

Reports and Financial Statements

For the year ended 31 July 2009

Southern Educational Leadership Trust

Charity registration number 1117330
Company registration number 05774260



LD4	*LOW1BJSS*	251
	07/05/2010	
	COMPANIES HOUSE	
L19	*LOH1FJLA*	55
	30/04/2010	
	COMPANIES HOUSE	

Mazars LLP
Times House, Throwley Way
Sutton, Surrey, SM1 4JQ

Southern Educational Leadership Trust

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Southern Educational Leadership Trust

Charity information

Charity registration number	1117330
Company registration number	05774260
Company Secretary	Ian James Pearce (ipcep Limited)
Registered address	Southern Educational Leadership Centre 1 & 2 Conqueror Court Velum Drive Sittingbourne Kent ME10 5BH
Trustees	John Francis Clarke (Resigned 6/5/2009) Rose Collinson William David Goddard Rev Nigel Mark Genders (Appointed 9/6/2009) Richard Taner Hart Dr Anthony Hayes Dr Coleen Jackson Dr David Langford (Resigned 03/11/09) Dr Patricia Margaret Boyd Meers (Resigned 03/11/09) Dianne Josephine Nightingale (Appointed 9/6/2009) Shalini Norman Chris Philpott (Appointed 3/11/09) Jeremy Hamilton Taylor MBE (Resigned 6/5/2009) John Haydn West-Burnham Alison Jane Youd
Bankers	The Co-operative Bank 9 Prescott Street London E1 8BE
Independent auditors	Mazars LLP Times House Throwley Way Sutton Surrey SM1 4JQ
Solicitors	Bates Wells & Braithwaite LLP 2-6 Cannon Street London EC4M 6YH

Southern Educational Leadership Trust

Trustees' report

Introduction

The Southern Educational Leadership Trust (SELT) developed from the long-term successful work of Education Management South East (EMSE), which was a partnership of local authorities and universities developing school leadership across the region from the early 1990s onwards. The trust was formally established and incorporated as a charitable company in 2006 with the objects of promoting, improving and developing educational leadership in schools, local education authorities and other organisations supporting or providing education regionally, nationally and internationally. Since 2006 SELT has consistently developed its scale and scope of charitable work for leadership of state schools and, recently, children's services in local authorities. In 2008-9 SELT's income exceeded £5.9M with resources expended totalling £4.5M and nearly £4.5M carried forward as reserves though about 40% of these reserves has been allocated by the Trustees for investment in the new Southern Educational Leadership Centre in Sittingbourne. The current financial position and level of reserves are, therefore, demonstrably sound though the future environment for public money funding is rapidly becoming challenging so the Trustees have decided to prioritise their duty of prudence and maintain a substantial level of reserves. The future business plan envisages using a proportion of these reserves, applied prudently with diligent monitoring, to enable the trust to undertake the transition from delivering suites of national educational programmes based on public money grants from central government agencies, notably the National College of School Leadership (NCSL), to a more diverse set of customised training and support programmes with partners in localities based on a wide range of sustainable local, national and international grants.

Structure, governance, recruitment and training of trustees and management

The Southern Educational Leadership Trust (SELT) is a registered charitable company developing educational leadership in southern England and beyond including national and international work. The trust is governed by a balanced stakeholder Board of Trustees and advised by a Strategic Partnership Board comprising representatives of supporting partners including local and diocesan authorities and universities as shown in the structure diagram on page 3. The trust has formalised the partnership with South West England, which now forms part of SELT developing the trust's programmes from the South West Leadership Centre in Taunton.

