



REC

Recruitment
& Employment
Confederation

REC Annual Report

2019 Accounts and
2020 Trading Update

Making great work happen

Company information

Directors

J Barrowcliffe
A Bishop (appointed 20 June 2019)
D Brooks (appointed 20 June 2019)
N Carberry
S Conington
K Davison Renouf
M Edwards
R Handford
L Hewett
J Hilton
P Jacobs
P Mellor
C Moore
S Moore (appointed 20 June 2019)
H Salway
P Sharpe
G Taylor (appointed 20 June 2019)
S Thewlis
J Williams
G Wilson
S Winfield (appointed 20 June 2019)

Company secretary

D Vallance

Registered number

03895053

Registered office

Dorset House,
Stamford Street,
London,
SE1 9NT

The Recruitment and Employment Confederation Limited

(A Company Limited by Guarantee)

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Chris Moore FREC
REC Chair

Chair's welcome

As I near the end of my three year tenure as Chair of the REC, it feels important to reflect back on how much the world we're in has changed and how far the REC has come in this time.

In my [letter](#) that accompanies this year's report, I explain that journey. But as of today:

- ▶ We have an entire organisation with complete focus on its members.
- ▶ We have invested in and delivered a new CRM, new brand and new website to drive member engagement to a whole new level.
- ▶ We have designed and gained approval for a new governance environment that will see the organisation become more agile, have access to expert guidance and input from within our sector, and also expertise from outside our industry when we need it.

I feel incredibly proud to have been part of this organisation - as a member, a Council member and as Chair for the past three years. I will remain an activist for our industry for many years to come but my final task will be to ensure the organisation is left in good shape and under the stewardship of a new Chair.

This brings me onto the final part of my message to you all. We are living in extremely challenging times. I can't speak for other industry sectors but I feel I have permission to speak on behalf of ours when I say that we are an incredible breed of people, we never step aside from a crisis, we accept it for what it is, we adapt, and we overcome it. We have to remain a formidable force of good, and I encourage you all to work with the REC, to allow us to champion the industry, its people, and to ensure we continue to strengthen our voice with decision makers.

Best wishes to you all and thank you for allowing me to serve as your Chair.

Chris

Welcome to our 2019 Annual Report

Sitting down to draft this in the midst of the Coronavirus crisis, it takes some effort to recall what last year was like.

What shines out more clearly now - though it drove us then - is the purpose of the REC. We are here to help recruitment and staffing businesses make great work happen. Because we believe in what you do, and the benefits you create. Our reaction to the current crisis is born of this belief, but it was already guiding the steps we were taking before the virus struck.

Taking care of members and making it easier for you to access support, advice and representation from us is at the heart of my mission as your CEO. Our rebrand, changed approach to communications and new website are visible signs of this - but so is the investment that we have delivered in our back-office technology, like CRM, and other upgrades.

These investments have been the backbone of the REC being able to continue to serve you well during the crisis of 2020, with a fully remote working team. From a seat at the table with Government to more and different forms of business support, the REC has upped its game to match the times. And in 2019 this approach stood behind a faster rate of new membership growth, as well as an unprecedented second year of 90%+ renewal by existing corporate members. In what was already a tough year for the sector, these are strong results.

Thank you for this support - we will not let you down. I know how much recruiters are struggling right now. But we know that the sun will rise, and that we are adaptable, entrepreneurial and resilient. Let's take care of each other, and the UK's amazing recruitment sector will bounce back, stronger than ever.

I will no doubt have the chance to say this in person before he departs but I also want to formally record my thanks to Chris for his support and tenure as Chair.

All the best to you and your business,

Neil



Neil Carberry
Chief Executive Officer
Recruitment & Employment Confederation

REC performance highlights 2019

We are really proud to lead such a dynamic and resilient industry, so just like our members, the REC had to up its game in 2019.

