

Registered number
05327824

Tax Justice Network Limited

Report and Accounts

31 December 2014

Chapman, Robinson & Moore Limited
Accountants & Registered Auditors
30 Bankside Court
Stationfields
Kidlington
Oxford
OX5 1JE

This is the Director's report for the year ending **31st December 2014**.

Widening the global discussion on tax justice

TJN continues to take the lead in developing the global conversation about tax justice. Having led the way since 2003 in highlighting the rising culture of corporate tax avoidance and the uses and abuses of tax havens, in 2014 TJN widened the discussion to include **human rights and tax justice**, and started the process of opening up a wider public discourse about who benefits from nation states competing against one another. We expect these themes to have increased prominence in our work plans for the foreseeable future.

As part of our commitment to building the global tax justice movement, we continue to give priority to training a global network of investigative journalists and providing a support hub to share information between journalists and support their cross border investigations. In 2014 we launched a weekly ***Offshore Wrapper***, which looks at the offshore aspects of emerging stories in the international news. We claim at least some of the credit for the significant increase in media coverage of stories related to offshore finance, tax avoidance and illicit financial flows.

In line with our commitment to provide world class research and advocacy support to the global tax justice movement, in 2014 we secured funding to appoint a research director. **Alex Cobham**, formerly research fellow at the Center for Global Development, joined TJN's team in January 2015, and will be responsible for shaping our research programme.

In 2014, after lengthy negotiation, we received confirmation from HM Revenue & Customs that our UK registered company, Tax Justice Network Limited (TJN Ltd), a company limited by guarantee, is deemed a not-for-profit body with charitable purpose. In light of this, we have initiated a restructuring which will create a single company structure with a single Board of Directors. TJN Ltd ceased its activities in quarter one 2015, and TJN Ltd has proceeded with reclaiming tax paid to HMRC in earlier years.

Principal Activities in 2014

The Company's principal activity during the calendar year ended **31st December 2014** was the supply of research, high-level advocacy and professional advisory services to the global tax justice movement. Our work during this period involved several research programmes, most notably monitoring the **OECD BEPS programme**, monitoring the development of the OECD's **Common Reporting Standard** for automatic information exchange, and a continued commitment to producing and disseminating materials relating to the **Mobilising for Tax Justice** programme, including expert briefings, our flagship newsletter *Tax Justice Focus*, monthly Taxcasts, YouTube videos, books and articles.

The services we provided during 2014 included (in no particular order):

- ❖ Co-organising a research symposium on tax justice and human rights, hosted by the Faculty of Law, McGill University, Montreal; <http://www.taxjustice.net/2014/04/15/symposium-tax-justice-human-rights-mcgill-university-montreal/>
- ❖ Producing monthly **Taxcasts** (this is part of the **Mobilising for Tax Justice** programme); <www.taxjustice.net/taxcast/>
- ❖ Publishing scholarly articles in our free newsletter *Tax Justice Focus*; <www.taxjustice.net/tax-justice-focus/>

- ❖ Co-organising an international conference on tax avoidance, tax evasion and tax justice, hosted by the Faculty of Law, University of Barcelona;
<http://www.taxjustice.net/2014/07/23/conference-alert-international-tax-avoidance-tax-evasion-tax-justice/>
- ❖ Co-organising and participating in the work of the **Coordinating Committee** of the international **Financial Transparency Coalition**;
[<www.financialtransparency.org/about/coordinating-committee/>](http://www.financialtransparency.org/about/coordinating-committee/)
- ❖ Co-organising a training programme for investigative journalists. Two courses were held in conjunction with the **Centre for Investigative Journalism** in 2014
[<www.tcij.org/courses/course-calendar/introduction-illicit-finance-financial-secrecy-and-asset-recovery>](http://www.tcij.org/courses/course-calendar/introduction-illicit-finance-financial-secrecy-and-asset-recovery)
- ❖ Developing our **online journalism hub** to support the investigative journalism programme. The hub is coordinated by **Nick Mathiason** and **George Turner**;
- ❖ Preparing a detailed report on the role of the **corporate income tax** in a balanced tax regime (scheduled for publication and global dissemination in quarter 1, 2015);
- ❖ Providing administrative, fund-raising, secretariat and advisory support to partner organisations including the **GATJ**;
- ❖ Publishing daily blogs and articles on tax justice related issues; [<www.taxjustice.net/>](http://www.taxjustice.net/)
- ❖ Publishing and distributing a weekly **Offshore Wrapper** which looks at major global news stories through a tax justice perspective; <http://www.taxjustice.net/category/the-offshore-wrapper/>
- ❖ Advising the international press on tax justice related issues.

