year surplus which will be invested straight back into working with more proven partners.

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TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 30 JUNE 2015

ACTIVITIES

ICSF's activities have 3 key components:

Consultancy: Work with partners to help them achieve their social mission by scaling their impact through replication. The bulk of this work is to deliver replication and development consultancy through our 5-stage process. We also deliver a number of workshops to develop scale-up strategy options. Finally we work with existing networks to strengthen their ability to deliver social impact.

Research: We contribute towards the global knowledge-base on scale up and replication.

Advocacy: Promote sector-wide awareness and understanding of the reasons for scaling social impact. Build eco-systems that support an organisation's social replication journey. To do this we regularly speak at conferences globally, write articles in leading publications and deliver training courses.

OBJECTS

The main objects as stated in the Articles of Association are: -

1. The promotion of the efficiency and effectiveness of charities and the effective use of charitable resources through
 - a) The provision of services, including but not limited to, research, advice and consultancy services to individuals, charities and/or other organisations, and
 - b) The promotion of the replication, systemisation and increased efficiency and reach of successful charitable projects
2. Such charitable purposes for the public benefit as are exclusively charitable according to the laws of England and Wales as the Trustees may from time to time determine.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Legal control of the charity is in the hands of the Board of Trustees. Every trustee has been appointed a director of the company. Trustees are either the original subscribers to the company's Memorandum of Association or join the Board by election at Trustee meetings or by written resolution signed by all Trustees.

The company's governing instruments are its Memorandum and Articles of Association.

The Board of Trustees works with the charity's Chief Executive on strategic development and policy implementation.

TRADING SUBSIDIARY

The ICSF works with charities and voluntary organisations carrying out charitable projects. Any services performed for other organisations are carried out by ICSF (Trading) Ltd, a wholly owned subsidiary of the ICSF. The trading subsidiary benefits from tax relief on profits donated to the parent charity ICSF.

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TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 30 JUNE 2015

FINANCIAL REVIEW

The charity's income of £481,000 and surplus of £92,000 are evidence of ICSF's solid growth and secure management. The surplus helps us meet our long term reserves target and supports our continued expansion, enabling us to work with more social replication projects.

We have hired new staff to deliver on projects and help us win new work. This increase in employment costs is balanced by a reduced reliance on external consultants.

A key change this year was the establishment of the US legal entity International Centre for Social Franchising Incorporated ("ICSF Inc"). In its first accounting period to 30 June 2015 it made a small surplus of £3,000 on income of £151,000 and we forecast significant growth in revenue. Owing to the global nature of many of our projects, UK and US staff support each other in delivering our work and the UK ICSF charity's accounts reflect fees earned by us for consultancy support provided to ICSF Inc, fees billed to us for consultancy support provided to us by ICSF Inc and resource sharing fees reflecting the administrative assistance that the UK has given ICSF Inc.

The charity's trading subsidiary made a small surplus during the year which was donated to the charity.

RESERVES POLICY

ICSF's ongoing Reserves Policy is to ensure that a level of resources is always retained to continue funding:

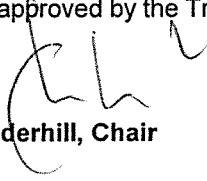
- its core structure and activities for a minimum period of 3 months. Longer term, the intention is to increase this to 6 Months
- its existing commitments to charitable projects

The Reserves Policy is reviewed at least annually in the light of the Charity's changing circumstances. The ongoing situation is monitored by the Treasurer and Chief Executive and is formally presented at each Trustee meeting, together with a cash flow forecast.

RISK POLICY

In accordance with the recommendations of the Statement of Recommended Practice the trustees confirm that they have reviewed the major risks to which the charity might be exposed. An indemnity policy is in place to cover the negligence or default of trustees or employees.

This report was approved by the Trustees on 1 December 2015 and signed on their behalf by:


Christopher Underhill, Chair
Trustee

INTERNATIONAL CENTRE FOR SOCIAL FRANCHISING
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**INDEPENDENT EXAMINER'S REPORT
FOR THE YEAR ENDED 30 JUNE 2015**

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF INTERNATIONAL CENTRE FOR SOCIAL FRANCHISING

I report on the financial statements of the company for the year ended 30 June 2015 which are set out on pages 10 to 23.

