

**Registered Number: 2238045**  
**Charity Number: 800354**

**COMMUNICATIONS MANAGEMENT ASSOCIATION**  
(A Company Limited by Guarantee)

**Report and Financial Statements**  
**For the Year Ended 31 March 2007**

**COMMUNICATIONS MANAGEMENT ASSOCIATION**  
(A Company Limited by Guarantee)

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**COMMUNICATIONS MANAGEMENT ASSOCIATION**  
(A Company Limited by Guarantee)

**Report of the Board of Trustees**  
**For the Year Ended 31 March 2007**

The Board of Trustees presents its report and audited financial statements for the year ended 31 March 2007.

**Reference and Administrative Information**

<b>Charity Name</b>	Communications Management Association		
<b>Charity Registration Number</b>	800354		
<b>Company Registration Number</b>	2238045		
<b>Registered Office Address</b>	Lynwood House Crofton Road Orpington Kent BR6 8QE		
<b>Operational Address</b>	Ranmore House The Crescent Leatherhead Surrey KT22 8DY		
<b>Board of Trustees</b>	Mrs C Kimber	Chairman	(Appointed 04/10/06)
	Mr D R Bunting	Finance	
	Mrs R Gardner		(Appointed 04/10/06)
	Mr J Hegarty	Vice-Chairman	
	Mr A Hindley	Vice-Chairman	
	Mr M Mikkelson		(Appointed 04/10/06)
	Mr J Taylor		
	Mr A Vaughan		
	Mr N White		
	Mr P Sayer		
<b>Chief Executive and Secretary</b>	Mr G Powell		

**COMMUNICATIONS MANAGEMENT ASSOCIATION**  
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**Report of the Board of Trustees**  
**For the Year Ended 31 March 2007**  
(Continued)

<b>Auditors</b>	Baxter & Co Lynwood House Crofton Road Orpington Kent BR6 8QE
<b>Bankers</b>	HSBC 9 Station Square Petts Wood Kent BR5 1LR
<b>Solicitors</b>	Beshoffs, 3rd Floor Office 83 Marlborough High Street London W1V 4QW

**Structure, Governance and Management**

The organisation is a charitable company limited by guarantee, incorporated on 31 March 1988 and registered as a charity on 3 November 1988. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.

## **COMMUNICATIONS MANAGEMENT ASSOCIATION**

(A Company Limited by Guarantee)

### **Report of the Board of Trustees For the Year Ended 31 March 2007**

(Continued)

#### **Organisational Structure**

The charity has a Board of Trustees which meets bi-monthly and is responsible for the strategic direction and policy of the charity. The Secretary who is the Chief Executive attends the Board meetings but has no voting rights.

The Board of Trustees has appointed a Finance Committee consisting of the Chairman, Treasurer (Chair) and the two Vice-Chairmen. Any other Director is also welcome to attend. This Committee meets once every month and in the months of the Board meetings this is approximately one week prior to the meeting. The Committee considers the financial position of the Association and makes recommendations to the Board. The Chief Executive also sits on the Committee but has no voting rights.

A scheme of delegation is in place and day to day responsibility for the provision of the services rests with the Chief Executive. The Chief Executive is responsible for ensuring that the charity delivers the services specified and that key performance indicators are met.

#### **Recruitment and Appointment of the Board of Trustees**

The directors of the company are also charity trustees for the purposes of charity law and under the company's Articles are known as members of the Board. Under the requirements of the Memorandum and Articles of Association the members of the Board of Trustees are elected to serve for a period of six years, however, each year one third of the Board, selected by the longest serving first, must retire in rotation at the next Annual General Meeting and can, if eligible, offer themselves for re-election. Members must stand down after six years and are not eligible for further election for at least a period of one year.

#### **Trustee Induction and Training**

New trustees are invited and encouraged to attend a series of short training sessions to familiarise themselves with the charity and the context within it operates. These are jointly led by the Chair of the Board and the Chief Executive of the charity and cover:

- The obligations of the Board of Trustees and the fiduciary responsibility of a Company Director.
  - The main documents which set out the operational framework for the Charity, including the Memorandum and Articles of Association
  - Resourcing and the current financial position as set out in the latest published accounts.
  - Future plans and objectives.