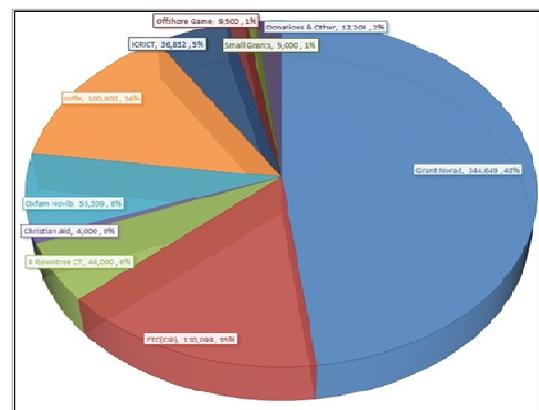
The Company achieved its principal objectives in 2014.

Funding

In 2014 our grant income amounted to £580,171 and expenditure amounted to £569,131, of which general administrative overheads accounted for a mere 1.8 per cent.

In 2014 grants were received from:

- Christian Aid
- Financial Transparency Coalition
- ICRICT
- Joffe Charitable Trust
- Joseph Rowntree Charitable Trust
- Norad
- The Offshore Game
- Oxfam Novib



Small grants and donations amounted to slightly over £17,200 in 2014.

Mobilising for tax justice programme

In 2011 we embarked on a five year programme to build global support for tax justice research, campaigning and advocacy. Under this programme TJN provides financial support to partners across the Global South, mainly to support in-country research, research seminars, capacity building workshops, travel and accommodation to international conferences and major events, national and international advocacy, and production of training and educational materials.

This partner support has covered the following countries:

Southern Africa	Malawi, Mozambique, South Africa, Zambia, Zimbabwe
West Africa	Benin, Côte d'Ivoire, Ghana, Mali, Nigeria, Senegal, Sierra Leone, Togo
East Africa	Kenya, Tanzania, Uganda
North Africa	Egypt, Morocco, Tunisia
Central Africa	Cameroon, Central African Republic, Chad, Congo, Democratic Republic of Congo, Niger
Latin America	Argentina, Colombia, Ecuador, Guatemala, Peru
South and South East Asia	Bangladesh, Hong Kong, India, Indonesia, Japan, Labuan, Macau, Nepal, Pakistan, Philippines, South Korea
Australia	We supported attendance by partners at Australia's G20 summit

Research Programmes

Our programme to monitor the **OECD's Global Forum** process and progress on **information exchange** processes more generally has supported high level advocacy programmes in many countries and at OECD, European Commission and Council of Europe levels. We continue to monitor the work of the OECD's **Base Erosion Profits-Shifting** programme through a working group led by TJN Senior Adviser **Sol Picciotto**.

We organised two research workshops in 2014, one on the theme of **human rights and tax justice** (hosted by the Faculty of Law at McGill University, Montreal) and the other on **tax avoidance and BEPS** (hosted by the Faculty of Law at University of Barcelona).

We also researched a new report on the roles of the **corporate income tax (CIT)**. With mounting lobbying pressure to abolish the tax in its entirety, we feel it necessary to mobilise a robust defence of the CIT. Our report, which is scheduled for publication and global distribution in quarter one 2015, will play a key role in informing journalists, politicians, campaigners, other opinion-formers and the general public about the reasons for retaining the CIT.

Tax Justice Network Limited
Registered number: 05327824
Directors' Report

Research for the **2015 FSI** commenced in the second half of 2014. The 2015 Index will cover a larger number of countries and will seek to identify whether measurable progress has been made in the five years since the 2009 G20 summit in London towards tackling offshore secrecy.

We continue to advise on case studies revealing the systemic problems arising from the OECD's approach to **transfer pricing**, and – through Sol Picciotto and **Richard Murphy** of **Tax Research** – we are engaged in a research programme into **combined and country-by-country reporting**.