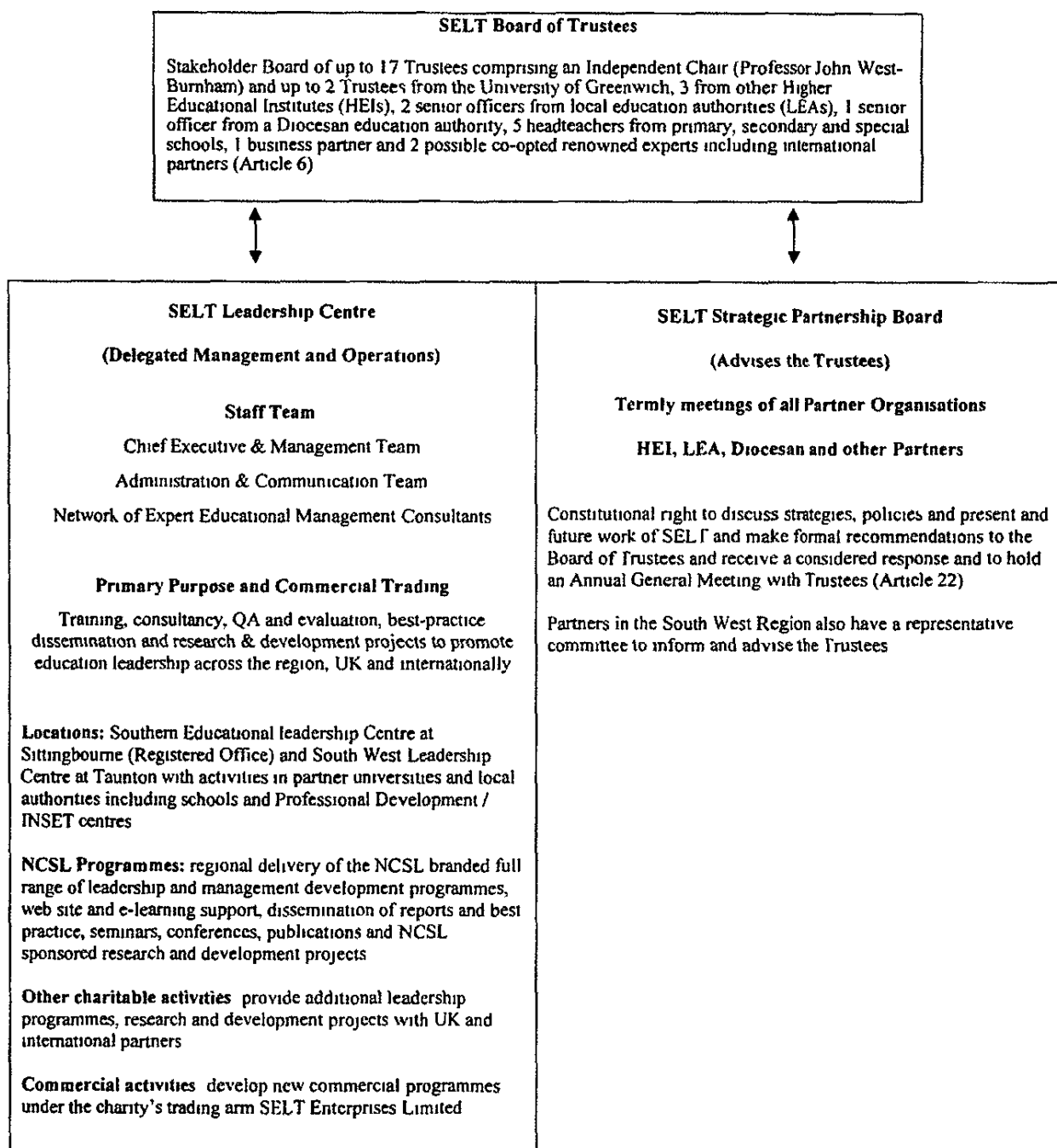
New trustees are recruited through the educational networks developed by SELT including members of the Strategic Partnership Board and their organisations, mainly schools, local and diocesan education authorities and universities with education departments. All new trustees are inducted by the Company Secretary on the legal duties and responsibilities of Trusteeship using Charity Commission Guidance and literature published by the trust's solicitors Bates Wells & Braithwaite. In addition the Company Secretary has introduced the NCVO Best Behaviour Code, which has been adopted by the Board and all trustees are required to sign the code and complete the declaration of interests, which is updated annually. Professor John West-Burnham as the Independent Chair advised by the Company Secretary and the trust's solicitors ensures that trustees act in accordance with their legal obligations, corporate governance principles and guidance from the Charity Commission and other organisations in the charity sector including NCVO, DSC and ACEVO. Training for trustees in 2008-9 included the Charities and Companies Acts 2006 with a special session on public benefit guidance from the Commission and their new obligations and data protection law and policy development.

