



The Association of Corporate Treasurers
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Annual report 2001-2002

The Association of Corporate Treasurers



The Association of Corporate Treasurers

MANAGEMENT

Chief Executive Richard Raeburn

General Manager Kate Hoyle

Interim Director of Education David Westby

Company Secretary Ria Robinson

Conference Manager Jane Wicks

Finance Manager John Murphy

Managing Editor Michael Henigan

Membership Secretary Gabrielle Koonin

COMMITTEES & CHAIRS

Editorial & Publications Valerie Hawkes

Education David Tilston

Member Services Chris Jones

Programme David Swann

Regional Groups Paul Johns

Technical Jon Boyle

CONTACT

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Registered No. 1445322

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President's statement



The financial markets never stand still. If ever there was a year that proved the point, this was it. But it was exciting, for when markets are turbulent, the treasury profession shows its true worth. We have seen unusual movements in prices, the introduction of more and more regulatory and accounting changes and the collapse of organisations with famous names. While this has been happening, the Association has increased its membership and established ever closer links with sister organisations around the world.

It has not been an easy year but I am glad to say that our new governance structure has helped us to adapt. Having received the approval of members last September, we moved swiftly to make it work. Council now has 14 members, half the previous number. They drew lots as to who would serve two, three or four year terms so that we can ensure regular elections in future.

Another consequence of the governance changes is that I shall be the last President to serve two years. In January 2003 our Deputy President, Philip Gillett, will take over from me as President and be succeeded in 2004 by the current Vice President, Chris Jones. This clearly defined succession ensures that I am able to benefit from their guidance and that the workload is more evenly distributed.

On behalf of all in the Association I would like to thank David Creed for his leadership as Chief Executive until April 2002, as well of course for his considerable contribution over the years through the Technical Committee and other areas. When David announced his retirement, the new Appointments Remuneration and Audit Committee chaired by the Immediate Past President, Philippa Foster Back, was immediately put to the test to find a new Chief Executive. From an initial list of 57 candidates, Richard Raeburn was appointed in May 2002. Richard has been a member of the Association for 20 years and was until 2000 the lead treasury partner at KPMG. His experience includes working for international groups such as Diageo. As a consultant directing the development of the Association's education programme, he introduced a major syllabus review and our innovative e-learning programme. I am sure that he will lead the Association forward to continued success.

Our Advisory Board has also been established and we are delighted that Paul Spencer, former UK Chief Executive of Royal & SunAlliance Insurance and Past President of the Association, has agreed to be its chairman.

Having launched Corporate Membership at the beginning of the year, we already have six such members: BP, Novar, Hays, HM Treasury's Debt Management Office, Michael Page International and Shell. Each of these organisations has appointed senior finance team members as Corporate Representatives. It is a two way benefit. They will be able to participate in the ACT activities and receive the benefits of membership though not to use the Association's designatory letters. We will gain from their contribution to Association activities and their encouragement to colleagues to join our education programmes and to qualify for individual membership.

Following several years of generating a surplus, we have reported a deficit this year of £43,792. The Review of the year that follows discusses the factors that significantly influenced this result. It is clear that the Association's performance in the current year will continue to be affected both by the economic slowdown, which impacts spending on advertising and sponsorship, and by some increasing costs. We are forecasting a much greater deficit for the year ending 30 April 2003. Fortunately, reserves have been prudently built for such an eventuality and Council do not see the need for immediate remedial action, but our cost base will remain under constant review.

The next year will be exciting for the Association and its members. With a new organisation designed to maximise the combined efforts of staff, member volunteers and Council, we can look forward with enthusiasm. As an Association we could not succeed without the support of our staff and management team, and the contribution of time and expertise by our members. My thanks to you all for your efforts, which are very much appreciated. You can be assured that, like the markets, the Association of Corporate Treasurers will not stand still.

