



Eating Disorders Association t/a Beat
(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2017

EATING DISORDERS ASSOCIATION T/A BEAT
(A company limited by guarantee)

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REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 MARCH 2017

Trustees

Chris Outram, Chairman
Valerie Jolliffe, Treasurer
Anne-Marie Winton
Nicola Brentnall
Dr Pooky Knightsmith-Hesmondhalgh (resigned 27 March 2017)
Professor Hubert Lacey
Paul Baverstock (resigned 27 March 2017, appointed 6 July 2017)
Melanie Smith
Richard Davis
Neil Roskilly (appointed 6 June 2017)
Jo Bennett (appointed 25 September 2017)
Mike Cooke (appointed 25 September 2017)

Company registered number

02368495

Charity registered numbers

801343 and SC039309

Registered office

1 Chalk Hill House, 19 Rosary Road, Norwich, Norfolk, NR1 1SZ

Company secretary

Sue Harvey

Chief executive officer

Andrew Radford

Executive team

Sue Harvey, Director of Finance
Tom Quinn, Director of External Affairs
Caroline Price, Director of Services
Phillip Roethenbaugh, Director of Fundraising

Independent auditors

Larking Gowen, King Street House, 15 Upper King Street, Norwich, NR3 1RB

Bankers

The Co-Operative Bank, 69 London Street, Norwich, NR2 1HT

UBS, 5 Broadgate, London, EC2M 2AN

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CHAIRMAN'S STATEMENT
FOR THE YEAR ENDED 31 MARCH 2017

In this Trustees' Annual Report, we look back on the first year of our new five year strategy, during which Beat has taken substantial steps towards the goals of providing support to all eating disorder sufferers who need us and promoting the practice and policy changes required for all sufferers to be able to access high quality treatment as quickly as possible after their symptoms emerge.

Our strategy focusses us on a vision of a society where fewer people suffer eating disorders, where people with eating disorders experience compassion and understanding, and where they can quickly access treatment. Within that vision, we recognise that we will have the greatest impact for the greatest number of people if we concentrate on helping the identification of the signs of an eating disorder as early as possible, and on supporting sufferers to seek and get treatment as soon as possible.

After a productive 12 months, Beat emerges from 2016-17 looking and feeling like a very different organisation from the one that started the year. We have a new senior management team and an expanded staff team focussed on providing greater support to more people than ever before. We have a new helpline and support services centre in Warrington and a small hub in London.

And we are having a much greater impact than ever before.

The changes include the dramatic expansion of our helpline, which is now open 365 days a year, notably in the evenings when people need us most, which has reinvigorated our focus on supporting people to access help as quickly as possible. The results have been immediate, with more than four times as many people helped per month at the end of the year than at the beginning, and with ambitious plans to help many times more people in the year ahead.

We have - for the first time – a team dedicated to campaigning for improvement to NHS practice and for better and more comprehensive government health policy. We have a revamped training offer and are starting to train key schools professionals in how to spot the early signs of an eating disorder in their students, so they in turn can support sufferers and their families to seek and get the treatment they need as soon as possible. And we have begun to develop a national network of local supporters, young ambassadors and fundraisers, focussed on ensuring the maximum awareness of and support for eating disorders in their areas.

We have been able to achieve this growth in our work thanks to two major legacies received in 2014 and 2015. We have invested most of this income in redeveloping our services and campaigns so they are providing the best support possible, and in expanding our fundraising work so that we can sustain this expanded support for our beneficiaries.

In the year ahead, we will continue the expansion and transformation of Beat. We aim to double the number of people we help, develop a family support programme to complement our early intervention work, publish research which will quantify the impact of delayed treatment, and much more. This work will be amplified by our new campaigns programme.

I'd like to close by thanking all Beat's supporters, donors, volunteers and partners, without whom our work could not happen. But together we can - and will - achieve great things.

Chris Outram
Chairman

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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2017

The Trustees present their annual report together with the audited financial statements for the year 1 April 2016 to 31 March 2017.

Since the company qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

The company also trades under the name Beat.

BACKGROUND

Eating disorders are serious mental illnesses that include anorexia, bulimia, binge eating disorder and OSFED (other specified feeding and eating disorders). Anorexia has a higher mortality rate than any other mental illness.

Eating disorders have an enormous impact on the person affected as well as their friends and family, seriously disrupting their education, employment and relationships. They cause both physical and psychological problems, often with long-term impacts.

Around 4% of people in the UK will suffer from an eating disorder at some point in their lives, with at least 725,000 people suffering at any one time, at an estimated annual cost to the NHS of £4.6bn a year.

While anorexia and bulimia are most commonly found in girls and young women, they affect people of all genders at all ages. Binge eating disorder normally affects adults, with men and women affected more equally. We know that the sooner someone seeks and gets help, the more likely they are to make a fast and full recovery.

But rapid treatment is difficult. Sufferers typically wait for a year or more after recognising their symptoms before seeking help, and health services for eating disorder sufferers are insufficient and underfunded. Sufferers are often turned away, and those that are referred for treatment commonly sit on a waiting list for several months, and sometimes years.

The result is that most people experience a cycle of waiting, treatment, partial recovery and relapse. This cycle lasts for six years on average, with many people never fully recovering.

Suffering is further compounded by the high levels of misunderstanding in society and misrepresentation in the media. Eating disorder sufferers face stigma and discrimination at school, university and in the workplace.

PURPOSE

Beat exists to end the pain and suffering caused by eating disorders.

We are a champion for those who suffer from the dreadful physical and psychological effects of these terrible illnesses:

- By raising public awareness of eating disorders, their causes, effects and prevalence.
- By challenging the ignorance about eating disorders that creates stigma, shame and prejudice.
- By encouraging those in political power and those in positions of influence to make enlightened, helpful and generous policy.

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TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2017

We are a guide to the essential information needed by eating disorder sufferers and their families about the illnesses and their treatments:

- By always having available the latest and most comprehensive evidence-based information.
- By translating the complex, technical and clinical into helpful and practical information and advice that people can use.
- By searching for and reaching out to those who need our information most at a time when they need it.

We are a good friend to those who need us:

- We listen and talk to sufferers and their loved ones.
- We are sensitive and responsive to their needs for help and support.
- We respect their privacy and act with integrity always.

We work for a future in which no life is blighted by or lost to eating disorders.

OUR HISTORY

Beat has been working for people with eating disorders for over 40 years. Anorexic Aid was formed in Manchester in 1974 while Anorexic Family Aid was created in Norwich in 1976. The two organisations merged in 1989 to become the Eating Disorders Association. While this remains our official title, we have been operating under the name Beat since 2007.

OUR VALUES

All staff, trustees and volunteers at Beat share the vision of an end to the pain and suffering caused by eating disorders. We are inspired by the people we serve, by the difference we can make, and by our commitment to each other.

To make our vision a reality, we need to be bold. It takes a particular courage for our beneficiaries to ask us for help. And we need to be courageous in return – being proactive in seeking new opportunities, embracing new ways of working, and challenging things that are preventing our vision from becoming a reality.

Central to our success is our commitment to building and maintaining supportive and mutually empowering relationships with our colleagues, supporters and beneficiaries. In turn, these relationships provide us with unique experience and learning, which we use to speak with both compassion and authority about the realities of eating disorders.

We also believe that people performing at their best are happier in their work and that happy people perform at their best. So we create and protect a trusting and collaborative environment where people can experiment, learn and flourish.

We all have the responsibility of ensuring our behaviours and relationships reflect these values on a day-to-day basis and for holding ourselves and each other accountable when they do not.

When we get this right, we will achieve brilliant results together, making Beat a truly inspiring and enjoyable place to work.

OUR FIVE-YEAR STRATEGY

Since April 2016, Beat has been working to a five-year strategy, which outlines a series of ambitious goals to deliver the best possible support to the greatest number of people and to achieve the maximum degree of change for them.

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TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2017

Our goals for 2021 are:

- Increasing ten-fold the number of people directly helped by our services, supporting over 60,000 people a year.
- Ensuring that eating disorders have greater priority, more funding and better treatments, as a result of our political campaigning and practical change programmes.
- Increasing public and professional understanding and reducing the stigma faced by people affected by eating disorders by actively informing or influencing over 500,000 people.
- Funding this work by increasing our income to more than £5million a year.
- Delivering our success through a highly motivated, well-trained and highly performing staff team operating in an efficient and effective organisation.