Today SELT is managed by a small and experienced staff team comprising the Chief Executive, Finance Manager and specialist Programme Managers supported by an Office Manager and Administrative staff. Front-line delivery is largely provided by commissioned expert independent consultants many of who have been successful headteachers or leading educationalists. This management model has been carefully designed to minimise central staff costs, overheads and liabilities and maximise access to substantial expert capacity for quality front-line delivery. The model is cost-effective and highly risk adverse yet enables flexible access to expert consultants to develop and deliver new programmes and support services to meet changing educational needs in localities and the challenges of limited public money funds in the current and future climate.

Southern Educational Leadership Trust

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Diagram showing the Governance Structure



Objectives, activities and public benefits

The objectives of the trust are "the advancement of education, in particular (without prejudice to the generality) by promoting, improving and developing educational leadership in schools, local education authorities and other organisations supporting or providing education regionally, nationally and

Southern Educational Leadership Trust

Trustees' report

internationally" (extract from the objects in the Memorandum of Association)

The main activities in 2008-9 were delivering a comprehensive range of government grant funded educational leadership programmes including the following National College for School Leadership (NCSL) and Teachers' Development Agency (TDA) programmes:-

- **National Professional Qualification for Headship (NPQH)** – the trust completed training on the old model NPQH and successfully recruited and started training of new cohorts for the re-designed NPQH achieving over 40% of national provision across England and building numbers towards 1000 participants
- **Leading from the Middle** – recruitment to this programme continued to be strong achieving over 650 participants in this large and very successful programme including members of collaborative groups
- **Leadership Pathways** – this programme is a vital building block towards NPQH and headship and SELT continued to successfully recruit and train senior managers from schools achieving over 600 participants in the programme despite numbers being capped by NCSL
- **Early Headship Provision and New Visions** - the trust successfully negotiated a two year extension for support for new headteachers and recruited 290 new head teachers for the final cohort of New Visions which will become a central professional support function of NCSL so SELT started negotiations to provide local development and support programmes with partner local and diocesan education authorities
- **Team Leadership Programmes** - the two programmes designed to support senior leadership teams in schools comprising Developing the Capacity for Sustained Improvement (DCSI) and Working Together for Success (WTFS) were successfully completed in the South East Region and the trust won the contract and grant from NCSL for the new programme called Developing Senior Leadership Teams (DSLTT) across Southern England
- **Teachers' Development Agency Programmes** – under this programme SELT continued to provide high quality professional advice and bespoke training to develop workforce modernisation and extended services under the Every Child Matters policy and successfully negotiated a further extension to 2010

Effective school leadership and management are known to be critical factors for school performance and educational attainment in general. In terms of public benefits and meeting the criteria set by Charity Commission guidance on 'The Advancement of Education for the Public Benefit' each of these programmes contributed significantly to the improving the performance of over 3000 state schools across Southern England including London by developing excellence in school leadership and management. This has been demonstrated by independent academic studies and OFSTED (the statutory regulator of standards in education) inspections to both widen educational opportunity for children and young people and improve standards of education leading to higher levels of attainment in school tests, public examinations and vocational skills and qualifications. The benefits are for all students aged 4-19 years attending state schools across Southern England including primary and special schools and include many schools serving needy communities in the large cities of the region and areas of rural poverty.

Achievements and performance

All NCSL contracted programmes have continued to achieve high evaluation ratings by participants with the quality of facilitators and facilitation receiving consistently favourable assessments. NCSL has continued to hold the work of the trust on NPQH in a high regard and during this financial year extended SELT's contracts for NCSL continuing programmes to July 2011 whilst contracting the trust to be a provider of new grant

Southern Educational Leadership Trust

Trustees' report

funded programmes across the three regions of southern England. The TDA contract also successfully passed service reviews and the bespoke training was extended to 2010.