A handwritten signature in black ink, which appears to read 'Anthony Stern'. The signature is written in a cursive style and is positioned above a horizontal line.

Anthony Stern President
2 September 2002

Review of the year



During the year the Association recorded a further increase in its membership numbers and made significant progress in all the key areas of activity: we invested in a major development of our website, successfully launched e-learning, widened the geographic reach of our education programmes and Regional Groups, and introduced an extensive training programme that builds on our existing series of events. We also underwent a major review of our own governance and implemented its recommendations. The substantial increase in our income reflects the timing of our annual conference which was such that the period under review includes the results of holding two conferences (and none in the previous year). Without the benefit of the additional conference our deficit of £43,792 would have been even higher.

The financial results were disappointing after the surpluses achieved in the previous years but the change in our financial position was attributable to three key factors: a material reduction in advertising revenue for *The Treasurer*, higher office rental costs following the five year review of our lease and higher staff costs as we strengthened the resource base. Previous annual reviews have noted the very strong reserves held by the Association and these now play a crucial part in allowing us to consider

the financial future of the Association without having to resort to short-term expedencies.

My predecessor as Chief Executive, David Creed, from whom I took over at the beginning of May 2002, led the Association through a programme of major change. The review of our governance was undertaken in order to establish a more effective way for the Association to be managed (and be held accountable); we wanted to ensure that we can continue to draw on the immense contribution that our members can make as volunteers whilst also being able to attract and retain professional staff to work in the executive team. The core of the recommendations of the governance review were therefore about balancing the operational and business control of that executive team with the strategic direction and decision-making responsibility of Council (and the contribution made by our Advisory Board).

The budget for the current year anticipated a significant deficit, comfortably within the Association's financial capacity but clearly not one that members would wish to see recurring. It was recognised that the poor outlook for advertising would continue to impact us (in common with most involved in published media), whilst we would also be bearing the effect of the increased rental and staff costs referred to above.

The challenge this year is therefore to create conditions for the Association that ensure the financial pressures do not prevent us from pursuing our agreed strategic direction, despite the difficult economic environment. It is worth emphasising that, in the current year ending 30 April 2003, we are seeing strong levels of enrolment in the AMCT programme, perhaps partly in recognition of the advantages of professional qualifications when the outlook for

employment is less favourable than in the recent past. We are excited about the opportunity to derive further benefit from the Association's acknowledged position as the leading treasury organisation in the world and the fact that other countries look to our education qualifications as the benchmark for global standards. We continue to run highly successful events such as the Annual Dinner, and both *The Treasurer* and our Handbook are regarded as best in class and are read and referred to by the leading treasurers in the UK and internationally.

EDUCATION

The Association is the leading provider of treasury education and this work is at the core of our activities. At any point in time we typically have approximately 1,200 people enrolled to study for one of our three qualifications and sustaining this level of interest is key to the Association's future.

During the year we have reassessed our strategy for education in order to ensure that our qualifications continue to be relevant and are delivered in the most effective way. We have been focusing on:

- how best to maintain MCT as the senior treasury qualification;
- the longer term development of AMCT, in terms of its coverage and flexibility;
- widening the global market for the Certificate in International Cash Management (Cert CM) course, at the same time as we completed and successfully launched the e-learning facility; and
- the potential to introduce further 'certification' qualifications and how to link these in due course to the core AMCT qualification.

In all these projects, the ACT team, led operationally by Dr Yvonne Dineen and in e-learning by Dr Zully Grant-Duff, has worked closely with the Education Committee, chaired by David Tilston.

Enrolment numbers for AMCT in the period under review were stable, although we saw a decline in the number of CIMA fast-track enrolments as that programme reached maturity. It was pleasing to see a substantial improvement in the pass rate of CIMA candidates.

Although MCT enrolments were significantly higher than budget, the low number of seminar and Summer School registrations highlighted that there is little demand for support leading up to the October examination. Accordingly, the August 2002 Summer School will be the last Summer School to be offered. Alternative support will be provided for students sitting in October 2003 and October sittings thereafter.