We launched a **rebranded REC**

as part of our drive to ensure we all work together to make great work happen. Individuals are now clearly part of the REC family and known as **REC Professionals**

Our membership is a

3,350

strong network of recruitment businesses and 2019 was our second successive year of **90%+ renewals**

Our REC Professional membership has reached

10,021

individual recruiters

We had **3,782** total media hits in 2019, an increase of **64%** from 2018. Of those, **1,259** were in **target media outlets**, including the *Financial Times*

We have more than

500

of your clients (employing over **3.2 million staff**) signed up to the relaunched **Good Recruitment Collective**

We welcomed

453

new members in 2019, an **increase of 7%** on the year before

The REC website had **over 1.6 million**

visitors during 2019 – a **5% increase** on 2018

We have increased **Ministerial level contact and positive outcomes** by **20%**

including a visit to the REC in May 2019 by the then Secretary of State for Work & Pensions, Amber Rudd

The shape of our industry 2019

With an uncertain political and economical backdrop, paired with huge regulatory changes on the horizon, we can be proud of our industry's achievements in 2019, particularly given how a number of businesses in the sector reported it as a challenging year.

Recruitment Industry Trends covered the financial year 2018/19 and reported:

More than
31,140
recruitment enterprises
were operating across the
UK in March 2019,
**a year-on-year
increase of 2%**

A huge UK recruitment industry
turnover of
£38.9 billion

Employer satisfaction with
their recruitment partners was
82%
at it's **highest level**
in 2018/19

£5.5 billion
achieved through
permanent placements

£33.4 billion
generated through
temporary/contract placements

A total of
119,000
staff were employed by the
broader recruitment industry,
up 3% on 2017/18

83%
of **employers were satisfied**
with the candidates presented
by partner agencies

Our influence and reach

We used our network and reach to help successfully campaign for what recruiters need

Our spokespeople were interviewed
30
times on **TV and radio** during 2019, including three slots on Radio 4's *Today* programme

Our newly named
Good Recruitment Collective (GRC)
has grown to
500
companies all united behind one common goal of **attaining recruitment best practice**

389
HR and recruitment professionals joined together at the our flagship **Talent, Recruitment & Employment Conference (TREC)** in 2019

We have
52,827
followers on our **LinkedIn channel**.
A 29% increase on 2018

Our voice reaches
25,697
followers on our REC twitter channels
(@RECPress and @RECmembers)
a 3% increase on 2018

33%
increase in external visibility
Speaking slots at external conferences, parliamentary groups and official government forums

Supporting you to succeed



48,089

PDF downloads

of member material from the
REC website

including legal resources, research papers,
white papers, industry reports, career advice,
infographic summaries and much more



During 2019, there were

52,495

views of the REC Blog

which shares thought leadership, intelligence
and industry knowledge,
a 3% increase on 2018



Our **customer contact teams** dealt with

17,631

incoming telephone calls and

10,639

email queries.



We provided practical support via our
Brexit, IR35 and **Good Work hubs**
– with a combined total of

26,538

page views during 2019.

In more recent times, we added to this
with our **Covid-19 hub**.



Our **research area**
of the website received

40,003

page views – **an 18% increase**
on 2018, with

74

research reports published.



12

Legal reports were
published and

9

legal templates produced



The **Legal resources** area
of our website had

236,125

page views in 2019, with the
helpline seeing

10,837

calls and emails.



1,150

members actively engaged
in our **campaigning work**
(an increase of 26% on 2018).



Our **national events programme,**
webinars and IRP awards saw

6,805

attendees, a **9% increase**
on 2018

Improving professionalism and industry standards



During 2019,
4,520

qualification units were awarded within
regulated qualifications
through the REC awarding organisation



34

**bespoke in-company
training** courses delivered



We set standards for members and help regulate the industry.

We received a total of 108 formal complaints about REC members and we investigated every single one.
This is one of the ways we protect clients and candidates, and ensure good recruiters can thrive.



384

recruiters attended our
open training delivered
across the UK



579

recruiters got a
professional qualification
via the REC in 2019



154

corporate members have
also attained an **REC Audited** or
Audited Education accreditation.