## **COMMUNICATIONS MANAGEMENT ASSOCIATION**

(A Company Limited by Guarantee)

### **Report of the Board of Trustees For the Year Ended 31 March 2007**

(Continued)

#### **Risk Management**

The Board of Trustees reviews the major risks to which the charity is exposed on an annual basis. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces. Internal control risks are minimised by the implementation of procedures for authorisation of all transactions and projects. Procedures are in place to ensure compliance with health and safety of staff, volunteers, clients and visitors.

#### **Objectives and Activities**

The company's objects and principal activities are:

"for the public benefit to advance and promote the science and use of telecommunications and to encourage the promotion and development of improvements in and improved means of telecommunications and the use thereof both generally and in particular for organisations of all kinds".

#### **Achievements and Performance**

CMA has continued to pursue its main areas of charitable activity including: the provision of information for increased efficiency and business enablement; representation to government and its appointed regulator, Ofcom, and internationally to organisations such as the European Commission; as an independent interface between the enterprise user and the supplier of telecoms services and equipment; and as an interface with the wider IT community through affiliations with other IT based user organisations.

Specifically CMA has put on a full programme of events including its annual two day conference, three Focus Days and a number of half day members briefings on subjects covering enterprise mobility, future networks and services, unified communications, business continuity, IP contact centers, fraud and security, and billing and telecoms information management. In addition it has run surveys and produced reports on consultancy, future networks, billing and access to broadband. Our Member Forums have also been active with several meetings in the areas of mobility, regulatory affairs, GSM gateways, numbering and security. All these activities have been well supported by members and in many cases by the wider telecoms community. This year in particular the Annual Conference in February attracted 453 registered delegates. All events attracted good support from the supplier community who not only sponsored activities but also provided professional insights and commentary.

CMA's annual membership survey was published for the 13<sup>th</sup> year running and achieved over 350 responses to a 40 minute online survey extensively covering the main issues facing enterprises in the application of communications within their organisations. This is increasingly focused on business issues rather than technologies and the survey has evolved to reflect this.

## **COMMUNICATIONS MANAGEMENT ASSOCIATION**

(A Company Limited by Guarantee)

### **Report of the Board of Trustees For the Year Ended 31 March 2007**

(Continued)

#### **Achievements and Performance (Cont)**

A new enterprise report drawing conclusions and recommendations for action was produced and, whilst it was published primarily for CMA members, the report was made widely available to the community as a whole. Suppliers continue to buy all CMA surveys and reports which are also an influential interface between the needs of the user and the supply of products and services by the industry.

With regard to CMA regulatory activities, during this financial year significant lobbying activities have contributed to the introduction of Openreach in the UK; a stronger user voice on issues regarding the deployment of BT's 21CN, a reduction in international mobile roaming charges, a relaxation of the regulation of BT's major business pricing, a heightened debate on universal access to broadband within the UK and the measurement of broadband penetration on an international basis. CMA has established a regular series of bilateral meetings with Ofcom to maintain dialogue and to be helpful to the regulator in understanding the needs and concerns of enterprises ahead of its formal consultation processes.

In particular our relentless campaign of "Access for All" has continued in a new form of 'Universal Access to Broadband' where the issue is as much speeds, both upload and download, as well as accessibility rather than the geographical enablement of exchanges. In particular, CMA has been vocal in pointing to the lack of reliable, national statistics on broadband access and continues to press for audited figures that are able to support a revitalised, national, broadband policy encompassing the related issues of social inclusion and economic benefit.

During the year CMA has also reorganised its website, thecma.com, to make it more topic and campaign led, to enable members to use it more easily and to make it more accessible to the wider community.

#### **Financial Review**

CMA has continued to improve its financial performance and with the aid of sound financial management and the support of its staff, generated a positive financial surplus for the period of just under £28,000 bringing total reserves to just over £49,000.

#### **Investment and Reserves Policy**

The Management Committee has examined the charity's requirements in light of the main risks to and needs of the organisation. It has established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets held by the charity should be between 3 and 6 months of the expenditure. It has also established a policy whereby new investment on activities other than those already established should generally be covered in advance by agreed income. The strategy is to continue to build reserves through planned operating surpluses.