Financial review

This is the third year of self-management of finances since SELT took over from EMSE and the monies previously managed by Kent County Council were transferred to the trust. During the year the Trustees became increasingly aware that NCSL was reducing the scale of its contracts and focusing on school headship rather than the long-term development of all levels of management and leadership in schools. In view of the worsening funding environment the Trustees reviewed their medium term policy of maintaining reserves for the next 1-2 years combined with a policy of diversification of income streams through additional contracts other than the main NCSL/TDA programmes. Under their duty of prudence the Trustees decided to continue to maintain a high level of reserves and to invest carefully in new sustainable programmes based on a diverse range of national, regional and local public money grants and in a leadership centre which could provide a sustainable base for ongoing professional development and training. The income and reserves figures in these accounts demonstrate that the trust remains in a generally healthy financial position with surpluses being made from most programmes including the old and new NPQH models, Leading from the Middle, Leadership Pathways, Early Headship, New Visions and the TDA contract. The total income of nearly £6.0M and expenditure of £4.5M enabled Trustees to cautiously carry forward a total of £4.5M to maintain viability and invest in the new programmes and leadership centre. As in previous years it remains clear from the income figures that SELT, like its predecessor EMSE, still continues to be heavily dependent upon two public agencies and their limited funds and, more especially upon NCSL contracts. Most NCSL contracts have been extended until 2011, subject to ongoing high performance, and the trust has put in place policies to reduce this dependence over time as the trust diversifies activities, contracts and income streams. The Trustees also recognised that local education authorities are experiencing financial hardship but noted that schools and clusters of schools in localities are increasingly needing customised development and support so more localised and client-adapted programmes will be one area for future development. To help this diversification strategy the trust is carefully starting work and reviewing progress of the commercial trading arm named SELT Enterprises Limited set up in May 2008 and this company will take on new contracts with its surpluses being paid to the main charity by a Gift Aid donation.

Risk management

The main risks facing the trust are the public expenditure cuts in education, and specifically the cuts in public grants for professional development of school leaders and managers. This needs to be balanced against the long-term need for more senior managers to be qualified to undertake the vital role of school headship. During the past year the Trustees carefully monitored the associated financial risks and under their duty of prudence reviewed their cautious reserves policy. As in 2007-8 they decided that as SELT continues to be so heavily dependent upon public money grants mainly from two public agencies, especially upon NCSL and its NPQH Programme, where the future scale of provision is uncertain, then the reserves should continue to be maintained at a high level until diversification of income streams and a more secure long term financial base for future sustainability can be achieved. This policy has been carefully enacted and monitored throughout the year as the trust seeks new contracts and income streams and becomes less dependent upon uncertain central government grants.

Reserves policy

The Trustees have reviewed the current healthy reserves totalling £4,540,393 and are enacting a long-term policy for combining high levels of reserves with cautious application to new educational programmes and the new leadership centre in Kent both of which will contribute to maintaining financial stability and the sustainable development of the trust.

Southern Educational Leadership Trust

Trustees' report

Investment policy

The Trustees have opted to use ethically-based Co-operative Bank accounts and have approved the investment of a large proportion of the reserves in secure Co-operative Bank investment accounts

Future plans

The Trustees have approved the strategy of continuing current NCSL and TDA contracts for national and regional programmes and expanding such work only where contracted on a financially viable basis for all new or enhanced contracts as these government funded activities provide substantial income and a secure base for the future development of the trust. In addition the Trustees have delegated authority to the management team to negotiate a range of new contracts including supplementary programmes, bespoke work, provision of leadership coaches and coaching programmes and new SELT leadership services including specialist seminars and conferences

For 2009-11 SELT has been successful in gaining the new model NPQH contract for the three southern regions of South West, South East and London and won extension contracts with NCSL for Leadership Pathways, Senior Leadership Teams and Leading from the Middle. This means that income and grant-based activities are secure until 2011 but plans will need to be in place for new income streams thereafter. Therefore, the Chief Executive and Senior Management Team working with the Independent Chair of the Trustees have undertaken to produce a new Strategy and Business Plan in 2009-10 for the trust to take forward the diversification policy. As part of the planning process the trading arm SELT Enterprises Limited will be reviewed as the current public money environment has made progress difficult and pilot work has been cut back.