In order to successfully deliver the strategy, the organisation has transformed throughout the first year to align ourselves to our new aims and objectives. We have changed considerably as an organisation and now have strong foundations in place on which to build our vision.

A crucial element of our work has been the introduction of the theme of early intervention. The evidence is clear – and becoming even clearer – that early treatment is crucial to a rapid and sustained recovery. It was evident to us, when putting together our strategy, that this was the area to concentrate our efforts on if we were to achieve the greatest impact.

This report covers the changes we have made throughout the year, and the steps we've taken to achieve our five goals in order to improve the lives of people with eating disorders.

ACHIEVEMENTS AND PERFORMANCE

This annual report will concentrate on the following five key areas:

1. Directly supporting more people affected by eating disorders: sufferers, their families and friends.
2. Campaigning for political and practical change for individuals affected by eating disorders.
3. Increasing public and professional understanding and reducing the stigma faced by people affected by eating disorders.
4. Generating income in a responsible and sustainable manner.
5. Being a high-performance organisation in pursuit of our vision.

Directly supporting more people affected by eating disorders

Beat's direct support services have long been at the very heart of the organisation. Communicating directly with those who need us, we equip them to understand their illness, encourage them to believe in recovery, and empower them to seek and get the treatment they need and deserve as soon as possible. On a daily basis, our Helplines and online support help to end the pain and suffering caused by eating disorders.

Our goals for the year were to:

1. Double the number of people we help through our direct support services.
2. Extend the hours we are available to answer calls and improve our email response times.
3. Make the changes needed to ensure our services provide the best possible support to the greatest possible number of people.

We offer direct support through our Helpline, which people can call or email, as well as online support groups and message boards. In 2016-17 we have significantly increased the number of people helped every month: in April 2016, we answered 145 calls and responded to 251 emails, but by March 2017, we were answering 650 calls and 497 emails.

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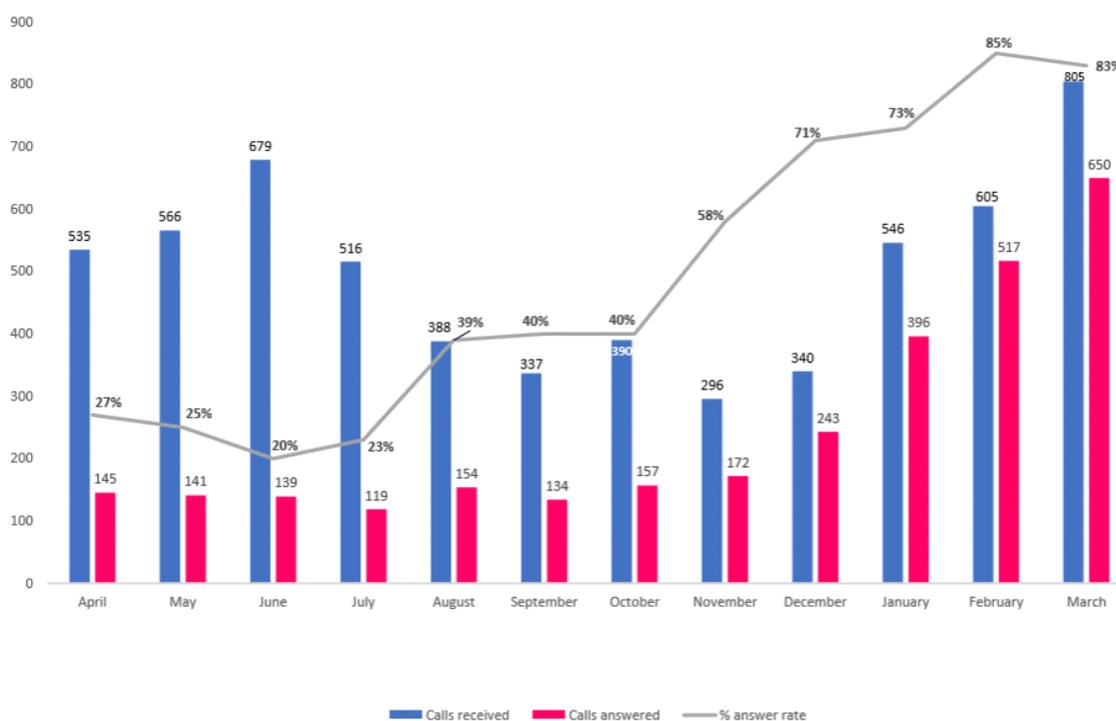
TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2017

The service we were offering at the close of 2015-16 did not help enough people, and could not be contacted at the right time or offer all the information users were looking for. In 2016-17, we transformed the service into one that has an increased impact for the people who use it, has removed barriers to access, and will continue to help a large number of people affected by eating disorders.

Our new free-to-phone Helpline service opened in February 2017, and since then, we have answered the highest number of calls in one month than ever before. We also improved our email response rate, from an average of three days to respond in 2015-16 to 24 hours to respond in February and March 2017.

From November, the Helpline began to open 365 days a year from 4pm-10pm, translating into 42 hours every week, compared with 12 hours at the start of the year. And, most importantly, we are able to answer a higher percentage of our calls. In June 2016, we were answering only one in five of the calls to the helpline, but by March 2017 we were answering more than four in five.

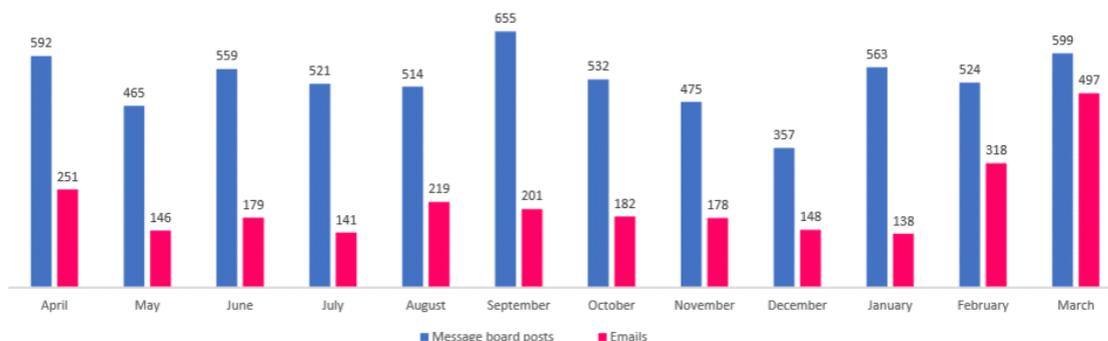
Comparison of calls received & answered (during opening hours) Apr '16 – March '17



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TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2017

Comparison of emails & message board posts received Apr '16 – March '17



"Thank you for replying so fast; even being able to just talk about it to someone has really helped me feel a bit less nervous about the whole situation and let me confront it with a lot more ease than I maybe could have before." Email to Beat's Helpline from service user.

"I've been using Beat's online groups and message boards for a while – to be honest it's the only thing that's been keeping me going this past year. Thanks for being there when I've needed you." Beat online support services user.

The Helpline transformed from a service that listened and signposted users to one that empowers users to overcome their eating disorder. As part of our early intervention programme, the Helpline staff have been trained to encourage and support callers to seek help from their GP, enabling them to find help and support as soon as possible.

We also recognised that while we must encourage people to visit their GP, it is likely that they require further support when at the GP surgery; our research (see page 8) tells us 30% of people visiting the GP for the first time do not get a referral to specialist mental health services. To help overcome this barrier, in February we launched our 'First Steps' leaflet, which uses evidence from the National Institute of Clinical Excellence (NICE) guideline to empower people to help their GP make the referral to specialist treatment that they need. It explains to the individual, the people supporting them and their GP why the next step should always be a referral, and helps people ensure that this is the outcome from their appointment. Following the launch of the leaflet in February, 173 people contacting the Helpline were sent our leaflet in March 2017.

"I love your series of leaflets to take to the first GP appointment. I am cheering you on that you make it clear that the goal of the first visit to the GP is to get referral to a specialist." Helpline caller.

As well as offering positive feedback on the leaflets themselves, Helpline callers have also commented that their GPs have found them useful and informative.

Campaigning for political and practical change for individuals affected by eating disorders

To make a lasting improvement to the lives of people with eating disorders, we use our experience of service delivery to campaign for increased funding and better treatment for people who have these serious mental illnesses. While our activities directly supporting individuals are effective in the present, successful campaigning activities will have a significant impact on those affected by eating disorders in the future, removing the obstacles faced by people when seeking treatment.