We continue to be very pleased with the interest shown in Cert CM. Attendance at the residential school (an integral part of the programme) has been at capacity limits in the UK for each sitting. Although large numbers of Cert CM candidates come from financial institutions, we are encouraged to see strong attendance from corporates, reflecting the relevance of the study material to the practical challenges faced in optimising the management of corporate cash internationally.

Cert CM is also a success story for the ACT outside the UK. We established a collaborative venture with the Free University of Amsterdam, whereby the students sitting for the graduate level Treasury Management diploma are eligible to take the Cert CM examination. In Hong Kong we set up a successful Cert CM programme for the October 2002 examination. We hope to build on this initiative to offer further Asia Pacific regional programmes as and when we are confident that they are financially viable. We were disappointed with the progress of Cert CM in the US and terminated our joint venture with the Association for Financial Professionals. We do, however, believe that there is considerable

potential for the qualification in that part of the world and are actively considering how best to structure our presence there. The introduction of the e-learning facility for Cert CM was a very important step for the Association – a comprehensive demonstration can be viewed at

www.treasurers.org/cashmanagement.

Our approach has been enthusiastically endorsed by experts in e-learning as an excellent example of “blended learning” and the level of use by students confirms that they value the facilities offered (over 80% of enrolled students have accessed the site). We always intended that the experience of developing e-learning for Cert CM should guide our approach to the other qualifications and we are confident that the Association will benefit from this.

TECHNICAL

The last year has seen a significant shift of emphasis in the contribution of the technical department to the Association’s

Jon Boyle Chairman of Technical Committee
and **Jane Wicks** Conference Manager.

work. The overall effect of this change has been to step up the Association’s technical capabilities and to focus technical services more closely on the production of resources which meet the needs of members.

A key finding of the governance review was that the technical department should take a more proactive role in supporting other departments of the ACT, namely editorial, conferences and education. Notable progress has been made in this area with technical staff reviewing content for *The Treasurer*, advising on event programmes and contributing to projects aimed at enhancing the Association’s publications and educational materials. This builds on the core principle that technical excellence should underpin all of the ACT’s products and services.

A similar stance has been taken in the work of the ACT Technical Committee, led by Jon Boyle, Director of Treasury at Fidelity Investment Management, who took over as Chairman from Judith



Review of the year

continued



Harris-Jones in November 2001. At the start of the 2002 calendar year, the committee formed three working groups which are specifically designed not only to foster debate on topical treasury issues but also to produce useful and relevant guidance for the practising corporate treasurer. Resultant output is expected to be available as articles, position papers and reference materials in *The Treasurer*, *The Treasurer's Handbook* and on our website, ACTonline, in the latter half of 2002. The working groups, which are open to members, students and non-members, are focused on pensions, euro cash management and derivatives accounting.

Alongside this project work on specific issues, developments in the treasury world continued to be carefully considered by the committee and reported in an expanded monthly Hotline in *The Treasurer*. Hotline also offered for the first time a technical discussion forum for members, linked to a similar facility on ACTonline. The website now includes an excellent updated member

Valerie Hawkes Chairman of Editorial & Publications Committee. (**Stephen Crompton** Council Member, in foreground).

resource on the Loan Markets Association standard loan documentation, produced in conjunction with Slaughter and May. Finally, building on the redesign of the Treasury Practice section of the Handbook last year, the committee once again played a significant role both in compiling high quality content for *The Treasurer's Handbook 2002* and in planning for the new more international edition in 2003.