This report is made solely to the company's Trustees, as a body, in accordance with section 145 of the Charities Act 2011 and regulations made under section 154 of that Act. My work has been undertaken so that I might state to the company's Trustees those matters I am required to state to them in an Independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the company and the company's Trustees as a body, for my work or for this report.

RESPECTIVE RESPONSIBILITIES OF TRUSTEES AND EXAMINER

The Trustees, who are also the directors of the company for the purposes of company law, are responsible for the preparation of the financial statements. The Trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the Act) and that an independent examination is needed. The company's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of the ICAEW.

Having satisfied myself that the company is not subject to audit under charity or company law and is eligible for independent examination, it is my responsibility to:

- examine the financial statements under section 145 of the Act;
- follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the Act; and
- state whether particular matters have come to my attention.

BASIS OF INDEPENDENT EXAMINER'S REPORT

My examination was carried out in accordance with the general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the company and a comparison of the financial statements presented with those records. It also includes consideration of any unusual items or disclosures in the financial statements, and seeking explanations from you as Trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the financial statements present a 'true and fair view' and the report is limited to those matters set out in the statement below.

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INDEPENDENT EXAMINER'S REPORT (continued)
FOR THE YEAR ENDED 30 JUNE 2015

INDEPENDENT EXAMINER'S STATEMENT

In connection with my examination, no matter has come to my attention:

- (1) which gives me reasonable cause to believe that in any material respect the requirements:
- to keep accounting records in accordance with section 386 of the Companies Act 2006; and
 - to prepare financial statements which accord with the accounting records and comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities
- have not been met; or
- (2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the financial statements to be reached.

Signed:

Ian Rosmarin FCA

Dated:

21st December 2015

CALDER & CO
Chartered Accountants
16 Charles II Street
London
SW1Y 4NW

INTERNATIONAL CENTRE FOR SOCIAL FRANCHISING
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STATEMENT OF FINANCIAL ACTIVITIES
(incorporating income and expenditure account)
FOR THE YEAR ENDED 30 JUNE 2015

	Note	Unrestricted funds 2015 £	Restricted funds 2015 £	Total funds 2015 £	Total funds 2014 £
INCOMING RESOURCES					
Incoming resources from generated funds:					
Voluntary income	2	13,419	48,020	61,439	124,941
Investment income	3	4,526	-	4,526	-
Resource sharing agreement		32,909	-	32,909	24,227
Bank interest receivable		-	-	-	574
Incoming resources from charitable activities:					
Consultancy	4	382,004	-	382,004	251,668
TOTAL INCOMING RESOURCES		432,858	48,020	480,878	401,410
RESOURCES EXPENDED					
Costs of generating funds:					
Costs of generating funds	5	52,849	-	52,849	47,156
Charitable activities	6	260,006	70,421	330,427	298,746
Governance costs	7	5,958	-	5,958	4,532
TOTAL RESOURCES EXPENDED	9	318,813	70,421	389,234	350,434
MOVEMENT IN TOTAL FUNDS FOR THE YEAR - NET INCOME/(EXPENDITURE) FOR THE YEAR		114,045	(22,401)	91,644	50,976
<i>Total funds at 1 July 2014</i>		<i>101,937</i>	<i>32,401</i>	<i>134,338</i>	<i>83,362</i>
TOTAL FUNDS AT 30 JUNE 2015		215,982	10,000	225,982	134,338

The notes on pages 13 to 23 form part of these financial statements.