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TRUSTEES' REPORT (continued)
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Our goals for the year were to:

1. Build a new campaigning team and equip Beat with the tools and knowledge to call for policy and practical changes.
2. Launch and make meaningful progress with an integrated campaign to improve access to treatment.

During this first year, we have made significant in-roads to ensure that we are in the best place to call for political and practical change as the UK's eating disorder charity.

For the very first time, we have a dedicated and resourced campaigns team focused on delivering that change. The team works alongside a realigned communications team with specialists in content creation, digital communications, and press, and both teams are now led by a newly created post of Director of External Affairs.

We listened to the experience of our service users and created clear, focused policy asks, to ensure people with eating disorders get treatment quickly, future GPs are equipped with the knowledge they need to support people with eating disorders, and the money set aside for eating disorder treatment is appropriately spent. This is supported by new digital software that allows us to create online campaigning actions including petitions, targeting decision makers with emails and requests for pledges.

In February 2017, during Eating Disorders Awareness Week, we launched a campaign to increase the training of future GPs. We published a report at an event in Parliament attended by the Secretary of State for Health as well as 22 Members of Parliament, and over 10,000 people supported this campaign through our online petition.

The campaign was based on a Beat survey which received more responses than any previous survey. The 1,200 respondents told us about the first time they visited the GP about their eating disorder:

- Only 34% felt their GP knew how to help them.
- 30% did not get a referral to mental health services.
- Only one in five were provided with information about eating disorders.
- Almost one in six decided to see a different GP.

While there is much still to do, our activities in 2016-17 have already placed us in a strong position to achieve the greatest amount of change, and place Beat as the leading organisation campaigning on eating disorders.

Increasing public and professional understanding and reducing the stigma faced by people affected by eating disorders

Crucial to every one of our objectives is an increased understanding of eating disorders throughout society, notably because when individuals affected by eating disorders face stigma and misunderstanding, it negatively affects their inclination to seek help and engage with their treatment.

Our goals for the year were to:

- Recruit and support more Young Ambassadors so that we can cover all parts of the UK, and expand the Ambassador programme so that people of all ages can promote our messages of hope and recovery.
- Publish impactful and educational materials to promote the importance of seeking treatment early.
- Review our website and related services including the HelpFinder directory, ensuring that they are providing the best possible information and support to all users.
- Refocus our training programme to equip key professionals with the skills to empower individuals to find treatment quickly.

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In 2016-17 our Young Ambassador programme continued to flourish and grow and we now have more ambassadors than ever before in more areas across the country, spreading a message of hope and recovery. Central to the development of the programme was the pilot of a regional model, where our Ambassadors work with a new team of national and regional officers to reach even more individuals and organisations out in their local communities. These 122 Young Ambassadors have carried out more than 263 activities, spoken at training for professionals, visited schools and colleges, inspired at our Parliamentary event, and bravely shared their experiences in the media, and we have used their unique insight to shape our service provision and information materials.

"I have been involved in the training of GPs, written blogs, and had articles published in newspapers and magazines. I am so grateful for all the experiences I have had so far and it's not even been a year!" Kathryn, Young Ambassador.

"The Young Ambassadors engaged our students and opened their eyes to the reality of living with an eating disorder. Medical students can read about signs and symptoms in a book, but in their presentations, Zoe and Charli brought the experience to life, showing how personally devastating these conditions can be. They were incredibly brave, articulate and inspiring young people. We wish them and Beat all the best in the wonderful work they do." KCL Psychiatric Society.

As well as mobilising our Young Ambassadors to promote messages of hope and recovery, we targeted people who might know someone with an eating disorder, whether as a family member, friend or colleague, through a public awareness campaign, to enable them to spot the very early signs and symptoms of an eating disorder.

Our campaign highlighted six 'tips' focusing on the behavioural and psychological symptoms that appear first, and encouraged those worried about someone they know to contact us without delay.

Eating disorders.

Know the first signs?



Lips

Are they obsessive about food?



Flips

Is their behaviour changing?



Hips

Do they have distorted beliefs about their body size?



Kips

Are they often tired or struggling to concentrate?



Nips

Do they disappear to the toilet after meals?



Skips

Have they started exercising excessively?

In the first week of their launch in February we had requests to distribute posters to 739 locations, and by the end of March 2017, 15,482 people had visited the download page at b-eat.co.uk/tips.

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"I'm worried about one of my friends. She's fifteen and I think she has an eating disorder. I saw your poster about the six tips and I think she fits three of them, which is why I'm emailing you now..."

To guide people through their recovery, the Beat website is filled with evidence-based information about eating disorders and their treatment and stories to inspire people towards recovery, and our HelpFinder directory lists eating disorder support groups, therapists and support centres in local communities.

The 'About Eating Disorders' section on our site is the most visited section of the website, with over half a million unique page views in 2016-17. We continually review and update content, and this year have added information specifically tailored for friends and family, recognising that eating disorders do not only take over the life of the individual but those around them too. Tied in with our 'tips' campaign, the guide has been distributed and made available online to help support and empower an individual on their way to recovery.

In 2017-18 we will complete a project to revamp our websites, which has already seen the HelpFinder convert to a directory that is free to list on.

We have identified that by training key professionals we can empower individuals to seek treatment early as these professionals are in a unique position to intervene early. We have provided schools and other organisations with training to help professionals understand eating disorders, running 23 sessions and reaching 873 people, as well as providing training to the NHS as part of our contracted services, reaching another 188 professionals. In 2016-17, we began work on the transformation of our training offer, which we will launch with partners in Mid-Mersey and Sussex in the next financial year.

We work with academics across the country to increase knowledge and understanding about eating disorders and effective treatments. In 2016-17 we assisted with the recruitment of participants to 21 research projects. One example of our work was with the University of Oxford, exploring the use of the internet and technology to improve access to treatment. We recruited 118 participants to help them evaluate a new online form of cognitive behavioural therapy for individuals with bulimia or binge eating disorder who were not currently receiving or waiting to start treatment. This project will increase the evidence base for this form of treatment, assessing the effectiveness of these forms of treatment and who they might be most suitable for.

Generating income in a responsible and sustainable manner

We could not run our core services and campaign for individuals affected by eating disorders without the kind generosity of each individual, company and trust who has supported us over the past year, and for this we thank each and every one.

Last year we promised to:

- Invest in new specialist posts to increase our income from corporate partners, trusts and foundations, community support, and commissioned services.
- Win at least three new contracts to provide services commissioned by the NHS.

In 2016-17, Beat raised over £1.2m from voluntary sources, with more than £300,000 raised through community fundraising.

"I'm delighted to have completed the marathon and have raised over £1,000 for Beat. It is such a great charity, doing exceptional work. Our family only exists because Beat supported my wife through her illness, so I will also be eternally grateful." Marathon runner, April 2016.

One highlight of the year was our annual fundraising campaign, 'Sock It to Eating Disorders', which recorded its most successful year, raising over £26,000. Supporters bought over 300 pairs of silly socks, and this alone raised more than £1,300. Our dedicated supporters held a diverse range of fundraising activities, from an open

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mic night to a rugby match, a 24-hour treadmill walk and a mini performing arts festival.

The year saw incredible dedication from our challenge participants: elite athlete Tom Fairbrother was not content with just one marathon and over the year pounded the 26.2 miles on ten occasions, raising over £2,000, and Beat Trustee Mel Smith took on the daunting GR5 trek, covering 600km in 18 days, raising £6,137 and matching this amount to make a total of £13,300. We also broke our own record for income fundraised through the London Marathon, with a team of 21 raising over £40,000.

"I'm so happy to have been able to raise money for such a fantastic cause and I want to say a personal thank you, as you've really helped me through the past few years, and I know you still continue to help me!" Head shave fundraiser, December 2016.

In 2016-17, we began our partnerships with Inner Wheel of Great Britain and Ireland and the Mayor of Tunbridge Wells, which will continue into 2017-18. Partnerships like these not only provide us with the opportunity to raise money, but also for more individuals to hear about us.

Inner Wheel have over 17,000 members in almost 700 clubs, many of which have been visited by Beat Young Ambassadors during the year. Members have been raising funds through a variety of routes, notably the 'Step & Smile' sponsored walks, which were generously supported by Shoe Zone, during Eating Disorders Awareness Week. Young Ambassadors have been speaking at club and district meetings and a lasting relationship is being built. Many events were held in March 2017, and we expect funding upwards of £40,000 to be received as the partnership continues into 2017-18.