In addition to the development of these output-orientated initiatives, the technical department continued its work in representing the views of the corporate treasurer in relation to new regulatory and other developments. During the year the ACT consulted on a number of important treasury issues, which had prominent media coverage, including derivatives accounting, responding on both the Joint Working Group proposals

and the informal phase of the International Accounting Standards Board review of amendments to IAS39 "Financial Instruments: Recognition and Measurement". This valuable work is set to continue through the Derivatives Accounting working group reviewing Financial Reporting Exposure Draft (FRED) 23 on hedge accounting, FRED 30 on the UK GAAP adoption of many of the provisions of IAS39 and the revised IAS39 itself.

ACT representation was prominent in a number of key proposals and regulatory discussions, including consultation on the proposed introduction of treasury shares with the Department of Trade and Industry, and work on the conduct of business rules, particularly in relation to corporate customer classification and protection for the Committee of European Securities Regulators (CESR). In addition, consultation activities were supported by the Association once again being represented on a wide range of City committees and discussion groups, to ensure that the views of the Association were made known and the latest intelligence on all technical developments was evaluated, and communicated, to members.

The new focus of ACT technical services in the past year could not have been possible without the continued expert support of the Technical Committee and other volunteers who give up their time to sit on working groups and consultation panels. Our thanks go to all involved for their invaluable contribution.

MEMBER SERVICES

The Member Services Committee is chaired by Chris Jones, a Partner at PricewaterhouseCoopers and the Association's Vice President. The Committee is primarily responsible for approving fellows and corporate members, based on criteria set by Council, together with driving the development and delivery of the

Association's services to all members, other than those services specifically covered by other committees. This includes assessing whether categories of membership are appropriate, and determining the criteria for the rights of different categories of membership. The committee is also responsible for the oversight of the ACT website, ACTonline, which is increasingly becoming a key delivery channel for our services.

Membership Our Member Services Manager, Gabrielle Koonin, will be the main point of contact for many of our members and she is always keen to receive feedback on existing and potential new services for members. We are delighted that the strength of our qualifications means that our membership base continues to grow.

Membership Numbers	2001	2002
Honorary Fellows (Hon FCT)	9	9
Fellows (FCT)	477	484
Members (MCT)	1,351	1,320
Associate Members (AMCT)	1,348	1,409
Total	3,185	3,222

Corporate Membership The new corporate membership scheme was introduced in May and six companies are now members (with a total of nine representatives). We are actively marketing this category of membership to large and mid-sized companies in the UK, particularly where there is currently no individual member. Corporate membership is also an opportunity for members to involve their senior finance colleagues in the Association's activities. All applications are of course subject to approval by the Member Services Committee.

ACTonline – www.treasurers.org The website has significantly improved in style and content in the last year. In February the site was rebranded to ACTonline and substantially redesigned to

ease navigation. Recent usage statistics show 11,000 visits to the site per month, a continued growth over previously reported figures, reflecting the increasing popularity of online resources. Thanks to the efforts of a dedicated web editor, Vivienne Arkley, and support from the technical department, the website now includes regularly updated features and news on current treasury issues, increasing its attractiveness to both casual and return visitors.

These news and features articles help to promote other services available on the site. We will continue to develop the site, and to use it as a platform for access to the ACT's services, buying related services and products, and to highlight its value as an important reference source for the treasury profession.

RIGHT: Gabrielle Koonin Member Services Manager. **BELOW: Mike Bryant** Council Member, **Chris Jones** Vice President & Chairman of Member Services Committee, **Kate Hoyle** General Manager.

New services now available to both members and non-members include:

- **news** – regularly updated headlines and articles on current events and their impact on the treasury profession.
- **events diary** – providing a single information source for the many treasury courses, conferences and meetings organised by the ACT.



Review of the year

continued

▪ **bulletin board** – a commercial area of the site providing information on selected offers and opportunities from external organisations.

Online Knowledge Centre Remaining up-to-date with professional best practice is a key responsibility for all our members. Our Continuous Professional Development scheme (CPD) provides a powerful facility for achieving this. Thanks to sponsorship from Standard & Poor's, the content of the CPD resources and diagnostic tests has been reviewed and updated to reflect recent legislative changes. Combined with the website relaunch earlier this year, CPD now has a fresher, more modern look. If you have not visited for sometime, do log on at www.treasurers.org/cpd.