INTERNATIONAL CENTRE FOR SOCIAL FRANCHISING
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REGISTERED NUMBER: 08093052

BALANCE SHEET
AS AT 30 JUNE 2015

	Note	£	2015 £	£	2014 £
FIXED ASSETS					
Tangible assets	14		1,685		2,292
Investments	15		1		1
			<u>1,686</u>		<u>2,293</u>
CURRENT ASSETS					
Debtors	16	213,531		179,529	
Cash at bank		128,876		19,098	
		<u>342,407</u>		<u>198,627</u>	
CREDITORS: amounts falling due within one year	17	(113,111)		(56,582)	
NET CURRENT ASSETS			<u>229,296</u>		<u>142,045</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			<u>230,982</u>		<u>144,338</u>
CREDITORS: amounts falling due after more than one year	18		(5,000)		(10,000)
NET ASSETS			<u>225,982</u>		<u>134,338</u>
FUNDS					
Restricted funds	19		10,000		32,401
Unrestricted funds	19		215,982		101,937
TOTAL FUNDS			<u>225,982</u>		<u>134,338</u>

The Trustees consider that the company is entitled to exemption from the requirement to have an audit under the provisions of section 477 of the Companies Act 2006 ("the Act") and members have not required the company to obtain an audit for the year in question in accordance with section 476 of the Act.

The Trustees acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and for preparing financial statements which give a true and fair view of the state of affairs of the company as at 30 June 2015 and of its net incoming resources for the year in accordance with the requirements of sections 394 and 395 of the Act and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

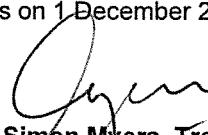
The financial statements have been prepared in accordance with the provisions applicable to small companies within Part 15 of the Companies Act 2006 and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008).

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BALANCE SHEET (continued)
AS AT 30 JUNE 2015

The financial statements were approved by the Trustees on 1 December 2015 and signed on their behalf, by:


Christopher Underhill, Chair


Simon Myers, Treasurer

The notes on pages 13 to 23 form part of these financial statements.

INTERNATIONAL CENTRE FOR SOCIAL FRANCHISING
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2015

1. ACCOUNTING POLICIES

1.1 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value, and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008). The financial statements have been prepared in accordance with the Statement of Recommended Practice (SORP), 'Accounting and Reporting by Charities' published in March 2005, applicable accounting standards and the Companies Act 2006.

1.2 Company status

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

1.3 Fund accounting

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

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

1.4 Incoming resources

All incoming resources are included in the Statement of financial activities when the company has entitlement to the funds, certainty of receipt and the amount can be measured with sufficient reliability.

Donated services or facilities, which comprise donated services, are included in income at a valuation which is an estimate of the financial cost borne by the donor where such a cost is quantifiable and measurable. No income is recognised where there is no financial cost borne by a third party.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2015

INTERNATIONAL CENTRE FOR SOCIAL FRANCHISING
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2015**

3. INVESTMENT INCOME

	Unrestricted funds 2015 £	Restricted funds 2015 £	Total funds 2015 £	Total funds 2014 £
Bank interest receivable	-	-	-	574
Resource sharing agreement	32,909	-	32,909	24,227
Interest received	4,526	-	4,526	-
	<u>37,435</u>	<u>-</u>	<u>37,435</u>	<u>24,801</u>

4. INCOMING RESOURCES FROM CHARITABLE ACTIVITIES

	Unrestricted funds 2015 £	Restricted funds 2015 £	Total funds 2015 £	Total funds 2014 £
Consultancy	<u>382,004</u>	<u>-</u>	<u>382,004</u>	<u>251,668</u>

5. COSTS OF GENERATING CONSULTANCY AND OTHER INCOME

	Unrestricted funds 2015 £	Restricted funds 2015 £	Total funds 2015 £	Total funds 2014 £
Fundraising and marketing of services	<u>52,849</u>	<u>-</u>	<u>52,849</u>	<u>47,156</u>
	<u>52,849</u>	<u>-</u>	<u>52,849</u>	<u>47,156</u>

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2015

6. EXPENDITURE BY CHARITABLE ACTIVITY

SUMMARY BY FUND TYPE

	Unrestricted funds 2015 £	Restricted funds 2015 £	Total funds 2015 £	Total funds 2014 £
Consultancy	228,908	64,157	293,065	275,868
Advocacy	22,751	6,264	29,015	15,433
Research	8,347	-	8,347	7,445
	<u>260,006</u>	<u>70,421</u>	<u>330,427</u>	<u>298,746</u>