The Mayor of Tunbridge Wells chose Beat as his charity of the year and hosted a number of events in 2016-17. The mayoral year will end in May 2017, when Beat expects to receive £25,000. As well as supporting Beat's core services, this partnership will leave a lasting legacy in the town with the creation of a new support group, and a trained cohort of Ambassadors who will share their message of hope and recovery. In the future, we hope to use our regional network model to engage with more local organisations and individuals to cultivate further relationships.

We have expanded our fundraising team with the addition of a specialist corporate fundraising manager and the team has a new lead with a change in senior management.

We were extremely grateful for the continued support of online retailer ASOS, whose donation of £65,000 has enabled us to increase the level of online support we are able to offer. Shortly after the close of the financial year we have opened the 'chat room' seven days per week.

Beat and our beneficiaries benefited enormously from a major grant from the Garfield Weston Foundation, which enabled our early intervention transformation programme to proceed and succeed, we received ongoing support from BBC's Children in Need to help fund the Youthline services, delivered a support project and complimentary online training package thanks to funding from the Burdett Trust and the Ellern Mede School and Fowler, Smith and Jones Trust helped to fund the Young Ambassador programme. We are also very grateful to a Beat supporter, who wishes to remain anonymous, for a very generous donation of £250,000 at the end of the year in support of our early intervention and family support themes.

The third sector has continued to come under scrutiny for the way in which it raises funds, and Beat has always taken this very seriously. We will never contact people without their previous permission, and do not sell our supporters' details to third parties. There is still further change on the horizon, and we will ensure that we follow the new General Data Protection Regulation when it comes into effect from May 2018.

We have been successful in tendering for and delivering contracted services in many parts of the country. We have completed contracts focusing on training for Tower Hamlets and City and Hackney, launched an online training platform as part of our contracted work with NHS Lothian, and continued our work with Norfolk Community Eating Disorder Service (NCEDS) to deliver collaborative care skills workshops, peer support

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groups for carers and training for professionals in Norfolk.

During 2016-17, we won several new contracts to deliver our new early intervention education programme and service delivery projects from 2017-18 in Oxford, Suffolk, Sussex, Mid-Mersey, Greater Manchester, the West Midlands, South Staffordshire and Shropshire.

Being a high-performance organisation in pursuit of our vision

Beat's vision is a society where fewer people suffer eating disorders, where people with eating disorders experience compassion and understanding and where they can quickly access better treatments. To achieve this bold vision, we must be strong as an organisation, collaborate powerfully with each other, and have appropriate structures in place to allow people to flourish, grow and achieve the best possible results.

Last year we promised to:

- Streamline the organisation to ensure our activities as a highly motivated staff team deliver impact for our beneficiaries.
- Make the staff support and development changes needed to achieve accreditation from Investors In People.

With ambitious goals to achieve before 2021 in our new strategy, we have invested significantly in new approaches to achieve those goals, and towards a sustainable future for Beat, laying the foundations so that we can help far greater numbers of people into the future.

We realigned our staff structure, ensuring each team member has a clear understanding of their role in achieving the organisation's vision. We have defined our organisational values, which describe what it is like to work at Beat when we are working at our best: bold, collaborative, empowering and accountable. These are now being embedded in the way we work – from how we recruit people, to the way we review our colleagues' performance, to the way we set our future strategies.

Our physical presence has expanded from a Headquarters in Norwich with a presence in Edinburgh to also include a satellite office in London, with a focus on campaigning, corporate and major donor fundraising, and a new helpline and service hub in Warrington.

We created a completely new approach to recording and reporting the data needed to demonstrate whether our work is achieving the impact needed by people affected by eating disorders.

We want Beat to be a great organisation to work for, with happy and motivated staff working together for this important cause. We achieved Investors In People accreditation and will continue to work towards the Gold standard.

LOOKING FORWARD

2017-18 will be the second year of our five-year strategy, and we intend to build on our achievements this year to help more people than ever before and effect change for all who suffer. We will continue to use our focus on early intervention to empower individuals to seek treatment as soon as possible, and will enhance this with a programme of support for families so they are optimally informed of and involved in their loved ones' treatment and recovery. We will further invest in our fundraising team to generate a sustainable income and continue to place importance on investing in our structure to ensure we are a highly effective organisation.

In 2017-18, we will:

- Help 20,000 people through our direct support services.
- Expand the number of services we provide: adding a one-to-one chat function, extending our Helpline opening hours, and opening our online support groups seven days a week.

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- Make progress on our policy asks to improve access to and funding for treatment for people with an eating disorder.
- Inspire people with eating disorders, their loved ones and the professionals supporting them to join a movement for change at our events and through our campaigns.
- Publish high quality research, including a reassessment of the prevalence of eating disorders in the UK and an investigation into the impact of delaying treatment.
- Launch our new training programme, notably training and supporting 1,000 professionals to support school pupils exhibiting the early signs of an eating disorder.

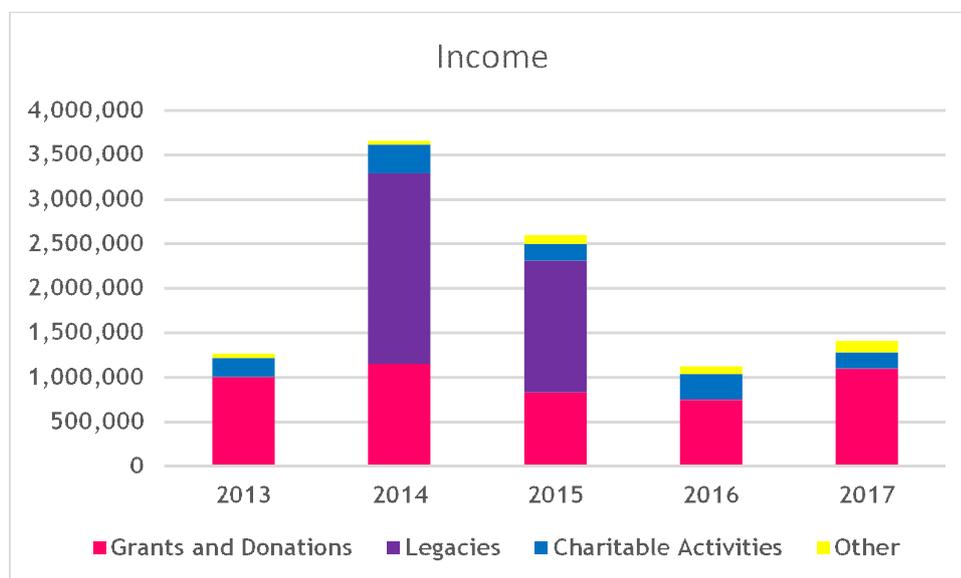
FINANCIAL REVIEW

Beat received legacy income of £3.63 million over the two financial years to March 2015, and is investing these funds in our services, campaigns and fundraising so that we can meet the future needs of the increasing number of people with eating disorders. As a result, our expenditure will exceed our income until 2017-18. We expect the legacy funds to be spent by 2018, and our expenditure and income to be more closely aligned.

Total income for the year 2016-17 was £1.41 million compared to £1.13 million for the previous year.

Expenditure increased from £1.51 million to £1.96 million. Of this expenditure, £0.49 million was funded from legacy funds. We will invest the remainder of the legacy income during 2017-18 to support key services and build capacity for sustainable growth.

This has left the charity with reserves of £2.58 million at 31 March 2017, compared to £3.13 million at 31 March 2016.