New opportunities which will form part of the new business plan include -

- broadening the focus on leadership development in schools to include the whole workforce,
- extending the geographic remit of our provision which is not tied to nationally prescribed boundaries,
- shifting the focus of our provision to include the targeting of academies, the independent sector and local authority personnel,
- addressing perceived and increasing gaps in provision not met by national strategies, and
- identifying and responding to bespoke needs of individuals, groups of schools and organisations

The following SELT derived activities will be taken forward -

- Renaissance - a programme for advanced leaders,
- I-Cubed - an accredited programme for middle leaders;
- a Primary phase based team leadership programme, and
- a SELT replacement for New Visions (support for new headteachers)

In addition the expertise of the body of SELT consultants will provide the trust with the capacity to deliver both group based seminars and master classes as well as individual coaching, mentoring and management consultancy for schools and clusters of schools in localities by -

- coaching and professional support,
- conferences and festivals,
- bespoke programmes and consultancy, and
- international activities

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Trustees' report

Related party transactions

Some of the trustees of the charity are also trustees of a number of other organisations who send participants to courses that the charity organises. Where this occurs the organisation involved pays the same rate for these participants fees as is charged to other unconnected organisations.

Transactions with the subsidiary company SELT Enterprises Limited are detailed in note 13 to the accounts.

Public benefit statement

The Trustees confirm that to the best of their ability they have consistently complied with their duty to have due regard to the guidance on public benefit published by the Commission in exercising their powers or duties.

Trustees' responsibilities in relation to the financial statements

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 and of the surplus or deficit of the charity for that period. In preparing those financial statements the Trustees are required to:-

- select suitable accounting policies and then apply them consistently,
- make judgements and estimates that are reasonable and prudent;
- comply with applicable accounting standards subject to any material 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 maintaining proper accounting records which disclose within reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. The Trustees 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.

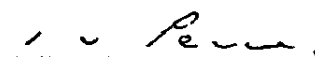
Statement as to disclosure of information to auditors

In accordance with company law, as the charity's Trustees, we certify that

- so far as we are aware, there is no relevant audit information of which the charity's auditors are unaware, and
- as the Trustees of the charity we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

In preparing this report, the trustees have taken advantage of the small companies exemption provided by section 415A of the Companies Act 2006.

By order of the Trustees


IAN JAMES PEARCE
COMPANY SECRETARY

Date: 29 April 2010

Independent auditor's report to the trustees of

Southern Educational Leadership Trust

We have audited the financial statements of The Southern Educational Leadership Trust for the year ended 31 July 2009 which comprise the consolidated Statement of Financial Activities, the consolidated and charity Balance Sheets and the related notes. The financial statements have been prepared under the accounting policies set out therein.

Respective responsibilities of trustees and auditors

The trustees' (who are also the directors of the company for the purposes of company law) responsibilities 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) and for being satisfied that the financial statements give a true and fair view are set out in the Statement of Trustees' Responsibilities.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland). This report, including our opinion, has been prepared for and only for the charity's trustees as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body for our audit work, for this report, or for the opinions we have formed.

We report to you our opinion as to whether the financial statements give a true and fair view, have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, and have been prepared in accordance with the Companies Act 2006. We also report to you whether in our opinion the information given in the Trustees' Report is consistent with those financial statements.

In addition we report to you if, in our opinion, the charity has not kept adequate accounting records, if the charity's financial statements are not in agreement with the accounting records and returns, if we have not received all the information and explanations we require for our audit, or if certain disclosures of trustees' remuneration specified by law are not made.