Trading update 2020

The general UK economy achieved growth of 1.4% in 2019, slightly better than in 2018 but below the rate of 2% or more over the previous five years. There were some challenging headwinds for the sector during the year, with the number of temps placed in businesses dropping marginally. At the time of writing, we are in the midst of lockdown due to Covid-19 and so forecasts for 2020 are deeply uncertain. What is clear, however, is that the UK is experiencing a sharp recession in the first part of the year.

The unprecedented first quarter of 2020, with the UK being in lockdown due to Covid-19 since late March, and a number of support packages being announced by the UK government to aid businesses and individuals makes forecasting for the year ahead exceptionally difficult. As the economic picture is constantly changing, this trading update will not follow the usual format as economic predictions made now may be out-of-date by the time this Report and Accounts are published.

Within REC, our response to the current crisis has been aided by the Investments we made in 2019 to build a more digital REC. Our new CRM was launched in late 2019, at the same

time as our new brand and communications approach, which has significantly boosted member engagement. Last autumn, we also deployed the technology needed to run the entire organisation remotely – though we did not anticipate needing it so soon! The final part of this jigsaw of new technology is our new website, launched in May 2020.

As well as embedding these important new tools to support members, we are also reviewing our product suite during 2020, to ensure that we continue to meet the needs of the industry in this challenging time.

The REC has also undertaken a review of its governance structure and recently asked the membership to vote on several changes to the Articles of Association. The primary aim of this is to help the organisation become more effective by changing the size and composition of its governing body, whilst continuing to represent the recruitment industry. These changes are still to be approved by a formal general meeting, but it is anticipated that this will have happened by the time the AGM takes place. In light of the current crisis, once approved these changes will be put into force so that the REC can remain focussed on supporting members. An additional General Meeting (GM) in May was asked to approve both a temporary extension of the terms of the current REC Non-Executives to allow us to benefit from their experience over the summer and run elections when the new normal is more established.

Update on the position at March 2020

Whilst the impact of Covid-19 began to be felt in the first quarter, the trading update remains positive. Membership retention has remained at similar levels as previous years, and whilst a handful of members cancelled their Direct Debits for quarterly subscriptions in March, a pleasing number of these have already been reinstated as members realise the value of their continuing membership. Our legal resources in particular have been stretched in recent weeks, but action has been taken to ensure members continue to receive the support they need in these challenging times. We have seen record levels of engagement with our website Covid hub. We also continue to recruit new companies into membership at levels in line with the targets set in late 2019.

Other areas of the business have obviously suffered due to the constraints of lockdown, with the cancellation or postponement of a number of training and qualifications courses, major events like our 2020 REC conference and changes to the way we engage with members and other customers.

Internally, we have implemented a programme of cost-control designed to limit the negative impact of Covid-19 on our business. This has included some use of the Government furlough scheme for up to 12 members of staff where demand for their specialist roles has dropped, as well as the Q2 deferral of VAT payments. It is likely that we will have to make other changes to the REC during the year to ensure we are positioned to effectively serve members in 2021 and beyond. REC is in a good position to weather the current downturn due to the reserves policy that has been in place for a number of years, ensuring that sufficient cash has been retained in the business to enable continuing operations at a time when members need us most. The Board may choose to make a call on reserves as the crisis unwinds, but we have not yet begun the process of taking this step.

Our response to the Covid-19 crisis has been aided by the investments we made in 2019 to build a more digital REC

Directors’ report and financial statements

for the year ended 31 December 2019

Directors’ responsibilities statement

The directors are responsible for preparing the Directors’ Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 ‘The Financial Reporting Standard applicable in the UK and Republic of Ireland’. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the profit or loss of the Company for that period.

In preparing these financial statements, the directors are required to:

- ▶ select suitable accounting policies for the Company’s financial statements and then apply them consistently;
- ▶ make judgments and accounting estimates that are reasonable and prudent;
- ▶ prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company’s transactions and disclose with reasonable accuracy at any time the financial position of the Company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Principal activity

The principal activities of REC are:

- ▶ Representation of members’ needs and views in the UK and abroad and to influential organisations and individuals in the UK and overseas.
- ▶ Provision of members services and benefits to businesses and individuals able to meet strict entry criteria and to conform to the REC Code of Professional Practice, including offering legal advice helplines.
- ▶ Provision of vocational qualifications and training courses for those who work in the industry, or wish to find employment within the industry.
- ▶ Research and distribution of information demonstrating the social and economic contribution of the recruitment industry to the UK economy.