LEFT TO RIGHT: Sheelagh Killen Technical Editor, Anthony Stern President, Mike Henigan Managing Editor, David Arnold Midlands Regional Group Organiser.



One of the new features we have incorporated is an email reminder service, enabling users to set, for each individual diagnostic test, a reminder to re-visit. The time period can vary from one week to six months, and will be delivered direct to inboxes. Quizzes on developments during the last quarter, and on topics relevant to today's treasurer, will also help ensure that members remain knowledgeable about current issues that affect their role. Do visit these at www.treasurers.org/career_development/cpd/cpdstart.cfm.

Regional and Specialist Groups Volunteer members run the regional and specialist groups. Regular meetings for members and students are held throughout the year with different formats according to local requirements. Regional Group Organisers meet twice a year under the chairmanship of Paul Johns, Director of Tax & Treasury at Impress Group.

This year has seen a number of developments including new groups in The Netherlands and New York. Investigations

are currently underway to establish groups in other international areas with high member and/or student concentration as well as re-launching certain UK-based groups.

PUBLISHING

The Editorial and Publications Committee was formed in 2001 out of a merger of two previously separate committees and is chaired by Valerie Hawkes. The executive team dealing with editorial and publications is led by Michael Henigan, Managing Editor. The committee provides valuable guidance on issues that are relevant to treasurers, contributing thereby to the content of *The Treasurer*, *The Treasurer's Handbook* and our other publications, as well as helping to identify authors.

The Treasurer was completely redesigned in September 2001 and the more modern look has been well received by members, subscribers and advertisers. We continue to expand our range of articles and our flexibility in the use, for instance, of freelance journalists for interviews or special features. The development of the Hotline and the addition of a dedicated News section have also been well received. The Deals of the Year feature in the October and December issues continues to be popular, with each year proving to be more successful. The intention is to give the 2002 feature an increased profile and make more people in the treasury and banking world aware of its unique character.

We have suffered along with many other publishers from disappointing advertising revenue since October 2001. The team is making strenuous efforts to keep in regular contact with all potential advertisers – and seeking to open up new sources of advertising – so that the serious impact that current conditions have on our revenue is minimised as far as possible.

The Treasurer's Handbook Our current three year sponsorship deal for *The*

Treasurers' Handbook with Abbey National Treasury Services ended with the 2002 edition. All members of the Association receive this valuable reference source free of charge and even wider circulation is achieved through sales. In the latest edition the treasury practice section was restructured to reflect the concept of the 'five pillars of wisdom', a structure that is central to other areas of the ACT, particularly in the education manuals. A further major change made as a result of reader demand was to reintroduce the index to articles in *The Treasurer*.

The Treasury Services Directory, available in printed and electronic form, also suffered from the downturn in advertising revenue. It was affected by a combination of the events of 11 September – which was shortly after the sales campaign started – and the end of the 'dot.com' boom. Overall revenue was down from last year, although it was still significantly better than the historic average.

Other publications The latest *Business of Finance* publication dealt with an extremely topical subject: corporate pension schemes. *Pension Schemes – Controlling the Corporate Risk* included contributions by experts from across the industry and received a very favourable reaction from members and those outside the ACT. As a result of sponsorship by Law Debenture, we were able to distribute it free to all MCTs, and AMCTs were able to request a complimentary copy.

We continued with the strategy agreed last year, that books will be published in the series if they are of direct relevance to treasury, are unlikely to be published elsewhere, and are supported commercially through sponsorship and/or bulk sales.

As a result, we agreed to co-publish a series of books aimed at just above



ABOVE: Peter Cook Member Services Committee, Ria Robinson Company Secretary, Ian Hill MCT in foreground. **RIGHT:** Dame Judith Mayhew Speaker at the ACT Annual Dinner.