In 2014 we published three editions of *Tax Justice Focus*, our flagship newsletter, covering the following themes:

- **Country-by-country reporting** (guest edited by Richard Murphy)
- **Human rights and tax justice** (guest edited by Adrienne Margolis)
- **Tax avoidance and the enablers** (guest edited by Will Snell)

Media and communications

TJN has achieved an enviable reputation as the 'go-to' source for commentary on global tax justice issues. We have secured a high profile in the international and national media around the world, and our output continues to inspire the work of others such as film documentary maker **Harold Crooks**, whose film '*The Price We Pay*' was awarded Canadian film documentary of 2014, and achieved critical and box office success on its launch in France in February 2015.

We continue to give priority to our global programme to mobilise for tax justice. This programme aims to raise the profile of tax justice and support a worldwide public discussion on the roles taxes play in shaping social and economic development. Global media – broadly defined to include newspapers, magazines, broadcast radio and television, websites, blogs, downloadable videos and podcasts, etc., collectively play a crucial part in disseminating research outputs, commentaries, op-eds, and interviews.

Our **Illicit Finance Journalism Programme** has proven an out-standing success. Based at City University, London, the programme has two constituent parts:

- Part one is a four day intensive training course designed to equip investigative journalists with the range of skills needed to research tax and financial corruption stories. The course also aims to provide a grounded understanding of the international policy context within which tax havens and secrecy jurisdictions can thrive, and the potential measures for curtailing their activities.
- Part two consists of a mentoring service which we provide to assist course participants with developing and publishing (or broadcasting) their stories.

In the 18 months since the launch of the programme in 2013, 93 journalists, campaigners and academics from 46 countries have participated in four, 4-day training courses. In line with our commitment to support our partners in the Global South, over half of IFJP participants since 2013 have come from Africa, Latin America, and South and South East Asia. The table below provides a breakdown of participants by region:

Region	Number of Participants	Percent
Africa	30	32
Asia, Middle East & Oceania	13	14
Europe (including Eastern Europe)	42	45
Latin America	6	6
North America	2	2
Total	93	100

Since 2013, IFJP participants have generated 23 articles and broadcast illicit finance related items directly attributed to our course. In addition, we have supported dozens of journalists in our growing network through our help desk function.

In a world of reducing commitment to investigative journalism, the IFJP stands out as an extraordinary success story. We aim to widen the programme, for example to deliver training courses in partnership with journalist training centres in Africa and Latin America, and are actively seeking funding for this purpose.

Risk assessment

The Company aims to minimise its fixed costs as a means of reducing financial risk. We operate without rented office space, and we keep our administrative costs below 2 percent of total expenditure.

While cash flow remained positive in 2014 - and we expect this to continue in 2015 - our cash reserves remain inadequate to sustain all our programmes through lean funding periods.

We recognise that TJN is vulnerable to being monitored by a wide variety of agencies. This extends to skype, email, mobile telephony and all forms of internal and external communication. We work on the basis that this is inevitable and therefore the best defence lies with openness. We feel that we operate in an open and transparent manner and have nothing to hide.

As regards the security and integrity of our internet systems, we hold essential documents inside the secure Office365 environment and follow established security protocols, enabling us to re-establish materials in the event of an attack.

Key points on governance and accountability

The Company bases its procedures on the following key issues:

1. Meetings and decision-making processes

- Agendas for Meetings are prepared and circulated in advance;
- Meetings are run on a consensual decision-making basis;

- All agenda items are dealt with and action points are noted and followed up on;
- Minutes are prepared and circulated for comment within four working days after the Meeting;
- Once agreed, Minutes are kept in a separate Minute book and are available for inspection. They are also made available in an online archive.

2. Funding and financial record keeping

- Funding is accepted only on the basis of no conditionality as to use;
- Complete transparency is required on donations from organisations;
- Donations will not be accepted from organisations holding views that are deemed incompatible with our general ethos;
- Donations from individuals are acknowledged on an anonymous basis;
- Financial systems are open and transparent.

3. Accountability to stakeholders

- In 2014 **Tax Justice Network Limited** (TJN Ltd) was accountable to the Board of **Tax Justice Research Limited** (TJR Ltd).
- Following the decision of HM Revenue & Customs in 2014 to treat TJN Ltd as a not-for-profit company with charitable purpose, the Board of TJR Ltd has approved a restructuring process which has involved the closure of TJR Ltd and the creation of a single company structure based on TJN Ltd, with accountability to a single Board comprising executive and non-executive directors.