**COMMUNICATIONS MANAGEMENT ASSOCIATION**  
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**Report of the Board of Trustees**  
**For the Year Ended 31 March 2007**  
(Continued)

**Plans for Future Period**

New challenges are continually ahead of us, especially in the area of next generation networks both within the UK and internationally, the convergence of telecoms and IT, the use of spectrum and the need for communications to contribute to the environmental issues that are important to us all.

It continues to be clear that the divisions between the IT, telecoms and information management communities no longer apply so clearly. This means that CMA is increasingly devoting time and resources to the new aspects of the telecoms world with the introduction of mobility and flexible working, VOIP and the all IP network and the convergence of fixed and mobile communications. Security remains critical, with the management of content, intellectual property rights, data protection and digital rights management still moving up the agenda. Within this environment, universal, affordable access to effective broadband speeds is critical to the nation's international competitiveness in that context, CMA notes with concern the juxtaposition of three major events in 2012 – the Olympics, the final stages of TV digital switchover and the completion of BT's Next Generation Network. The lack of a universal broadband access network by that date will deny many citizens and consumers full enjoyment of the benefits deriving from these major projects.

CMA will continue to strengthen its core information activities of events, surveys and reports and to encourage its grassroots members' forum activities. It is also planning to strengthen the use of its website through the introduction of new services such as online seminars and conferencing (webinars), virtual forums (blogs) and surveys (polling). It will further develop its annual conference by focusing on more strategic issues and expanding the information seminar streams.

CMA will continue to be an independent interface between the enterprise user and its suppliers of communications networks, equipment and services. These become ever more complex and the pace of change in both the demand and supply side of the market is going through a period of considerable change. In this context CMA will continue to develop its corporate sponsored membership and its partners and associates programmes.

CMA remains the UK's most significant independent membership organisation in the communications sector and as such will continue to represent the enterprise user in both the public and private sectors to government and regulators in both the UK, Europe and on a wider international basis. CMA has a primary role in encouraging a dynamic competitive market, one that is internationally competitive and able to encompass rapid change and innovation, to the benefit of UK business, the economy and society in general. CMA will continue to do this through a robust process of consultation with its members. In the UK, CMA will continue to strengthen its interface with OFCOM, the DTI, the EAB and other influential bodies within the government and regulatory processes.

COMMUNICATIONS MANAGEMENT ASSOCIATION  
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**Report of the Board of Trustees  
For the Year Ended 31 March 2007  
(Continued)**

**Plans for Future Period (Cont)**

Internationally, CMA has taken a leading role in the reform of the International Telecoms User Group (INTUG) and, by strengthening its input into INTUG's regulatory activities has enhanced its ability to influence the EU Commission to the benefit of the user community.

CMA will further develop its relationships with other UK and international user based membership organisations both through its Affiliates programme in the UK and through INTUG internationally. At the same time CMA will seek to broaden its influence and contact with the wider communications community through relationships and affiliations with the media.

The main challenges for CMA are the development of its membership, dealing with convergence between the IT and information communities, developing its online services, working in a changing business regulatory environment, and recognising the part communications can play in reducing the planet's carbon footprint.

**Responsibilities of the Board of Trustees**

Company law requires the Board of Trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charity and company as at the balance sheet date and of its incoming resources and application of resources, including income and expenditure, for the financial year. In preparing those financial statements, the Board of Trustees should follow best practice by:

- selecting suitable accounting policies and then apply them consistently;
- making judgements and estimates that are reasonable and prudent; and
- preparing the financial statements on a "ongoing concern" basis unless it is inappropriate to assume that the company will continue on that basis.

The Board of Trustees is responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 1985. The Board of Trustees is also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.



**Independent Auditors' Report to the Members of**  
**COMMUNICATIONS MANAGEMENT ASSOCIATION**  
(A Company Limited by Guarantee)

We have audited the financial statements of Communications Management Association for the year ended 31 March 2007 set out on pages 11 to 18. These financial statements have been prepared in accordance with the accounting policies set out therein.