AMCT level with the Institute of Financial Services. These books are still being developed but the ACT will benefit from the royalty revenue without having to undertake the risk, and the books will gain a far wider exposure than they otherwise would have done through the ACT alone.

The ACT Manual of Corporate Finance and Treasury Management and the *ACT Manual of Tax and Accounting in Corporate Treasury Transactions*, published in association with GEE, continue to be successful publications providing good royalty income for the Association.

EVENTS AND TRAINING

The Programme Committee oversees all ACT events and training, providing strategic direction and invaluable industry



knowledge to ensure all our events are practical and deal with topical issues.

The committee is chaired by David Swann, Group Treasurer of BAT, who took over from Melanie Duke, Group Treasurer of Emap, in January 2002, and works closely with the executive team led by Jane Wicks, Conference Manager. During the year, Mike Bryant, Director of Group Treasury & Tax at The Mayflower

Review of the year

continued

Corporation, stepped down after 12 years on the committee. Mike has made a tremendous contribution through his work on sponsorship and we are delighted that he continues to be involved as a Council member. Although business conditions (particularly after September 11) led to the cancellation of some events there were a number of positive features in the year's programme:



- the ACT's UK Treasurers' Conference (UKT) in association with EuroFinance Conferences ran twice in this financial year. At each event, over 400 attendees and £300,000 of exhibition revenue was achieved;
- the annual Introduction to Treasury conference attracted 110 delegates;
- the Autumn Paper was given by William T. Winters of JP Morgan, who spoke on 'Managing Corporate Capital'. The Spring Paper was presented by Tim Shacklock, of Dresdner Kleinwort Wasserstein, who spoke on 'International M&A: Innovations and Outlook'. More than 150 members attended each Paper;
- a Fellow's Evening was held in June 2001, at which Mary Keegan, Chairman of the Accounting Standards Board, and two of her colleagues outlined the ASB's plans for Accounting for Financial Instruments (and received some forthright responses from

LEFT: Mary Keegan ASB Chairman.
BELOW: ACT managers with Anthony Stern.



treasurers on the practical implications); and

- the Annual Dinner attracted a record 1,550 attendees, who heard our guest speaker Dame Judith Mayhew, City and Business Advisor to the Mayor of London, talk on the financial community's responsibility to combat financial terrorism and money laundering.

The ACT's position as the leading provider of treasury qualifications means we are ideally placed to provide high-quality, practical training. A full training programme was launched in April 2002 and interest continues to grow. The selection of courses for 2003 is currently being developed and a training catalogue will be available early next year.

I am of course most grateful to the entire Association staff for their support during a period that has been difficult and may continue to be so for some time. We have an enthusiastic team at all levels interacting well with our volunteers through the committees and working groups; the efforts of all of these (staff, members and other volunteers) represent the heart of the Association, and we want to reinforce and build on the value this represents.

A handwritten signature in black ink that reads "Richard Raeburn". The signature is written in a cursive, flowing style.

Richard Raeburn Chief Executive
2 September 2002

International



The Association of Corporate Treasurers has members and students in the following locations:

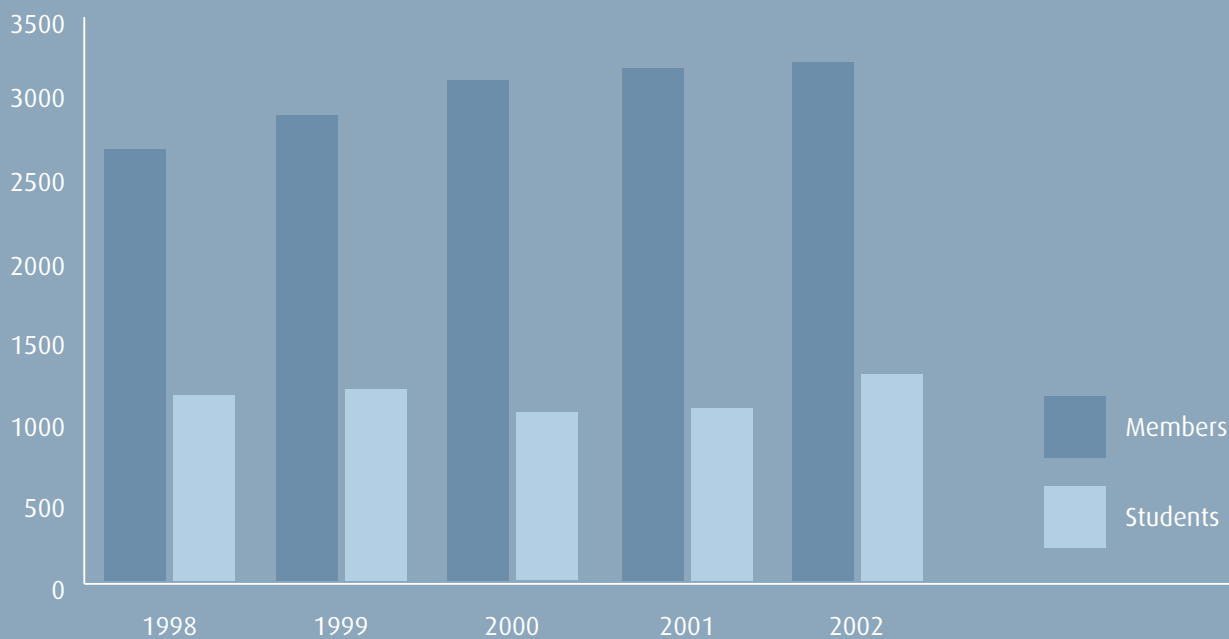
Australia	France	Malta	Spain
Bahrain	Germany	Mauritius	Sri Lanka
Barbados	Greece	Monaco	Sweden
Belgium	Hong Kong	Netherlands	Switzerland
Bermuda	India	New Zealand	Taiwan
Botswana	Indonesia	Northern Ireland	Trinidad
Brazil	Iran	Norway	Turkey
Bulgaria	Ireland	Oman	Uganda
Canada	Isle of Man	Poland	United Arab Emirates
Channel Islands	Italy	Portugal	United States of America
China	Jamaica	Qatar	Wales
Cyprus	Japan	Romania	Zambia
Czech Republic	Kenya	Russia	Zimbabwe
Denmark	Kuwait	Saudi Arabia	
Dubai	Latvia	Scotland	
Egypt	Luxembourg	Singapore	
England	Malaysia	South Africa	

Five Year Financial Summary

£'000	1998	1999	2000	2001	2002*
Income					
(Including share of joint venture)	2,668	2,797	3,074	3,361	4,252
(Deficit)/surplus before taxation	249	305	247	377	(44)
Current asset investments	864	1,379	1,635	2,376	2,431
Net assets	928	1,233	1,480	1,857	1,813
Current ratio	2.12	1.79	2.20	2.02	2.02
Average number of employees	23	24	27	30	34

*The results for 2002 reflect the two ACT UK Treasurers' Conferences held during the year (none in 2001). See Note 1 to the financial statements.

Members & students



Report of Council

Council members who served during the year

PRESIDENT

Anthony Stern 54
Director of Treasury, Six Continents

DEPUTY PRESIDENT

Philip Gillett 51
(appointed 1 January 2002)
Group Taxation Controller, ICI

VICE PRESIDENTS

Christopher Bunton 54
(retired 31 December 2001)
Director, Westcape Corporate Finance

Philip Gillett
(retired 31 December 2001)

Chris Jones 46
(appointed 30 January 2002)
Partner, PricewaterhouseCoopers

Brian Welch 54
(retired 31 December 2001)
Director, UserCare Treasury Consultancy