Balance Sheet

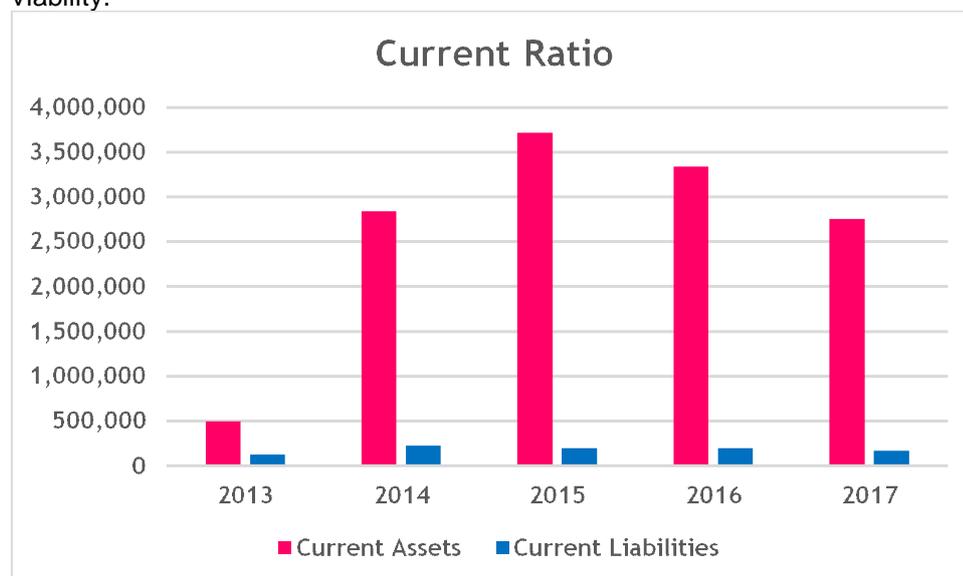
Beat does not invest significant sums in fixed assets. The net book value of fixed assets at 31 March 2017 was £50,310. This mostly relates to computers and technology needed to support our activities.

Debtors have increased to £220,820 at 31 March 2017 from £135,302 at 31 March 2016. This reflects deposits for the new premises and accrued Gift Aid connected with a large donation received at the year end.

EATING DISORDERS ASSOCIATION T/A BEAT
(A company limited by guarantee)

TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2017

Our Balance Sheet remains strong and we plan to manage our resources carefully to ensure long term financial viability.



Fundraising regulation

Beat's approach to fundraising is to maintain a balanced portfolio of income streams in order to achieve a sustainable funding model. We currently employ seven fundraisers, led by the Director of Fundraising, all of whom are members of the Institute of Fundraising. Beat does not use the services of professional fundraising agencies to conduct any part of our fundraising programme.

Beat has a formal complaints procedure for donors. There were no complaints in 2016-17 (2016: *two complaints*). Beat follows The Code of Fundraising Practice, as promoted by the Fundraising Regulator. We will introduce a Donor Charter in 2017-18 to further clarify what donors can expect.

Risk management

The Trustees are responsible for ensuring effective risk management, and that internal controls are in place to appropriately manage the risk exposure of Beat. In June 2017, the Trustees completed their annual review of the Beat's risk management strategy. In the course of this review, the Board has considered:

- The major risks to which Beat is exposed;
- The potential impact and probability associated with each risk;
- Existing internal controls and accountability for them; and
- Mitigating actions needed to reduce each risk to a level that the Trustees considers to be acceptable.

This position is recorded in a risk register, which will continue to be formally reviewed by the Trustees every year and is regularly monitored by the Executive Team and Finance Committee. The major financial risks are each subject to ongoing monitoring and management. Income and cost control are subject to detailed review and challenge on at least a monthly basis.

The key risks identified by the Trustees are as follows:

- Reputational damage leading to inability to support eating disorder sufferers and generate funds.
- Failure to meet fundraising targets leading to inability to support eating disorder sufferers.

EATING DISORDERS ASSOCIATION T/A BEAT
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TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2017

- Fraudulent supplier invoicing/expenses claims.
- Cyber-attack causing loss or theft of data of a commercially sensitive or personal nature.
- Failure to comply with health and safety, data protection or similar legislation.

Beat was subject to one online fraud attempt during the year. This was immediately identified and dealt with. While our risk mitigation worked in that case, the incident led to a review and further strengthening of protection. The incident was also reported as a serious incident to the Charity Commission.

None of the other above risks was encountered by Beat during the year.

Reserves

The Trustees review reserves every year and set a reserves policy that reflects the risks faced by the organisation.

Currently it is the charity's policy to have a General Fund of free reserves (i.e. excluding restricted and designated funds and tangible fixed assets) in order to:

- a) allow continued operation in the event of a loss of a major source of funding while a new source of income is secured or while costs are cut in a considered manner;
- b) provide a buffer in the event of making an operational loss in a given financial year;
- c) bridge cash flow challenges resulting from slow payment or bad debt;
- d) manage fluctuations in income, such as permitting very large donations or legacies received in one financial year to be spent in a reasonable manner in subsequent financial years, resulting in expenditure exceeding income in those subsequent years;
- e) permit investment in key opportunities at short notice.

This policy is reviewed annually alongside the production of the annual accounts in order to:

- i) ensure that the reserve held is equal to or greater than the minimum level identified;
- ii) check that the assumptions underlying the policy are still valid and the minimum amount is still sufficient for its purpose;
- iii) agree any action which may be required to ensure an adequate reserve is maintained.

Beat also holds designated funds in reserve in order to plan for future spending on specific infrastructure or investment projects that will increase our effectiveness and/or sustainability. Restricted funds are also held in reserve when this is a requirement of a donor's instructions.

Currently it is the charity's policy to have free reserves (i.e. excluding restricted and designated funds) equivalent to 10% more or less than the following:

- Half of the annual budget for the following year for voluntary income, plus
- One quarter of the annual budget for the following year of staff costs.

For 2017-18, this requires a free reserve of between £900,000 and £1.1m.

Current reserves are as follows:

	2017	2016
	£'000	£'000
Restricted Funds (must be applied in line with donor's instructions)	665	1,066
Designated Funds (activity specified by the Trustees)	960	1,165
General Fund	954	896

EATING DISORDERS ASSOCIATION T/A BEAT
(A company limited by guarantee)

TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2017

There are two components to the designated fund:

1) £704,000 remaining from a legacy received in 2014-15 which was designated for the expansion of Beat's presence across the whole of the UK, investment in bigger and better methods of fundraising, and the development of a stronger campaigning presence. This fund is expected to be spent by the end of 2018.

2) A £250,000 gift received at the end of the 2016-17 financial year has been designated to complete Beat's transformation project to ensure optimum focus on supporting sufferers to seek and get treatment as early as possible. This will be enhanced by the development of a focused programme of engagement, education and support for families so that they are better able to support and improve the care and recovery of their loved ones. This fund will be spent during the 2017-18 financial year.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is a company limited by guarantee, incorporated on 5 April 1989 and registered as a charity on 7 April 1989. 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. At 31 March 2017 there were 64 (2016:197) voting members, who guarantee the liabilities of the company in the event of a winding-up, to a maximum of £1 each.

Recruitment and appointment of Trustees

The directors of the company are also the charity Trustees for the purposes of charity law. Under the charity's Articles of Association they are known as members of the Board of Trustees. The Trustees who served during the year and up to the date of this report are listed on page 1.

Trustees are elected by the company members at General Meetings. Trustees may be co-opted to the Board during the year, but their co-option must be confirmed by election at the next General Meeting. Two co-opted trustees are currently pending election.

A recruitment panel, delegated from the main Board, interviews and recommends Trustees for approval by the Board and to stand for election by the members at a General Meeting.

Under the requirements of the Articles of Association, the Trustees are elected to serve for a term of three years. Trustees may serve a maximum of two terms, not including any time (up to a maximum of six years) spent as Chairman, Vice Chairman or Treasurer. There must be at least six Trustees.

The Board of Trustees meets quarterly and is responsible for the strategic direction and oversight of the charity. The Board has two sub-committees that meet regularly throughout the year:

- Finance: This committee currently meets six times a year to oversee finance and to support the Executive in the development of budgets, financial and management reporting, and risk management.
- Human Resources: This committee meets four times per year and works with the Chief Executive and his team to ensure Beat can attract, develop and retain great staff and volunteers.

Day-to-day management of Beat is delegated to the Chief Executive and the Executive Team.

All Board members give their time voluntarily but may claim reasonable travel expenses, which are shown in Note 9 to the accounts.

The Board regularly evaluates its performance and membership, considering the direction of the organisation and the skills needed among its number to take Beat forward with confidence.

EATING DISORDERS ASSOCIATION T/A BEAT
(A company limited by guarantee)

TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2017

Public benefit

The Trustees confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Commission on determining the activities undertaken by the charity.

Staff and Executive Pay

Staff salaries are banded in a series of salary points, with the median for each band being a market average benchmarked against similar jobs elsewhere in the voluntary sector. Employees can progress to the next salary point in their band by meeting criteria linked to performance. The exception is the Chief Executive, whose salary is determined by the Board.