Reserves policy

The directors have adopted a reserves policy.

This recognises that it is prudent to hold appropriate reserves to enable the company to properly plan its activities and to protect itself against business risk including the loss or serious curtailment of one or more income streams and of serious business interruption. In addition, it is felt necessary to maintain a “fighting fund” to employ expert advisors to protect the interest of members as and when the need arises.

Having achieved the reserves policy in 2017 under the previous accounting policies (reference notes to the Financial Statements 2.2) the Board is now considering an appropriate reserves policy to cover future requirements.

The Board reviews the reserves policy and the level of reserves at least once a year in light of current and anticipated levels of income and the company’s planned activities.

Results and dividends

The profit for the year, after taxation, amounted to **£140,502** (2018: £4,979).

Directors

The directors who served during the year were:

A Anglin (resigned 18 December 2019)	P Jacobs
J Barrowcliffe	D Martyn (resigned 20 June 2019)
A Bishop (appointed 20 June 2019)	P Mellor
D Brooks (appointed 20 June 2019)	C Moore
N Carberry	S Moore (appointed 20 June 2019)
M Channon (resigned 18 June 2019)	M Purdie (appointed 20 June 2019)
S Conington	(resigned 18 March 2020)
K Davison Renouf	H Salway
M Edwards	P Sharpe
N Gupta (resigned 20 June 2019)	G Taylor (appointed 20 June 2019)
R Handford	S Thewlis
L Hewett	J Williams
J Hilton	G Wilson
T Jacob (resigned 2 March 2020)	S Winfield (appointed 20 June 2019)

Disclosure of information to auditors

Each of the persons who are directors at the time when this Directors' Report is approved has confirmed that:

- ▶ so far as the director is aware, there is no relevant audit information of which the Company's auditors are unaware, and
- ▶ the director has taken all the steps that ought to have been taken as a director in order to be aware of any relevant audit information and to establish that the Company's auditors are aware of that information.

Auditors

The auditors, Haysmacintyre LLP, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

Small companies note

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

This report was approved by the board on 1 May 2020 and signed on its behalf.



D Vallance
Secretary

Independent auditors' report to the shareholders of Recruitment and Employment Confederation

Opinion

We have audited the financial statements of Recruitment and Employment Confederation (the 'Company') for the year ended 31 December 2019, which comprise the Statement of Comprehensive Income, the Statement of Financial Position and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- ▶ give a true and fair view of the state of the Company's affairs as at 31 December 2019 and of its surplus for the year then ended;
- ▶ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ▶ have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- ▶ the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- ▶ the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The directors are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Auditors' Report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- ▶ the information given in the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- ▶ the Directors' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- ▶ adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- ▶ the financial statements are not in agreement with the accounting records and returns; or
- ▶ certain disclosures of directors' remuneration specified by law are not made; or
- ▶ we have not received all the information and explanations we require for our audit; or
- ▶ the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Directors' Report and from the requirement to prepare a Strategic Report.

Responsibilities of directors

As explained more fully in the Directors' Responsibilities Statement on page 15, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' Report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' Report.

Use of our report

This report is made solely to the Company's shareholders 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 Company's shareholders 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 Company and the Company's shareholders for our audit work, for this report, or for the opinions we have formed.

Jeremy Beard (Senior Statutory Auditor)
for and on behalf of

Haysmacintyre LLP
Statutory Auditors
10 Queen Street Place
London
EC4R 1AG

7 May 2020

Statement of Comprehensive Income for the Year Ended 31 December 2019

company registered no.: 03895053

	2019	2018
	£	£
Income	7,091,654	7,149,857
Direct Costs	(1,592,382)	(1,713,953)
Gross surplus	5,499,272	5,435,904
Administrative expenses	(5,488,682)	(5,406,801)
Operating surplus	10,590	29,103
Fair value movements on investments	125,064	(59,056)
Interest receivable and similar income	31,468	31,405
Surplus before tax	167,122	1,452
Tax on surplus	(26,620)	3,527
Surplus for the financial year	140,502	4,979

There was no other comprehensive income for 2019 (2018: £NIL).