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

Basis of audit opinion

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

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

Opinion

In our opinion:

- the financial statements give a true and fair view of the state of the charity's affairs as at 31 July 2009 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended,

Independent auditor's report to the trustees of
Southern Educational Leadership Trust

- the financial statements have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice,
- the financial statements have been prepared in accordance with the Companies Act 2006, and
- the information given in the Trustees' Report is consistent with the financial statements

Mazars LLP

Mazars LLP, Chartered Accountants (Statutory auditor)

Nicola Wakefield (Senior statutory auditor)

Mazars LLP
Times House
Throwley Way
Sutton
Surrey
SM1 4JQ

Date 30 April 2010

Southern Educational Leadership Trust

Consolidated statement of financial activities For the year ended 31 July 2009

	Notes	Unrestricted funds 2009 £	Unrestricted funds 2008 £
Incoming resources			
Incoming resources from generated funds			
Trading turnover	2	600	-
Investment income			
Interest received		151,872	129,575
Incoming resources from charitable activities			
Grants for courses of adult education		5,806,483	4,377,391
Total incoming resources		<u>5,958,955</u>	<u>4,506,966</u>
Resources expended			
Costs of generating funds			
Trading expenditure	2	99,852	-
Charitable activities			
Provision of adult education	3	4,301,013	3,844,487
Governance costs	4	97,250	76,916
Total resources expended		<u>4,498,115</u>	<u>3,921,403</u>
Net incoming resources		1,460,840	585,563
Charity funds brought forward		3,079,553	2,493,990
Group funds carried forward	12	<u>4,540,393</u>	<u>3,079,553</u>

The comparative figures relate to the charity only and the 2009 figures to the group comprising the charity and its wholly owned subsidiary which was dormant during the year ended 31 July 2008 but commenced trading this year

There are no recognised gains or losses other than those included above

Southern Educational Leadership Trust

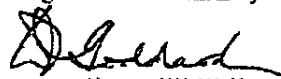
Consolidated balance sheet at 31 July 2009

	Notes	2009	
		£	£
Fixed assets			
Tangible assets	8		70,831
Current assets			
Debtors	10	614,079	
Cash at bank and in hand		4,261,372	
		<u>4,875,451</u>	
Creditors – Amounts falling due within one year	11	<u>(405,889)</u>	
Net current assets			<u>4,469,562</u>
Net assets			<u><u>4,540,393</u></u>
Represented by:			
Unrestricted funds	12		<u><u>4,540,393</u></u>

During the year ended 31 July 2008 the charity's subsidiary was dormant and therefore no group consolidated financial statements were prepared. As the subsidiary commenced trading during the year consolidated group financial statements have been prepared for the first time this year.

The financial statements have been prepared in accordance with the special provisions relating to companies subject to the small companies regime within part 15 of the Companies Act 2006 and in accordance with the Financial Reporting Standards for Smaller Entities (effective April 2008).

Approved by the Trustees on 9th February 2010
and signed on their behalf by



WILLIAM DAVID GODDARD
TRUSTEE


Southern Educational Leadership Trust

Charity balance sheet at 31 July 2009

	Notes	2009	2008
		£	£
Fixed assets			
Tangible assets	8	70,831	50,221
Investments - subsidiary	9	1	1
Current assets			
Debtors (including £100,000 due after one year)	10	714,467	856,671
Cash at bank and in hand		4,260,235	2,552,637
		<u>4,974,702</u>	<u>3,409,308</u>
Creditors – Amounts falling due within one year	11	<u>(402,889)</u>	<u>(379,977)</u>
Net current assets		<u>4,571,813</u>	<u>3,029,331</u>
Net assets		<u><u>4,642,645</u></u>	<u><u>3,079,553</u></u>
Represented by:			
Unrestricted funds	12	<u><u>4,642,645</u></u>	<u><u>3,079,553</u></u>

The financial statements have been prepared in accordance with the special provisions relating to companies subject to the small companies regime within part 15 of the Companies Act 2006 and in accordance with the Financial Reporting Standards for Smaller Entities (effective April 2008)

Approved by the Trustees on
and signed on their behalf by



WILLIAM DAVID GODDARD
TRUSTEE

Southern Educational Leadership Trust

Notes to the financial statements for the year ended 31 July 2009

1 Accounting policies

1.1 Basis of preparation

The financial statements have been prepared under the historical cost convention and in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities" issued by the Charity Commission in March 2005, and applicable accounting standards

These financial statements include the consolidated statement of financial activities and balance sheet of the charity and its fully owned trading subsidiary, SELT Enterprises Limited, which was incorporated in May 2008 but was dormant until the current financial year this therefore being the first year for which consolidated financial statements have been prepared

1.2 Fund accounting

The unrestricted fund is expendable at the discretion of the trustees in furtherance of the objectives of the charity.