4. Travel policy

- The Company operates on a virtual basis. Tele-working is encouraged, with phone, email, blogs, website, twitter and Skype providing the principal means for communication across the network.
- Physical journeys are kept to a minimum, and the use of bicycles and public transport is encouraged. Car use is discouraged apart from in situations where no alternatives are available.
- When participating in international events, we generally seek funding from either the meeting organisers or from other donors. When travelling by train or airplane, we always buy the cheapest available tickets and pay for carbon offsets where available.
- Staff are provided with travel insurance when required by **Avanti Travel Insurance**. Consultants are required to make their own arrangements for travel insurance, or by TJN at the discretion of the Directors.

5. Telecoms and ICT policy

- The Company sources its telecoms services from **The Phone Co-op**, a customer owned and democratically controlled telecoms and internet services provider.
- The Company actively encourages its contacts to use voice over internet services for most network communications. We aim to hold the majority of our meetings online, but regular physical meetings are considered important for encouraging creativity and team-building.
- TJN operates on a virtual basis, with Skype and Office365 providing internal communications and file-sharing platforms, and using blogs, websites, twitter, YouTube and other feeds to communicate externally.

6. Financial services, payroll management and insurance

- The Company uses banking services provided by the **Co-operative Bank plc**, 1 Balloon Street, Manchester, and **Triodos Bank** in Bristol.
- The Company is provided with financial and accounting services by **Glyn Pritchard**.
- Accounting and audit services are provided by **Chapman, Robinson and Moore Limited**, Kidlington, Oxfordshire, U.K.
- Payroll services are provided by **Fenside Accounting**, Boston, Lincolnshire, U.K.
- Insurance services are provided by **Fairweather Insurance Services**, Chalfont Saint Peter, Buckinghamshire, U.K.

7. Waste management policy

- The Company aims to minimise waste output and recycle as much waste as possible.
- Emails are not printed unless there is an absolute requirement for a paper record, and electronic filing records take priority over paper filing.

8. Equal opportunities

- The Company pursues an equal opportunities policy.

9. Pensions policy

- The Company contributes to employee pension funds.

10. Engagement with stakeholders

- The company aims to respond to written enquiries within 24 hours
- We give priority to promoting policy alternatives to identified systemic failures.
- We give high priority to supporting journalists, writers, broadcasters, etc, in their reporting and analysis of tax justice related issues

- We actively supports researchers engaging on tax justice related research.

11. Whistleblower policy

We are committed to the highest possible standards of transparency, probity and accountability. In line with that commitment we expect employees, and others we work with, who have serious concerns about any aspect of TJN's activities to come forward and voice those concerns.

Our whistleblowing policy applies to all employees, (including those designated as consultants, temporary, agency, authorised volunteers or interns). The policy aims to provide avenues for an employee to raise concerns in confidence and receive feedback on any action taken, and covers a range of issues, including:

- Conduct which is an offence or a breach of law;
- Disclosures related to miscarriages of justice;
- Health and safety risks, including risks to the public as well as other employees;
- Damage to the environment;
- Unauthorised use of TJN's funds;
- Possible fraud and corruption;
- Sexual or physical abuse of colleagues or those for whom we are providing a service;
- Other unethical conduct

Other issues may also be dealt with under this policy.

12. Employees and consultants

At 31st December 2014 TJN Ltd employed or engaged the following staff and project consultants on a full or part-time basis:

John Christensen, executive director, based in Chesham, U.K.;
Naomi Fowler, Taxcast producer, based in Sicily;
Moran Harari, researcher, based in Tel Aviv;
Dan Hind, editor, *Tax Justice Focus*, based in Kent, U.K.;
Andres Knobel, researcher, based in Buenos Aires;
Sarah Knott, media support and secretarial services for GATJ, based in Kent, U.K.;
Nick Mathiason, coordinator of the journalism programmes, based in London;
Markus Meinzer, senior researcher, based in Marburg, Germany;
Liz Nelson, director and operations manager, based in Oxford;
Glyn Pritchard, financial and accounting services, based in Oxford;
Nick Shaxson, writer and researcher, based in Berlin;
George Turner, coordinator, journalist hub programme, based in London.

Alex Cobham joined the squad as Research Director on 1st January 2015. Alex is based in Oxford.

13. Professional development

TJN encourages its employees to undertake in-service professional development.

In 2014 we supported Liz Nelson with her studies towards gaining a post-graduate certificate in Human Rights & Development Management, which is relevant to her work on the emerging TJN tax justice and human rights programme.