Every twelve months the Trustees determined whether there should be an overall increase in salaries to reflect changes in the cost of living. The level of any increase is decided in the context of:

- i) The charity's financial situation
- ii) The charity's performance
- iii) The current rate of inflation
- iv) Cost of living adjustments made in recent years

Trustees' responsibilities statement

The Trustees (who are also directors of Eating Disorders Association for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees 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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006. They are 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.

EATING DISORDERS ASSOCIATION T/A BEAT
(A company limited by guarantee)

TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2017

Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

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

This report was approved by the Trustees on 25 September 2017 and signed on their behalf by:



Chris Outram, Chairman

EATING DISORDERS ASSOCIATION T/A BEAT
(A company limited by guarantee)

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF EATING DISORDERS ASSOCIATION T/A
BEAT**

We have audited the financial statements of Eating Disorders Association for the year ended 31 March 2017 set out on pages 21 to 40. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charitable company's Trustees, as a body, in accordance with section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable 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 charitable company and its members, as a body, for our audit work, for this report, or for the opinion we have formed.

Respective responsibilities of Trustees and auditors

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed auditors under the Companies Act 2006 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report to you in accordance with those Acts.

Our responsibility is to audit and express an opinion on the financial statements 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 Ethical Standards for Auditors.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's website at www.frc.org.uk/auditscopeukprivate.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2017 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2005, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006: and

EATING DISORDERS ASSOCIATION T/A BEAT
(A company limited by guarantee)

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF EATING DISORDERS ASSOCIATION T/A
BEAT**

Opinion on other matter 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 Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- the company has not kept proper and 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 trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to take advantage of the small companies' exemption from the requirement to prepare a Strategic report.



Julie Grimmer FCA DChA (Senior statutory auditor)

for and on behalf of

Larking Gowen

Chartered Accountants
Statutory Auditors

King Street House
15 Upper King Street
Norwich

NR3 1RB

Date: 30 October 2017

Larking Gowen are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

EATING DISORDERS ASSOCIATION T/A BEAT
(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES INCORPORATING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2017**

	Note	Unrestricted funds 2017 £	Restricted funds 2017 £	Total funds 2017 £	Total funds 2016 £
Income from:					
Donations and legacies	2	930,010	276,078	1,206,088	809,207
Charitable activities	4	180,779	-	180,779	278,321
Other trading activities	5	6,855	-	6,855	30,301
Investments	6	15,409	-	15,409	8,218
Total income		<u>1,133,053</u>	<u>276,078</u>	<u>1,409,131</u>	<u>1,126,047</u>
Expenditure on:					
Raising funds		412,086	-	412,086	283,976
Charitable activities		868,576	677,913	1,546,489	1,221,806
Total expenditure	7	<u>1,280,662</u>	<u>677,913</u>	<u>1,958,575</u>	<u>1,505,782</u>
Net expenditure before other recognised gains and losses		(147,609)	(401,835)	(549,444)	(379,735)
Net movement in funds		(147,609)	(401,835)	(549,444)	(379,735)
Reconciliation of funds:					
Total funds brought forward		2,061,499	1,066,387	3,127,886	3,507,621
Total funds carried forward		<u><u>1,913,890</u></u>	<u><u>664,552</u></u>	<u><u>2,578,442</u></u>	<u><u>3,127,886</u></u>

All activities relate to continuing operations.

The notes on pages 24 to 40 form part of these financial statements.

EATING DISORDERS ASSOCIATION T/A BEAT
(A company limited by guarantee)
REGISTERED NUMBER: 02368495

BALANCE SHEET
AS AT 31 MARCH 2017

	Note	£	2017 £	£	2016 £
Fixed assets					
Tangible assets	10		50,310		29,801
Investments	11		999,999		-
			<u>1,050,309</u>		<u>29,801</u>
Current assets					
Stocks	12	550		3,568	
Debtors	13	220,820		135,302	
Cash at bank and in hand		1,512,414		3,199,535	
		<u>1,733,784</u>		<u>3,338,405</u>	
Creditors: amounts falling due within one year	14		<u>(173,959)</u>	<u>(199,236)</u>	
Net current assets			<u>1,559,825</u>		<u>3,139,169</u>
Total assets less current liabilities			<u>2,610,134</u>		<u>3,168,970</u>
Creditors: amounts falling due after more than one year	15		<u>(31,692)</u>		<u>(41,084)</u>
Net assets			<u>2,578,442</u>		<u>3,127,886</u>
Charity Funds					
Restricted funds	16		664,552		1,066,387
Unrestricted funds	16		1,913,890		2,061,499
Total funds			<u>2,578,442</u>		<u>3,127,886</u>

The financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to the members of the company.

The financial statements were approved by the Trustees on 25 September 2017 and signed on their behalf, by:


Chris Outram, Chairman


Valerie Jolliffe, Treasurer

The notes on pages 24 to 40 form part of these financial statements.

EATING DISORDERS ASSOCIATION T/A BEAT
(A company limited by guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2017

	Note	2017 £	2016 £
Cash flows from operating activities			
Net cash (used in)/provided by operating activities	18	(656,760)	974,185
Cash flows from investing activities:			
Dividends, interest and rents from investments		15,409	8,218
Purchase of tangible fixed assets		(43,088)	(16,512)
Purchase of investments - new cash deposits in excess of 90 days		(999,999)	-
Net cash used in investing activities		(1,027,678)	(8,294)
Cash flows from financing activities:			
Repayments of borrowings		(2,683)	(1,082)
Net cash used in financing activities		(2,683)	(1,082)
Change in cash and cash equivalents in the year		(1,687,121)	964,809
Cash and cash equivalents brought forward		3,199,535	2,234,726
Cash and cash equivalents carried forward		1,512,414	3,199,535

EATING DISORDERS ASSOCIATION T/A BEAT
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017

1. Accounting policies

1.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006

Eating Disorders Association t/a Beat meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

1.2 Company status

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

1.3 Fund accounting

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

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

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

EATING DISORDERS ASSOCIATION T/A BEAT
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017

1. Accounting policies (continued)

1.4 Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Donated services or facilities are recognised when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the charity of the item is probable and that economic benefit can be measured reliably.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

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

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

Incoming resources from grants, including income from Government, is recognised when the charity has entitlement to the funds and it is probable the amount will be received.

The value of services provided by volunteers has not been included in these accounts.

EATING DISORDERS ASSOCIATION T/A BEAT
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017

1. Accounting policies (continued)

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Support costs are those costs incurred directly in support of expenditure on the objects of the company and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Charitable activities and Governance costs are costs incurred on the charity's operations, including support costs and costs relating to the governance of the charity apportioned to charitable activities.

1.6 Tangible fixed assets and depreciation

All assets costing more than £1,000 are capitalised.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Leasehold improvements	-	over the period of the lease
Office furniture and equipment	-	20% per annum on cost
Computer equipment	-	33.3% per annum on cost

1.7 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date, unless fair value cannot be measured reliably in which case it is measured at cost less impairment.

1.8 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the company; this is normally upon notification of the interest paid or payable by the Bank.

EATING DISORDERS ASSOCIATION T/A BEAT
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017

1. Accounting policies (continued)

1.9 Leasing and hire purchase

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over the shorter of the lease term and their useful lives. Assets acquired by hire purchase are depreciated over their useful lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the company. Obligations under such agreements are included in creditors net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the Statement of financial activities incorporating income and expenditure account so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

1.10 Operating leases

Rentals under operating leases are charged to the Statement of financial activities incorporating income and expenditure account on a straight line basis over the lease term.

1.11 Stocks

Stocks are valued at the lower of cost and net realisable value.