1.3 Incoming resources

All incoming resources are recognised in the Statement of Financial Activities when the conditions of receipt have been met and there is reasonable assurance of receipt.

1.4 Costs of charitable activities

Costs of charitable activities includes all expenditure directly related to the objects of the charity

1.5 Governance costs

Governance costs include costs of governance arrangements which relate to the general running of the charity. These activities provide the governance infrastructure which allows the charity to operate and to generate the information required for public accountability

1.6 Tangible fixed assets

Depreciation is provided on cost in equal annual instalments over the estimated useful lives of the assets. The rate of depreciation is as follows

Office equipment	25% p a
Buildings	2% p a

In September 2009, the charity purchased an office block located in Sittingbourne, Kent, for approximately £1,600,000. In accordance with FRS15, costs incurred prior to 31 July 2009 but relating to the purchase have been capitalised and will be depreciated once the building is brought into use

Southern Educational Leadership Trust

Notes to the financial statements for the year ended 31 July 2009

2 Subsidiary income and expenditure

	2009
	£
Trading income	600
Trading expenditure	(99,852)
Governance costs (note 4)	(3,000)
	<u>(102,252)</u>

The subsidiary made a trading loss during the year as it paid to release itself from future liabilities imposed by onerous contracts. It is expected to make a profit in future periods.

3 Costs charitable activities

	2009 £	2008 £
Venues	1,002,104	928,654
Tutors	1,693,889	1,637,003
Support costs (note 5)	1,605,020	1,278,830
	<u>4,301,103</u>	<u>3,844,487</u>

4 Governance costs

	2009 £	2008 £
Auditors' remuneration – audit charity	6,900	6,825
– accountancy charity	2,875	2,785
– audit subsidiary	2,000	-
– accountancy subsidiary	1,000	-
Support costs (note 5)	84,475	67,306
	<u>97,250</u>	<u>76,916</u>

Southern Educational Leadership Trust

Notes to the financial statements for the year ended 31 July 2009

5 Allocation of support costs

The allocation of support costs and overheads between charitable activities and governance costs is based on staff time spent on each activity and is shown below -

	Charitable activities £	Governance £	2009 £	2008 £
Couriers	9,182	483	9,665	9,465
Travel and subsistence	170,420	8,969	179,389	165,270
Training and support	463,587	24,399	487,986	360,561
Printing, postage and stationery	43,304	2,279	45,583	34,378
Telephone	8,292	436	8,728	8,462
Salaries	734,262	38,645	772,907	581,642
Staff training	7,680	404	8,084	1,625
Rent	51,656	2,719	54,375	48,948
Repairs and renewals	5,446	287	5,733	1,294
Insurance	3,961	209	4,170	3,876
Office equipment rentals	5,994	316	6,310	10,513
Hire/storage	-	-	-	908
Computer supplies and charges	15,377	809	16,186	9,356
Photocopies	1,852	97	1,949	9,548
Bank charges	971	51	1,022	967
Legal and professional	52,992	2,789	55,781	66,736
Other	2,095	112	2,207	9,062
Depreciation	27,949	1,471	29,420	23,525
	<u>1,605,020</u>	<u>84,475</u>	<u>1,689,495</u>	<u>1,346,136</u>

Southern Educational Leadership Trust

Notes to the financial statements for the year ended 31 July 2009

6 Net incoming resources

	2009 £	2008 £
Net incoming resources for the year is stated after charging:		
Depreciation of tangible fixed assets	29,420	23,525
Operating lease rentals		
- property	17,000	-
- equipment	8,225	8,225
	<u> </u>	<u> </u>

7 Staff costs

	2009 No.	2008 No.
Average number of employees during the year	18	16
	<u> </u>	<u> </u>
	2009 £	2008 £
Salaries	716,234	539,439
Social security costs	56,673	42,203
	<u> </u>	<u> </u>
	<u>772,907</u>	<u>581,642</u>

One employee received remuneration in the band of £60,000-£69,999 (2008 two) and one in the band of £70,000 to £79,999 (2008 nil). During the year the chairman received remuneration of £5,500 (2008 £5,000). This is specifically allowed by section 5.9 of the Memorandum and Articles of Association (as amended by special resolution dated 30 October 2006). No travel expenses (2008 £29) were reimbursed to any trustee (2008 one) during the year.