7. GOVERNANCE COSTS

	Unrestricted funds 2015 £	Restricted funds 2015 £	Total funds 2015 £	Total funds 2014 £
Accountancy	2,525	-	2,525	1,685
Trustee & governance costs	410	-	410	126
Payroll costs	240	-	240	240
Support costs	644	-	644	708
Wages and salaries	2,117	-	2,117	1,756
Depreciation	22	-	22	17
	<u>5,958</u>	<u>-</u>	<u>5,958</u>	<u>4,532</u>

8. DIRECT COSTS

	Consultancy £	Advocacy £	Total 2015 £	Total 2014 £
Consultancy	58,038	-	58,038	59,077
Conferences	-	15,106	15,106	3,023
Travel and subsistence	24,311	-	24,311	38,086
Licensing costs	740	-	740	-
	<u>83,089</u>	<u>15,106</u>	<u>98,195</u>	<u>100,186</u>

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2015

9. ANALYSIS OF RESOURCES EXPENDED BY EXPENDITURE TYPE

	Staff costs 2015 £	Depreciation 2015 £	Support and other costs 2015 £	Total 2015 £	Total 2014 £
Cost of generating voluntary income	40,198	415	12,236	52,849	47,156
Costs of generating funds	40,198	415	12,236	52,849	47,156
Consultancy	152,327	1,571	139,167	293,065	275,868
Advocacy	10,579	109	18,327	29,015	15,433
Research	6,348	65	1,934	8,347	7,445
Charitable activities	169,254	1,745	159,428	330,427	298,746
Governance	2,117	22	3,819	5,958	4,532
	211,569	2,182	175,483	389,234	350,434

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2015**

10. SUPPORT AND STAFF COSTS

	Consultancy £	Advocacy £	Research £	Total 2015 £	Total 2014 £
Consultancy	4,598	-	-	4,598	-
Advertising and marketing	3,241	225	135	3,601	2,261
Rent	11,101	771	463	12,335	14,415
Telephone & internet	1,274	88	53	1,415	583
Staff recruitment	9,019	626	376	10,021	1,355
Bad debts	5,116	-	-	5,116	-
Travel and subsistence	4,913	341	205	5,459	-
Entertainment - staff	1,263	88	53	1,404	1,159
Entertainment - clients	1,115	78	47	1,240	939
Consulting fees and expenses	-	-	-	-	2,800
Printing, postage and stationary	172	12	7	191	312
Insurance	4,766	331	199	5,296	4,271
General expenses	339	24	14	377	108
Bank charges	643	45	27	715	638
IT software and consumables	2,273	158	95	2,526	2,688
Profit/loss on foreign exchange	(115)	(8)	(5)	(128)	2,277
Staff training	5,633	391	235	6,259	3,743
Subscriptions	727	51	30	808	244
US Costs	-	-	-	-	18,892
Wages and salaries	133,893	9,298	5,579	148,770	123,845
National insurance	12,203	848	509	13,560	11,044
Pension cost	6,231	433	260	6,924	5,586
Depreciation	1,571	109	65	1,745	1,400
	<u>209,976</u>	<u>13,909</u>	<u>8,347</u>	<u>232,232</u>	<u>198,560</u>

11. ANALYSIS OF RESOURCES EXPENDED BY ACTIVITIES

	Activities undertaken directly 2015 £	Support and staff costs 2015 £	Total 2015 £	Total 2014 £
Consultancy	83,089	209,976	293,065	275,868
Advocacy	15,106	13,909	29,015	15,433
Research	-	8,347	8,347	7,445
Total	<u>98,195</u>	<u>232,232</u>	<u>330,427</u>	<u>298,746</u>

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12. NET INCOMING RESOURCES

	2015	2014
	£	£
This is stated after charging:		
Depreciation of tangible fixed assets	2,182	1,749
Governance accountancy costs	2,585	1,685
Pension costs	8,655	6,983

During the year, no Trustees received any remuneration (2014 - £NIL)

During the year, no Trustees received any benefits in kind (2014 - £NIL)

During the year, 2 Trustees received reimbursement of expenses amounting to £730 (2014 - 1 Trustee - £81)

13. STAFF COSTS

Staff costs were as follows:

	2015	2014
	£	£
Wages and salaries	197,060	154,806
Social security costs	16,951	13,805
Other pension costs	8,655	6,983
	222,666	175,594
Total	222,666	175,594

The average monthly number of employees during the year was as follows:

	2015	2014
	No.	No.
	5	4

No employee received remuneration amounting to more than £60,000 in either year.