*The notes on pages 23–28 form part of these financial statements.

Statement of Financial Position as at 31 December 2019

	Notes*	2019	2018
		£	£
Fixed assets			
Tangible assets	4	1,176,729	502,119
Investments	5	1,301,912	1,489,453
		2,478,641	1,991,572
Current assets			
Debtors: amounts falling due within one year	6	1,391,361	1,042,709
Cash at bank and in hand	7	-	41,620
		1,391,361	1,084,329
Creditors: amounts falling due within one year	8	(2,180,285)	(1,562,934)
Net current liabilities		(788,924)	(478,605)
Total assets less current liabilities		1,689,717	1,512,967
Provisions for liabilities			
Deferred tax	9	(16,248)	-
Other provisions	10	(20,000)	-
		(36,248)	-
Net assets		1,653,469	1,512,967
Reserves			
Income and expenditure account		1,653,469	1,512,967
		1,653,469	1,512,967

The notes on pages 23–28 form part of these financial statements.

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime and in accordance with the provisions of FRS 102 Section 1A small entities.

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 1 May 2020. **C Moore, Director**

Notes to the Financial Statements

for the Year Ended 31 December 2019

1. General information

The Recruitment and Employment Confederation is a private company limited by guarantee incorporated in England and Wales. The registered office is Dorset House, Stamford Street, London SE1 9NT.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention unless otherwise specified within these accounting policies and in accordance with Section 1A of Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and the Republic of Ireland and the Companies Act 2006.

The following principal accounting policies have been applied:

2.2 Going concern

At the time of writing, the situation surrounding Covid 19 is rapidly changing. In assessing the company's ability to continue as a going concern, the directors have considered the company's liquidity position and reviewed cash flow forecasts for the next 12 months.

Over recent years REC has operated a Reserves Policy which was designed to build Reserves to a level sufficient to keep the business operating, even in times of severe economic disruption. This Reserves level was achieved in 2017 and has been

maintained since then. At the end of 2019 REC held Reserves of nearly £1.7M of which £1.3M was held in liquid assets, a level considered sufficient to meet the current cashflow needs of the business, whilst still supporting the Members at a time when they need REC most.

The fall in global equity markets has negatively impacted the value of the Company's investment portfolio but it is too early to predict whether this short term effect will persist throughout the current financial year to 31 December 2020. The directors continue to adopt the going concern basis in preparing the accounts.

2.3 Revenue

Revenue represents subscriptions receivable from corporate members, subscriptions received from individual members, fees from professional training and qualifications, insurance commissions, sales of literature, event fees and business partner income net of VAT.

Membership Income

Corporate membership is accounted for in line with the year it relates to being the calendar year.

Individual subscriptions are accounted for over of the period to which they relate being one year from renewal.

Professional training, qualifications and event income

These income streams are recognised in the year in which the training, event or qualification takes place.

Notes to the Financial Statements for the Year Ended 31 December 2019 (continued)

Sales of literature and insurance commissions

These incomes streams are accounted for on sale of goods/service.

Business partnership income

Business partnership is accounted for over the period of provision of benefits to the customer. Income in respect of the service element is recognised straight line over the period of the business partnership.

2.4 Operating leases: the Company as lessee

Rentals paid under operating leases are charged to the Statement of Comprehensive Income on a straight line basis over the lease term.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the lease term, unless another systematic basis is representative of the time pattern of the lessee's benefit from the use of the leased asset.

2.5 Borrowing costs

All borrowing costs are recognised in the Statement of Comprehensive Income in the year in which they are incurred.

2.6 Current and deferred taxation

The tax expense represents the sum of the tax currently payable and deferred tax.

The company is liable to taxation on its investment income and other income derived from non members.