We also supported George Turner's training in the use of Open Data, which is relevant to his work on the Illicit Finance Journalism Programme.

Markus Meinzer and Liz Nelson attended the training course for investigative journalists at City University in November 2014.

14. Directors and Company Secretary

The Directors who served during this period were:

John Elliott Christensen (since 2005).

Cathy Cross (since 2009)

Liz Nelson (since 2013)

Each Director was a guarantor of the Company from the date of their appointment and remained so at the year-end date.

Glyn Pritchard (served as Company Secretary, since 2013)

Small company special provisions

This report has been prepared in accordance with the special provisions of Part VII of the Companies Act 1985 relating to small companies.

This report was approved by the board on 06 May 2015 and signed by its order.

J Christensen
Director

Tax Justice Network Limited
Independent auditors' report
to the member of Tax Justice Network Limited

We have audited the accounts of Tax Justice Network Limited for the year ended 31 December 2014 which comprise the Income and Expenditure Account, the Balance Sheet and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and the Financial Reporting Standard For Smaller Entities (effective April 2008) (United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities).

This report is made solely to the company's members, 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 company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of directors and auditors

As explained more fully in the Statement of Directors' Responsibilities, the directors are responsible for the preparation of the accounts and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the accounts in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

In accordance with the exemption provided by APB Ethical Standard - Provisions Available for Smaller Entities (Revised), we have prepared and submitted the company's returns to the tax authorities and assisted with the preparation of the accounts.

Scope of the audit of the accounts

A description of the scope of an audit of financial statements is provided on the APB's website at www.frc.org.uk/apb/scope/private.cfm

Opinion on the accounts

In our opinion the accounts:

- give a true and fair view of the state of the company's affairs as at 31 December 2014 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion the information given in the Directors' Report for the financial year for which the accounts are prepared is consistent with the accounts.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 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 accounts 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, take advantage of the small companies' exemption in preparing the directors' report and take advantage of the small companies exemption from the requirements to prepare a strategic report.

Alan Sowden
(Senior Statutory Auditor)
for and on behalf of
Chapman, Robinson & Moore Limited
Accountants and Statutory Auditors
6 May 2015

30 Bankside Court
Stationfields
Kidlington
Oxford
OX5 1JE

Tax Justice Network Limited
Income and Expenditure Account
for the year ended 31 December 2014

	Notes	2014 £	2013 £
Income		580,171	756,888
Direct costs		(331,109)	(409,630)
Gross surplus		<u>249,062</u>	<u>347,258</u>
Research, dissemination and administrative expenses		(238,022)	(343,042)
Operating surplus	2	<u>11,040</u>	<u>4,216</u>
Interest receivable		1,164	509
Surplus on ordinary activities before taxation		<u>12,204</u>	<u>4,725</u>
Tax on surplus on ordinary activities -Provision not required	3	626	(632)
Surplus for the financial year		<u><u>12,830</u></u>	<u><u>4,093</u></u>

Tax Justice Network Limited
Balance Sheet
as at 31 December 2014

	Notes	2014 £	2013 £
Fixed assets			
Tangible assets	4	1,591	1,837
Current assets			
Debtors	5	9,381	391
Cash at bank and in hand		409,654	253,059
		<u>419,035</u>	<u>253,450</u>
Creditors: amounts falling due within one year	6	(378,257)	(225,748)
Net current assets		<u>40,778</u>	<u>27,702</u>
Net assets		<u>42,369</u>	<u>29,539</u>
Capital and reserves			
Retained Funds	8	42,369	29,539
Total Capital and Reserves		<u>42,369</u>	<u>29,539</u>

The accounts have been prepared in accordance with the provisions in Part 15 of the Companies Act 2006 applicable to companies subject to the small companies regime.

J Christensen
 Director
 Approved by the board on 6 May 2015

Tax Justice Network Limited
Notes to the Accounts
for the year ended 31 December 2014