1.12 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

1.13 Cash at Bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1.14 Liabilities

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

EATING DISORDERS ASSOCIATION T/A BEAT
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017

2. Income from donations and legacies

	Unrestricted funds 2017 £	Restricted funds 2017 £	Total funds 2017 £	Total funds 2016 £
Donations	709,912	76,317	786,229	508,834
Legacies	1,445	-	1,445	21,186
Grants	119,050	195,282	314,332	232,509
Gift aid	99,603	4,479	104,082	46,678
	<u>930,010</u>	<u>276,078</u>	<u>1,206,088</u>	<u>809,207</u>

In 2016, of the total income from donations and legacies, £572,643 was to unrestricted funds and £236,564 was to restricted funds

3. Grants

	Unrestricted funds 2017 £	Restricted funds 2017 £	Total funds 2017 £	Total funds 2016 £
BBC Children in Need	-	31,752	31,752	31,176
Burdett Trust (NHS Lothian)	-	56,483	56,483	56,484
Ellern Mede	-	10,000	10,000	-
Helpline	-	21,525	21,525	-
Swansea University	-	250	250	-
Anonymous	-	10,000	10,000	10,000
Garfield Weston Foundation	100,000	-	100,000	-
ASOS	-	64,272	64,272	-
Freeman Trust	5,000	-	5,000	-
Jordan Family Trust	5,000	-	5,000	5,000
Earle & Stuart Charitable Trust	-	-	-	10,000
Paul Bassham Charitable Trust	-	-	-	5,000
BBC Children in Need - sibling support	-	-	-	1,894
Health & Social Care Voluntary Fund	-	-	-	79,659
Young Start Scotland	-	-	-	24,996
Grants (less than £5,000)	9,050	1,000	10,050	8,300
	<u>119,050</u>	<u>195,282</u>	<u>314,332</u>	<u>232,509</u>

In 2016, of the total income from grants £28,300 was to unrestricted funds and £204,209 was to restricted funds.

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4. Income from charitable activities

	Unrestricted funds 2017 £	Restricted funds 2017 £	Total funds 2017 £	Total funds 2016 £
Income from training and conferences	17,732	-	17,732	141,001
Publications	27,498	-	27,498	33,672
Professional membership	2,397	-	2,397	3,158
Contracting income	133,152	-	133,152	100,490
	<u>180,779</u>	<u>-</u>	<u>180,779</u>	<u>278,321</u>

In 2016, of the total income from charitable activities, £278,321 was to unrestricted funds and £ NIL was to restricted funds.

5. Income from other trading activities

	Unrestricted funds 2017 £	Restricted funds 2017 £	Total funds 2017 £	Total funds 2016 £
Affinity income	2,671	-	2,671	461
Merchandise sales	17	-	17	750
Sponsorship	4,167	-	4,167	29,090
	<u>6,855</u>	<u>-</u>	<u>6,855</u>	<u>30,301</u>
Net income from income from other trading activities	<u>6,855</u>	<u>-</u>	<u>6,855</u>	<u>30,301</u>

In 2016, of the total income from charitable activities, £30,301 was to unrestricted funds and £NIL was to restricted funds.

6. Investment income

	Unrestricted funds 2017 £	Restricted funds 2017 £	Total funds 2017 £	Total funds 2016 £
Interest received	15,409	-	15,409	8,218

In 2016, of the total investment income, £8,218 was to unrestricted funds and £ NIL was to restricted funds.

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7. Total resources expended

	Fundraising costs	Governance	Service provision	Campaigns and research	Education, understanding & awareness	2017	2016
	£	£	£	£	£	£	£
Direct costs							
Staff costs	217,575	-	351,968	109,127	232,604	911,274	628,957
Operational costs	66,753	-	168,148	9,475	72,217	316,593	152,920
Event costs	28,313	-	21,882	167	90,804	141,166	185,791
Facilities costs	19,673	-	43,396	11,572	23,144	97,785	89,553
IT costs	14,954	-	32,985	8,796	17,592	74,327	53,033
Unrecoverable VAT	14	-	32,763	3,026	1,854	37,657	6,905
Total direct costs	347,282	-	651,142	142,163	438,215	1,578,802	1,117,159
Support costs							
Unrecoverable VAT	9,386	-	20,705	5,521	11,042	46,654	45,050
HR costs	13,360	-	29,470	7,859	15,718	66,407	48,728
Finance costs	24,923	-	54,976	14,661	29,321	123,881	129,301
Central costs	17,135	57,769	37,736	10,064	20,127	142,831	165,544
Total support costs	64,804	57,769	142,887	38,105	76,208	379,773	388,623
Total resources expended	412,086	57,769	794,029	180,268	514,423	1,958,575	1,505,782

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Total resources expended (continued)

Analysis of costs between activities for the year ended 31 March 2016 was as follows.

	Fundraising costs	Governance	Service provision	Campaigns and research	Education, understanding & awareness	2016
	£	£	£	£	£	£
Direct costs						
Staff costs	135,091	-	239,529	25,243	229,094	628,957
Operational costs	40,385	-	39,380	14,810	58,345	152,920
Event costs	21,733	-	14,579	2,016	147,463	185,791
Facilities costs	16,191	-	50,356	4,048	18,958	89,553
IT costs	9,589	-	29,820	2,397	11,227	53,033
Unrecoverable VAT	-	-	2,708	240	3,957	6,905
Total direct costs	222,989	-	376,372	48,754	469,044	1,117,159
Support costs						
Unrecoverable VAT	8,145	-	25,332	2,036	9,537	45,050
HR costs	8,810	-	27,400	2,203	10,315	48,728
Finance costs	23,378	-	72,706	5,845	27,372	129,301
Central costs	20,654	51,313	64,232	5,163	24,182	165,544
Total support costs	60,987	51,313	189,670	15,247	71,406	388,623
Total resources expended	283,976	51,313	566,042	64,001	540,450	1,505,782

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8. Net incoming resources/(resources expended)

This is stated after charging:

	2017 £	2016 £
Depreciation of tangible fixed assets:		
- owned by the charity	12,021	7,307
- held under finance leases	-	5,830
Loss on disposal of fixed assets	289	-
Auditors' remuneration - audit	7,000	-
Auditors' remuneration - previous auditors	-	7,551
Auditor's remuneration - previous auditors tax advice	3,300	328
Operating lease rentals	70,763	55,075
	70,763	55,075

9. Staff costs

	2017 £	2016 £
Wages and salaries	954,367	740,975
Social security costs	82,772	66,644
Pension costs	33,301	26,839
	1,070,440	834,458

The key management personnel of the charity are the Trustees and the Executive Team.

The pay and benefits (including employer pension contributions) of the Executive Team during the year were £292,809 (2016: £272,995).

The value of services provided by Beat's volunteers has not been incorporated into these financial statements. However Beat recognises that it could not have achieved everything set out in the Trustees' report had it not been for a dedicated team of 1,064 volunteers and Young Ambassadors to help us fundraise, promote awareness, speak to the media and deliver services such as the Help Line, self-help networks and conferences.

Trustees are reimbursed for reasonable travel expenses, which for the year amounted to £77 (2016: £266) for 1 Trustee (2016: 1). No remuneration was paid to any Trustee during the year.

Employees earning in excess of £60,000 per annum were as follows.

	2017 No.	2016 No.
Between £80,001 and £90,000	1	-
	1	-

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Average headcount expressed as a full time equivalent

	2017	2016
	No.	No.
Charitable activities	34	29
Fundraising	7	4
Total	41	33

During the period redundancy and termination payments totalling £18,325 were paid to 11 employees following a restructuring and relocation of some of the charity's activities. These payments consisted of statutory redundancy and an agreed enhancement for each employee.

10. Tangible fixed assets

	Improvements to leasehold property £	Office furniture & equipment £	Computer equipment £	Total £
Cost				
At 1 April 2016	18,595	17,641	114,420	150,656
Additions	21,617	-	21,471	43,088
Disposals	(732)	-	(32,955)	(33,687)
At 31 March 2017	39,480	17,641	102,936	160,057
Depreciation				
At 1 April 2016	17,877	17,232	85,746	120,855
Charge for the year	690	312	11,019	12,021
On disposals	(443)	-	(22,686)	(23,129)
At 31 March 2017	18,124	17,544	74,079	109,747
Net book value				
At 31 March 2017	21,356	97	28,857	50,310
At 31 March 2016	718	409	28,674	29,801

The net book value of assets held under finance leases or hire purchase contracts, included above, are as follows:

	2017	2016
	£	£
Computer equipment	-	8,204

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FOR THE YEAR ENDED 31 MARCH 2017

11. Fixed asset investments

	Long term cash deposits £
At 1 April 2016	-
Additions	999,999
	999,999
At 31 March 2017	999,999

Investments comprise:

	2017
	£
Long term cash deposits	999,999
	999,999

Long term cash deposits are considered to be those with a notice period in excess of 90 days.