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14. TANGIBLE FIXED ASSETS

	Office equipment £
Cost	
At 1 July 2014	5,247
Additions	2,123
Disposals	(822)
	6,548
At 30 June 2015	6,548
Depreciation	
At 1 July 2014	2,955
Charge for the year	2,182
On disposals	(274)
	4,863
At 30 June 2015	4,863
Net book value	
At 30 June 2015	1,685
At 30 June 2014	2,292

15. FIXED ASSET INVESTMENTS

	Shares in group undertakings £
Cost	
At 1 July 2014 and 30 June 2015	1

Subsidiary undertakings

The following were subsidiary undertakings of the charity:

Name	Holding
ICSF (Trading) Limited	100%

The aggregate of the share capital and reserves as at 30 June 2015 and of the profit or loss for the year ended on that date for the subsidiary undertakings were as follows:

Name	Aggregate of share capital and reserves £	Profit/(loss) £
ICSF (Trading) Limited	1	1,357

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16. DEBTORS

	2015 £	2014 £
Trade debtors	68,011	66,051
Amounts owed by group undertakings	91,992	63,732
VAT repayable	-	2,736
Other debtors	-	46
Prepayments and accrued income	53,528	46,964
	<u>213,531</u>	<u>179,529</u>

**17. CREDITORS:
Amounts falling due within one year**

	2015 £	2014 £
Other loans	5,000	-
Trade creditors	14,886	12,827
Other taxation and social security (see below)	16,117	4,354
Pension fund	-	1,888
Accruals and deferred income	77,108	37,513
	<u>113,111</u>	<u>56,582</u>

Other taxation and social security

	2015 £	2014 £
PAYE/NI control	6,267	4,354
VAT control	9,850	-
	<u>16,117</u>	<u>4,354</u>

**18. CREDITORS:
Amounts falling due after more than one year**

	2015 £	2014 £
Other loans	5,000	10,000

ICSF received a loan from an independent third party on 3 March 2014. The loan will be repaid in 4 equal installments of £2,500 commencing in the first quarter of 2016. There is no interest payable on the loan.

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**NOTES TO THE FINANCIAL STATEMENTS
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19. STATEMENT OF FUNDS

	Brought Forward £	Incoming resources £	Resources Expended £	Carried Forward £
Designated funds				
Designated Funds - all funds	2,293	2,397	(3,005)	1,685
General funds				
General Funds - all funds	99,644	430,461	(315,808)	214,297
Total Unrestricted funds	101,937	432,858	(318,813)	215,982
Restricted funds				
Restricted Funds - all funds	32,401	48,020	(70,421)	10,000
Total of funds	134,338	480,878	(389,234)	225,982

20. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds 2015 £	Restricted funds 2015 £	Total funds 2015 £	Total funds 2014 £
Tangible fixed assets	1,684	-	1,684	2,292
Fixed asset investments	1	-	1	1
Current assets	168,546	173,862	342,408	198,627
Creditors due within one year	50,751	(163,862)	(113,111)	(56,582)
Creditors due in more than one year	(5,000)	-	(5,000)	(10,000)
	215,982	10,000	225,982	134,338

21. PENSION COMMITMENTS

The Charity contributes to employee personal pension schemes where provided for in the employee's contract. The pension cost charge represents contributions payable by the charity to these schemes and amounted to £8,655 (2014 - £6,983). Contributions outstanding at the year end totalled £4,877 (2014 - £1,888).

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22. RELATED PARTY TRANSACTIONS

ICSF (Trading) Limited, a 100% owned subsidiary, made a donation to the charity of £3,729 (2014 - NIL) at the balance sheet date.