Southern Educational Leadership Trust

Notes to the financial statements for the year ended 31 July 2009

8 Tangible fixed assets – Group and Charity

	Land and buildings £	Office equipment £	Total 2009 £
Cost			
At 1 August 2008	-	94,100	94,100
Additions	26,450	23,580	50,030
	<u>26,450</u>	<u>117,680</u>	<u>144,130</u>
At 31 July 2009	26,450	117,680	144,130
Depreciation			
At 1 August 2008	-	43,879	43,879
Charge for the year	-	29,420	29,420
	<u>-</u>	<u>73,299</u>	<u>73,299</u>
At 31 July 2009	-	73,299	73,299
Net book value			
At 31 July 2009	26,450	44,381	70,831
	<u>26,450</u>	<u>44,381</u>	<u>70,831</u>
At 1 August 2008	-	50,221	50,221
	<u>-</u>	<u>50,221</u>	<u>50,221</u>

In September 2009, the charity purchased an office block located in Sittingbourne, Kent, for approximately £1,600,000. In accordance with FRS15, costs incurred prior to 31 July 2009 but relating to the purchase have been capitalised and will be depreciated once the building is brought into use.

9 Investment in subsidiary undertaking

The charity has a 100% owned trading subsidiary, SELT Enterprises Limited. The principal activity of the company is assisting the charity by promoting educational leadership in the Southeast of England.

	2009 £
Turnover	600
Cost of sales	(88,168)
	<u>(87,568)</u>
Gross (loss)	(87,568)
Administration	(14,684)
	<u>(102,252)</u>
Net (loss) for the year before taxation	(102,252)
Taxation Subsidiary	-
	<u>(102,252)</u>
Net (loss) for the year	(102,252)
	<u>(102,252)</u>
Net assets	5,895
	<u>5,895</u>

Southern Educational Leadership Trust

Notes to the financial statements for the year ended 31 July 2009

10 Debtors

	Consolidated 2009 £	Charity 2009 £	2008 £
Trade debtors	528,620	528,620	821,150
Owed by subsidiary	-	105,146	-
VAT	4,758	-	-
Prepayments & accrued income	80,701	80,701	35,521
	<u>614,079</u>	<u>714,467</u>	<u>856,671</u>

11 Creditors: Amounts falling due within one year

	Consolidated 2009 £	Charity 2009 £	2008 £
Trade creditors	324,081	324,081	287,096
Taxation and social security	30,159	30,159	47,815
Other creditors	38,774	38,774	35,456
Accruals	12,875	9,875	9,610
	<u>405,899</u>	<u>402,889</u>	<u>379,977</u>

12 Unrestricted funds

Group	2009 £	
Balance of charity brought forward	3,079,553	
Net incoming resources	1,460,840	
	<u>4,540,393</u>	
Charity	2009 £	2008 £
Balance brought forward	3,079,553	2,493,990
Net incoming resources	1,563,092	585,563
	<u>4,642,645</u>	<u>3,079,553</u>

Southern Educational Leadership Trust

Notes to the financial statements for the year ended 31 July 2009

13 Related party transactions

Some of the trustees of the charity are also trustees of a number of other organisations who send participants to courses that the charity organises. Where this occurs the organisation involved pays the same rate for these participants fees as is charged to other unconnected organisations.

14 Operating lease commitments

At 31 July 2009 the charity was committed to making the following payments under non-cancellable operating leases in the year to 31 July 2010:

	Other 2009 £	Other 2008 £
Leases expiring between two and five years		
- property	17,000	-
- equipment	8,225	8,225
	<u>25,225</u>	<u>8,225</u>