12. Stocks

	2017	2016
	£	£
Books for resale	550	3,568
	550	3,568

13. Debtors

	2017	2016
	£	£
Trade debtors	53,604	42,733
Other debtors	3,772	-
Prepayments and accrued income	163,444	92,569
	220,820	135,302
	220,820	135,302

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14. Creditors: Amounts falling due within one year

	2017	2016
	£	£
Net obligations under finance leases and hire purchase contracts	-	5,677
Trade creditors	50,085	74,981
Other taxation and social security	14,664	13,590
Pension scheme deficit	3,963	3,847
Other creditors	188	-
Accruals and deferred income	105,059	101,141
	173,959	199,236
	173,959	199,236

15. Creditors:
Amounts falling due after more than one year

	2017	2016
	£	£
Net obligations under finance leases and hire purchase contracts	-	7,275
Pension scheme deficit	31,692	33,809
	31,692	41,084
	31,692	41,084

Obligations under finance leases and hire purchase contracts, included above, are payable as follows:

	2017	2016
	£	£
Between one and five years	-	7,275
	-	7,275
	-	7,275

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017

16. Statement of funds

	Brought Forward £	Income £	Expenditure £	Transfers in/out £	Carried Forward £
Designated funds					
Designated Funds	1,165,000	250,000	(172,688)	(288,422)	953,890
General funds					
General Funds	896,499	883,053	(1,107,974)	288,422	960,000
Total Unrestricted funds	2,061,499	1,133,053	(1,280,662)	-	1,913,890
Restricted funds					
Ambassadors	355	1,000	-	-	1,355
ASOS	8,932	64,272	(38,847)	-	34,357
AVON Support Groups	5,637	-	-	-	5,637
BBC Children in Need	1,065	31,752	(28,253)	-	4,564
BBC Children in Need Sibling Support	1,566	-	(1,153)	-	413
Beat Research Fund	10,833	-	(10,833)	-	-
Burdett Bursary NHS Lothian	12,607	56,483	(64,905)	-	4,185
Clive Barter Bursary	3,023	-	(326)	-	2,697
Dove Training	18,877	-	-	-	18,877
Kate and Anthony Smith	25,000	-	(8,561)	-	16,439
Stratford Ball	14,100	901	-	-	15,001
Legacy	964,083	-	(485,457)	-	478,626
The Tudor Trust	309	-	(309)	-	-
Ellern Mede	-	10,000	(10,000)	-	-
Anonymous	-	10,000	(10,000)	-	-
Helpline	-	21,775	(15,500)	-	6,275
Swansea University	-	250	(250)	-	-
Polly's Promise	-	75,613	(1,694)	-	73,919
Inner Wheel Fundraising	-	2,189	-	-	2,189
Mayor of Tunbridge Wells	-	1,843	-	-	1,843
Technology Enabled Care Program	-	-	(1,825)	-	(1,825)
	<u>1,066,387</u>	<u>276,078</u>	<u>(677,913)</u>	<u>-</u>	<u>664,552</u>
Total of funds	<u>3,127,886</u>	<u>1,409,131</u>	<u>(1,958,575)</u>	<u>-</u>	<u>2,578,442</u>

A description of the significant restricted funds is as follows.

ASOS	Helpline and online services: Funding towards the cost of the staffing and associated costs of running the online service
Avon Support Groups	To train volunteers to facilitate Beat Support Groups
Beat Research Fund	Supporting research studies and trials that will allow us to campaign for

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16. Statement of funds (continued)

	evidence based services and treatment
Burdett Trust	Providing support to young people around transitions and developing an online training package for professionals around transitions
BBC Children in Need	Funding towards the cost of the staffing and associated costs of running the Beat Youthline
BBC Children in Need	Funding to provide online advice and support to children and young people affected by family and friends with an eating disorder
Clive Barter Bursary	Funding for young people to attend our International Conference
Dove Training	Grant to provide training in positive body images
Helpline Fund	Funding towards the cost of the staffing and associated costs of running the Beat Helpline
Kate and Anthony Smith	Promotion and communication
Stratford Ball	Restricted for Early Intervention activities in memory of Dr Melanie Spooner
Legacy	Helpline, support groups, developing earned income and growth
Polly's Promise	Funding towards an Early Intervention research project with surplus funds directed to general charitable purposes
Association of Inner Wheel in Great Britain and Ireland	Funding towards the cost of Beat UK Young Ambassador programme and Helpline services
Mayor of Tunbridge Wells	Restricted geographically to Tunbridge Wells and the surrounding areas
Scottish Government Technology Enabled Care Programme	Project providing peer support to young people with an eating disorder, and their families. Providing an innovative forum and training resource with the goal of promoting early intervention for children and young people and supporting people to manage their own mental health.

Designated funds have been allocated by the Trustees for a) the expansion of Beat's presence across the whole of the UK, investment in bigger and better methods of fundraising, and the development of a stronger campaigning presence, and b) to complete Beat's transformation project to ensure optimum focus on early intervention and to enhance this with a focused programme of engagement, education and support for families.

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Summary of funds

	Brought Forward £	Income £	Expenditure £	Transfers in/out £	Carried Forward £
Designated funds	1,165,000	250,000	(172,688)	(288,422)	953,890
General funds	896,499	883,053	(1,107,974)	288,422	960,000
	<u>2,061,499</u>	<u>1,133,053</u>	<u>(1,280,662)</u>	-	<u>1,913,890</u>
Restricted funds	1,066,387	276,078	(677,913)	-	664,552
	<u>3,127,886</u>	<u>1,409,131</u>	<u>(1,958,575)</u>	-	<u>2,578,442</u>

17. Analysis of net assets between funds

	Unrestricted funds 2017 £	Restricted funds 2017 £	Total funds 2017 £	Total funds 2016 £
Tangible fixed assets	50,310	-	50,310	29,801
Fixed asset investments	999,999	-	999,999	-
Current assets	1,069,232	664,552	1,733,784	3,338,405
Creditors due within one year	(173,959)	-	(173,959)	(199,236)
Creditors due in more than one year	(31,692)	-	(31,692)	(41,084)
	<u>1,913,890</u>	<u>664,552</u>	<u>2,578,442</u>	<u>3,127,886</u>

18. Reconciliation of net movement in funds to net cash flow from operating activities

	2017 £	2016 £
Net expenditure for the year (as per Statement of financial activities)	(549,444)	(379,735)
Adjustment for:		
Depreciation charges	12,021	13,137
Dividends, interest and rents from investments	(15,410)	(8,218)
Loss on the sale of fixed assets	289	-
Decrease in stocks	3,018	265
(Increase)/decrease in debtors	(85,518)	1,343,612
(Decrease)/increase in creditors	(19,600)	4,672
(Decrease)/Increase in pension provision	(2,116)	452
Net cash (used in)/provided by operating activities	<u>(656,760)</u>	<u>974,185</u>

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19. Analysis of cash and cash equivalents

	2017	2016
	£	£
Cash in hand	1,012,415	3,199,535
Notice deposits (less than 3 months)	499,999	-
Total	<u>1,512,414</u>	<u>3,199,535</u>

20. Pension commitments

The charity participates in a multi-employer pension scheme which provides benefits to some 1,300 non-associated participating employers. The scheme is a defined benefit scheme in the UK. It is not possible for the company to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore it accounts for the scheme as a defined contribution scheme.

The scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The scheme is classified as a 'last-man standing arrangement'. Therefore the charity is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

A full actuarial valuation for the scheme was carried out at 30 September 2014. This valuation showed assets of £793m, liabilities of £970m and a deficit of £177m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme as follows:

£12,945,440 per annum for the period 1 April 2016 to 30 September 2025 and a further £54,560 per annum for the period 1 April 2016 to 30 September 2028.

Where the scheme is in deficit and where the charity has agreed to a deficit funding arrangement the charity recognises a liability for this obligation. The amount recognised is the net present value of the deficit reduction contributions payable under the agreement that relates to the deficit. The unwinding of the discount of the net present value is recognised as a finance cost.

The present value of the liability at 31 March 2017 is £35,655 (2016: £37,656)

The share of contributions paid to the scheme by the company in the year amounted to £3,847 (2016: £4,488)

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21. Operating lease commitments

At 31 March 2017 the total of the Charity's future minimum lease payments under non-cancellable operating leases was:

	2017 £	2016 £
Amounts payable:		
Within 1 year	3,677	30,509
Between 1 and 5 years	164,638	3,638
After more than 5 years	348,300	-
Total	<u>516,615</u>	<u>34,147</u>

22. Related party transactions

Donations from 7 (2016: 5) of the trustees during the year totalled £13,167 (2016: £4,402). There were no further related party transactions.