This report is made solely to the company's members, as a body, in accordance with Section 235 of the Companies Act 1985. Our audit work has been undertaken so that we might state to the 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 the Board of Trustees and Auditors**

As described in the Statement of Board of Trustees' Responsibilities on page 7 the trustees are responsible for the preparation of the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Companies Act 1985. We also report to you if, in our opinion, the Trustees' Report is not consistent with the financial statements, if the company has not kept proper accounting records or if we have not received all the information and explanations we require for our audit, or if information specified by law regarding directors' remuneration and transactions with the company is not disclosed.

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

**Basis of 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 directors in the preparation of the financial statements, and of whether the accounting policies are appropriate to the company's circumstances, consistently applied and adequately disclosed.

**Independent Auditors' Report to the Members of**  
**COMMUNICATIONS MANAGEMENT ASSOCIATION**  
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(Continued)

**Basis of audit opinion** (Continued)

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 mis-statement, 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 affairs of the charitable company as at 31 March 2007 and of its result for the year then ended;
- the financial statements have been properly prepared in accordance with the Companies Act 1985; and
- the information given in the Trustees' Report is consistent with the financial statements.

**BAXTER & CO**  
Registered Auditors

Lynwood House  
Crofton Road  
Orpington  
Kent BR6 8QE

**COMMUNICATIONS MANAGEMENT ASSOCIATION**  
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**Statement of Financial Activities**  
**For the Year Ended 31 March 2007**

	Note	2007 £	2006 £
<b>Incoming Resources</b>			
<b>Incoming Resources from Generated Funds</b>			
Activities for generating funds:			
Sponsors, partners and associates		84,738	64,833
Investment income		2,443	2,057
Other income		2,284	8,751
<b>Incoming Resources from Charitable Activities</b>	2	408,890	373,795
		498,355	449,436
<b>Resources Expended</b>			
<b>Charitable Activities</b>	3	379,509	352,440
<b>Management and Administration</b>	3	56,509	59,800
<b>Accommodation Costs</b>	3	34,532	31,227
		470,550	443,467
<b>Net Movement in Funds</b>		27,805	5,969
<b>Reconciliation of Funds</b>			
<b>Total Funds Brought Forward</b>		21,666	15,697
		£49,471	£21,666
		£49,471	£21,666

The statement of financial activities includes all gains and losses in the year. All incoming resources and resources expended derive from continuing activities.

**COMMUNICATIONS MANAGEMENT ASSOCIATION**  
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**Balance Sheet at 31 March 2007**

		2007		2006	
	Note	£	£	£	£
<b>Fixed Assets</b>					
Tangible assets	5		3,410		2,463
Investments	6		1		1
			3,411		2,464
<b>Current Assets</b>					
Debtors	7	78,866		70,194	
Cash and bank balances		100,586		96,513	
			179,452		166,707
<b>Creditors:</b> Amounts falling due within one year	8			147,505	
				147,505	
<b>Net Current Assets</b>			46,060		19,202
<b>Net Assets</b>			£49,471		£21,666
<b>Reserves</b>	11		£49,471		£21,666

These accounts are prepared in accordance with the special provisions of Part VII of the Companies Act 1985, relating to small entities.

Approved by the Board of Trustees on 2007 and signed on its behalf by:

**Mrs C Kimber**  
Director

**D R Bunting**  
Director

**COMMUNICATIONS MANAGEMENT ASSOCIATION**  
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**Notes to the Financial Statements**  
**For the Year Ended 31 March 2007**

**1. Accounting Policies**

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year and in the preceding year.

**(a) Basis of Accounting**

The financial statements have been prepared under the historical cost convention, as modified by the inclusion of fixed asset investments at market value, and in accordance with the Companies Act 1985 and the Statement of Recommended Practice: Accounting and Reporting by Charities issued in March 2005.

**(b) Incoming Resources**

All incoming resources are included in the statement of financial activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- Income from sponsors, partners and associates are accounted for on an accruals basis in the year to which they relate.
- Incoming resources from subcontractors and other charitable trading activities are accounted for on an accruals basis in the year to which they relate.

**(c) Resources Expended**

Expenditure is recognised on an accrual basis as a liability is incurred.

**(d) Fixed Assets**

Fixed assets (excluding investments) are stated at cost less accumulated depreciation. Depreciation is provided at rates calculated to write off the cost of each asset over its expected useful life, which in all cases is estimated at three years.