3 Taxation	2014	2013
	£	£
UK corporation tax - provision not required	<u>(626)</u>	<u>632</u>
4 Tangible fixed assets		Computer & office equipment
		£
Cost		
At 1 January 2014		7,786
Additions		1,016
Disposals		<u>(4,462)</u>
At 31 December 2014		<u>4,340</u>
Depreciation		
At 1 January 2014		5,949
Charge for the year		1,262
On disposals		<u>(4,462)</u>
At 31 December 2014		<u>2,749</u>
Net book value		
At 31 December 2014		<u>1,591</u>
At 31 December 2013		<u>1,837</u>
5 Debtors	2014	2013
	£	£
Other debtors	<u>9,381</u>	<u>391</u>
6 Creditors: amounts falling due within one year	2014	2013
	£	£
Corporation tax	-	632
Deferred Income	301,212	164,933
Norad Partnership final payment	34,468	14,836
Creditors	<u>42,577</u>	<u>45,347</u>
	<u>378,257</u>	<u>225,748</u>

Tax Justice Network Limited
Notes to the Accounts
for the year ended 31 December 2014

7 Deferred Grants	2014	2013
	£	£
Deferred Income as at 1st January 2014	164,933	183,045
Norad	344,649	430,718
Centre for International Policy - Financial Transparency Coalition	110,099	93,708
Joffe Charitable Trust	100,000	5,000
Oxfam Novib	55,309	50,108
Joseph Rowntree Charitable Trust	40,000	20,000
Offshore Game	9,500	-
Christian Aid	4,000	-
AABA	-	500
Network for Social Change	-	21,354
Finnish Government	-	108,024
Plan International	-	5,000
Other	41,853	147
Total income received during year	705,410	734,559
Expenditure during year	569,131	752,671
Deferred Income as at 31st December 2014	301,212	164,933
<u>Deferred income made up as follows</u>		
Centre for International Policy - Financial Transparency Coalition	83,181	65,772
Joffe Charitable Trust	65,528	-
Joseph Rowntree Charitable Trust	51,508	50,395
Oxfam Novib	40,976	-
Finnish Government	31,365	40,974
ICRICT Project	19,651	-
Christian Aid	-	-
AABA	500	500
Network for Social Change	-	3,416
Offshore Game	(1,580)	-
Norad	1,277	69
Small Grants	8,806	3,807
Total deferred income	301,212	164,933
8 Income & Expenditure account	2014	
	£	
At 1 January 2014	29,539	
Surplus for the year	12,830	
At 31 December 2014	<u>42,369</u>	

Tax Justice Network Limited
Notes to the Accounts
for the year ended 31 December 2014

9 Contingent liabilities

The company does not have a share capital and is limited by guarantee. In the event of the Company being wound up the maximum amount each member is liable to contribute is £1. There were 3 guarantor members at the balance sheet date.

10 Ultimate controlling party

The Tax Justice Network Limited is wholly owned by and accountable to Tax Justice Research Limited, a British-registered company with charitable purpose.

Tax Justice Network Limited
Detailed income and expenditure account
for the year ended 31 December 2014

	2014	2013
	£	£
Income	580,171	756,888
Direct costs	(331,109)	(409,630)
Gross surplus	<u>249,062</u>	<u>347,258</u>
Research, dissemination and administrative expenses	(238,022)	(343,042)
Operating surplus	<u>11,040</u>	<u>4,216</u>
Interest receivable	1,164	509
Surplus before tax	<u>12,204</u>	<u>4,725</u>

Tax Justice Network Limited
Detailed income and expenditure account
for the year ended 31 December 2014

	2014	2013
	£	£
Income		
Grants received	569,131	752,670
Other income	11,040	4,218
	<u>580,171</u>	<u>756,888</u>
Direct costs		
Research costs	<u>331,109</u>	<u>409,630</u>
Research, dissemination and administrative expenses		
Employee costs:		
Wages and salaries	86,537	108,173
Directors' salaries	73,353	71,424
Pensions	10,758	11,785
Employer's NI	9,454	12,342
Travel and subsistence	9,192	23,340
	<u>189,294</u>	<u>227,064</u>
Premises costs:		
Light and heat	1,635	1,142
	<u>1,635</u>	<u>1,142</u>
General administrative expenses:		
Telephone and fax	4,262	2,507
Stationery and printing	1,023	2,954
Books, journals and research	437	960
Bank charges	134	241
Insurance	530	491
IT expenses	2,316	4,809
Depreciation	1,262	1,195
Sundry expenses	216	1,028
	<u>10,180</u>	<u>14,185</u>
Legal and professional costs:		
Audit fees	4,497	3,333
Accountancy fees	9,899	11,530
Solicitors fees	1,794	5,285
ICT transition and dissemination costs	20,723	80,503
	<u>36,913</u>	<u>100,651</u>
	<u>238,022</u>	<u>343,042</u>