Deferred tax balances are recognised in respect of all timing differences that have originated but not reversed by the Statement of Financial Position date, except that:

The recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits; and

Any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met.

2.7 Tangible fixed assets

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight line method.

Depreciation is provided on the following basis:

Short term leasehold property:	Over the term of the lease
Fixtures and fittings:	20–30% straight line

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the Statement of Comprehensive Income.

2.8 Valuation of investments

Investments in listed company shares are remeasured to market value at each Statement of Financial Position date. Gains and losses on remeasurement are recognised in profit or loss for the period.

2.9 Debtors

Short term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

2.10 Creditors

Short term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

2.11 Provisions for liabilities

Provisions are made where an event has taken place that gives the Company a legal or constructive obligation that probably requires settlement by a transfer of economic benefit, and a reliable estimate can be made of the amount of the obligation.

Provisions are charged as an expense to the Statement of Comprehensive Income in the year that the Company becomes aware of the obligation, and are measured at the best estimate at the Statement of Financial Position date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties.

When payments are eventually made, they are charged to the provision carried in the Statement of Financial Position.

2.12 Financial instruments

The Company only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors, loans from banks and other third parties, loans to related parties and investments in ordinary shares.

3. Employees

The average monthly number of employees, including directors, during the year was 77 (2018: 72).

4. Tangible fixed assets	Short term leasehold property	Plant and Machinery	Assets under construction	Total
	£	£	£	£
Cost or valuation				
At 1 January 2019	291,185	940,301	347,551	1,579,037
Additions	-	44,784	706,989	751,77
At 31 December 2019	291,185	985,085	1,054,540	2,330,810
Depreciation				
At 1 January 2019	244,236	832,682	-	1,076,918
Charge for the year on owned assets	12,264	64,899	-	77,163
At 31 December 2019	256,500	897,581	-	1,154,081
Net book value				
At 31 December 2019	34,685	87,504	1,054,54	1,176,729
At 31 December 2018	46,950	107,619	347,551	502,120

5. Fixed asset investments	Listed Investments
	£
Cost or valuation	
At 1 January 2019	1,489,453
Additions	143,001
Disposals	(386,596)
Revaluations	125,064
Transfer between classes	(69,010)
At 31 December 2019	1,301,912

6. Debtors	2019	2018
	£	£
Trade debtors	886,281	574,239
Other debtors	138,814	165,359
Prepayments and accrued income	366,266	303,111
	1,391,361	1,042,709

7. Cash and cash equivalents	2019	2018
	£	£
Cash at bank and in hand	-	41,620
Less: bank overdrafts	(133,432)	-
	(133,432)	41,620

8. Creditors: Amounts falling due within one year	2019	2018
	£	£
Bank overdrafts	133,432	-
Trade creditors	335,719	62,381
Corporation tax	10,921	5,784
Other taxation & social security	299,281	290,493
Other creditors	141,746	181,290
Accruals and deferred income	1,259,186	1,022,986
	2,180,285	1,562,934

9. Deferred taxation	2019	2018
	£	£
At beginning of year	-	-
Charged to profit or loss	(16,248)	-
At end of year	(16,248)	-
The deferred taxation balance is made up as follows:		
Accelerated capital allowances	(16,248)	-
	(16,248)	-

10. Provisions	Dilapidation provision
	£
Charged to profit or loss	20,000
At 31 December 2019	20,000

11. Company status

The company is a private company limited by guarantee and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £1 towards the assets of the company in the event of liquidation.

11. Capital commitments	2019	2018
At 31 December 2019 the Company had capital commitments as follows:		
	£	£
Contracted for but not provided in these financial statements	111,264	20,982
	111,264	20,982

12. Commitments under operating leases	2019	2018
At 31 December 2019 the Company had future minimum lease payments under non cancellable operating leases as follows:		
	£	£
Not later than 1 year	282,632	282,632
Later than 1 year and not later than 5 years	565,264	847,896
	847,896	1,130,528
Not later than 1 year	19,397	6,414
Later than 1 year and not later than 5 years	-	2,138
	19,397	8,552



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