**(e) Leased Assets**

Rental payments due under operating lease agreements are charged to profit on ordinary activities in the period to which they relate.

**COMMUNICATIONS MANAGEMENT ASSOCIATION**  
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**Notes to the Financial Statements**  
**For the Year Ended 31 March 2007**  
(Continued)

	<b>2007</b>	<b>2006</b>
	<b>£</b>	<b>£</b>
<b>2. Income from Charitable Activities</b>		
Subscriptions	74,501	74,339
Annual Conference	123,001	103,165
Research	111,000	88,800
Events	100,388	107,491
	£408,890	£373,795
	£408,890	£373,795

**3. Analysis of Resources Expended**

	<b>Staff Costs</b>	<b>Other</b>	<b>Depreciation</b>	<b>2007</b>	<b>2006</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Charitable Expenditure	175,298	202,223	1,988	379,509	352,440
Management and Administration of the Charity	43,820	11,774	915	56,509	59,800
Accommodation Costs	-	34,532	-	34,532	31,227
	£219,118	£248,529	£2,903	£470,550	£443,467
<b>Total</b>	£219,118	£248,529	£2,903	£470,550	£443,467

**COMMUNICATIONS MANAGEMENT ASSOCIATION**  
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**Notes to the Financial Statements**  
**For the Year Ended 31 March 2007**  
(Continued)

	<b>2007</b>	<b>2006</b>
	<b>£</b>	<b>£</b>
<b>4. Changes in Resources Available for Charity Use</b>		
Net operating surplus for the year	27,805	5,969
Net increase in tangible fixed assets	947	319
	<hr/>	<hr/>
<b>Net Movement in Funds Available for Future Activities</b>	<b>£28,752</b>	<b>£6,288</b>
	<hr/> <hr/>	<hr/> <hr/>

**5. Tangible Fixed Assets**

	<b>1 April 2006</b>	<b>Additions</b>	<b>Disposals</b>	<b>31 March 2007</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Cost or Valuation</b>				
Office Equipment	5,049	3,850	-	8,899
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Total</b>	<b>£5,049</b>	<b>£3,850</b>	<b>£-</b>	<b>£8,899</b>
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

	<b>1 April 2006</b>	<b>Charge For Year</b>	<b>Eliminated On Disposals</b>	<b>31 March 2007</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Depreciation</b>				
Office Equipment	2,586	2,903	-	5,489
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Total</b>	<b>£2,586</b>	<b>£2,903</b>	<b>£-</b>	<b>£5,489</b>
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

	<b>1 April 2006</b>		<b>31 March 2007</b>
	<b>£</b>		<b>£</b>
<b>Net Book Value</b>			
Office Equipment	2,463		3,410
	<hr/>		<hr/>
<b>Total</b>	<b>£2,463</b>		<b>£3,410</b>
	<hr/> <hr/>		<hr/> <hr/>

**COMMUNICATIONS MANAGEMENT ASSOCIATION**  
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**Notes to the Financial Statements**  
**For the Year Ended 31 March 2007**  
(Continued)

	<b>2007</b>	<b>2006</b>
	<b>£</b>	<b>£</b>
<b>6. Investments – Company</b>		
Shares in Subsidiary Companies Ordinary Shares of £1 each representing the whole of the issued share capital:		
ICAF - Dormant	£1 ==	£1 ==
<b>7. Debtors – Amounts falling due within one year:</b>	<b>2007</b> <b>£</b>	<b>2006</b> <b>£</b>
Trade Debtors	76,652	66,962
Prepayments	2,214	1,289
Other Debtors	-	1,943
	-----	-----
	<b>£78,866</b> =====	<b>£70,194</b> =====
<b>8. Creditors – Amounts falling due within one year:</b>	<b>2007</b> <b>£</b>	<b>2006</b> <b>£</b>
Subscriptions in Advance	25,649	29,199
Other Income Received in Advance	74,041	73,674
Other Taxes and Social Security	21,658	25,536
Creditors and Accruals	12,044	19,096
	-----	-----
	<b>£133,392</b> =====	<b>£147,505</b> =====

**COMMUNICATIONS MANAGEMENT ASSOCIATION**  
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**Notes to the Financial Statements**  
**For the Year Ended 31 March 2007**  
(Continued)

**9. Contingent Liabilities, Capital Commitments and Financial Commitments**

- (a) There are no known material contingent liabilities outstanding at the balance sheet date.
- (b) There were no material capital commitments at the balance sheet date.
- (c) At 31 March 2007 the company was committed to making the following payments under non-cancellable operating leases in the year 31 March 2007:

	<b>Land and Buildings</b>	
	<b>2007</b>	<b>2006</b>
	<b>£</b>	<b>£</b>
Operating leases which expire:		
Between one and two years	18,090	-
Between two and five years	-	18,090
	£18,090	£18,090
	£18,090	£18,090

**10. Net Incoming Resources are stated after charging:**

	<b>2007</b>	<b>2006</b>
	<b>£</b>	<b>£</b>
Depreciation	2,903	1,682
Auditors' Remuneration	3,945	3,000
	£6,848	£4,682

**11. Reserves**

	<b>2007</b>	<b>2006</b>
	<b>£</b>	<b>£</b>
Balance Brought Forward	21,666	15,697
Surplus of Income over Expenditure	27,805	5,969
	£49,471	£21,666
	£49,471	£21,666

**COMMUNICATIONS MANAGEMENT ASSOCIATION**  
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**Notes to the Financial Statements**  
**For the Year Ended 31 March 2007**  
(Continued)

<b>12. Staff Costs</b>	<b>2007</b> <b>£</b>	<b>2006</b> <b>£</b>
Wages and Salaries (including pension costs)	198,725	184,756
Social Security Costs	20,393	19,659
	£219,118	£204,415
	£219,118	£204,415

The number of higher paid employees of the charity whose emoluments fell in excess of £60,000 was as follows:

<b>2007</b>	<b>2006</b>
1	1

No directors' remuneration was paid by the charity in the year (2006 : Nil).

Members of the Board who also act as trustees of the charity were reimbursed with travelling and subsistence expenses in the following amounts. The legal authority by which remuneration is paid to the trustees is contained in the Memorandum & Articles of the company.

	<b>2007</b> <b>£</b>	<b>2006</b> <b>£</b>
Directors Reimbursed - 4 (2006 - 5)	£3,273	£5,026
Indemnity insurance was acquired on behalf of Board	£1,250	£1,312
	£1,250	£1,312

Other than detailed above, there were no transactions with any of the directors.

**13. Taxation**

No provision has been made for taxation on the results for the year under review, the company having the benefit of charitable status.

**COMMUNICATIONS MANAGEMENT ASSOCIATION**  
**(A Company Limited by Guarantee)**

**Management Information**  
**For the Year Ended 31 March 2007**

**COMMUNICATIONS MANAGEMENT ASSOCIATION**  
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**Income and Expenditure Account**  
**For the Year Ended 31 March 2007**

	2007		2006	
	£	£	£	£
<b>Income</b>				
Subscriptions	74,501		74,339	
Sponsors/Partners and Associates	84,738		64,833	
Annual Conference	123,001		103,165	
Research	111,000		88,800	
Events	100,388		107,491	
Interest Receivable	2,443		2,057	
Other	2,284		8,751	
		498,355		449,436
<b>Less: Direct Costs</b>				
Annual Conference	44,200		48,324	
Research	56,308		48,192	
Events	26,050		29,211	
		126,558		125,727
		371,797		323,709
<b>Expenditure</b>				
Staff Costs	219,118		204,415	
Travel and Subsistence	8,894		6,641	
Public Relations	8,550		6,000	
Regulatory Affairs	12,129		9,530	
Accommodation Costs	27,053		23,664	
Professional Fees	21,917		20,434	
IT and Telecoms	11,807		9,093	
Website Running Costs	12,100		13,646	
Office Supplies	3,725		6,571	
Insurance	7,479		7,563	
Board and AGM Costs	6,224		6,661	
General Expenses	2,093		1,640	
Provision for Bad Debts	-		200	
Depreciation on F F & E	2,903		1,682	
		343,992		317,740
<b>Surplus for the Year</b>		£27,805		£5,969