IMMEDIATE PAST PRESIDENT

Philippa Foster Back 47
Director, Institute of Business Ethics
Chairman, ARAC Committee

CHAIRMAN OF COUNCIL

Michael Northeast 50
(retired 31 December 2001)
Manager – TORCH Programme, Kuwait
Petroleum International

VICE CHAIRMAN OF COUNCIL

Melanie Duke 38
(retired 31 December 2001)
Group Treasurer, Emap

Stephen East 44
(retired 31 December 2001)
Finance Director, MEPC

IMMEDIATE PAST CHAIRMAN

David Cromwell 51
(retired 31 December 2001)
Director Commercial Partnerships,
Post Office

CHIEF EXECUTIVE

David Creed 59
(retired 10 April 2002)
The Association of Corporate Treasurers

Richard Raeburn 56
(appointed 1 May 2002)
The Association of Corporate Treasurers

ELECTED MEMBERS

David Adams 50
Group Treasurer, Express Dairies

Michael Bryant* 55
Director of Group Treasury & Tax,
The Mayflower Corporation

Arthur Burgess 61
(retired 31 December 2001)

Hugh Clark 54
(retired 31 December 2001)
Group Treasurer, Carillion

Stephen Crompton 56

Melanie Duke
(appointed 1 January 2002)

Judith Harris-Jones 55
(retired 31 December 2001)

Valerie Hawkes 42
Director, Valerie Hawkes Ltd

Paul Johns 45
(retired 31 December 2001)
Director, Tax & Treasury,
Impress Group BV

Chris Jones
(retired 29 January 2002)

Andrew McMillan 49
(retired 31 December 2001)
Director, Head of Insurance,
Royal Bank of Scotland

Lance Moir 45
Senior Lecturer, Cranfield School of
Management

LEFT TO RIGHT: Philip Gillett Deputy
President, Anthony Stern President and
Chris Jones Vice President.



Report of Council

Continued

Philip Rand 50
(retired 31 December 2001)
Finance Director, Utilyx

Philip Smith 55
(retired 31 December 2001)
Chairman, Intercontinental Utilities

David Swann 41
Group Treasurer, BAT

David Tilston 44
Finance Director, OverNet Data

Brian Welch*
(appointed 1 January 2002)

HONORARY LIFE PRESIDENT

Norman Tribble 75

*Member of Appointments,
Remuneration and Audit Committee
(ARAC)

ADVISORY BOARD

The ACT has set up an Advisory Board, the members of which are listed below. The Board will meet at least once a year to discuss and advise on matters of importance to the Association and its members. A report of the findings of the meetings will be published each year in the ACT report and accounts.

Paul Spencer
(Chairman)
Ex UK Chief Executive of Royal &
SunAlliance and ACT Past President

Roger Bootle
Managing Director, Capital Economics

Donald Brydon
Chairman, AXA Investment Managers

John Coombe
Chief Financial Officer, GlaxoSmithKline

Carolyn Eadie
Partner, Spencer Stuart

Michael Foot
Managing Director, Financial Services
Authority

Mary Keegan
Chairman, Accounting Standards Board

Michael J Kirkwood
Managing Director & UK Country
Corporate Officer, Citigroup

John Plender
Leader and Feature Writer,
Financial Times

Ian Plenderleith Ex Executive Director, Bank
of England and Member of the Monetary
Policy Committee.

Ian Plenderleith
Ex Executive Director, Bank of England

Norman Lyle
Group Finance Director, Jardine Matheson
Holdings

Rob Ruijter
Managing Director & Chief Financial
Officer, KLM Royal Dutch Airlines



The Council of The Association of Corporate Treasurers has pleasure in presenting its report together with group financial statements for the year ended 30 April 2002.

GROUP AND ACTIVITIES

The group comprises The Association of Corporate Treasurers, ACT (Administration) Ltd (wholly-owned subsidiary of the Association) and ACTICAS (joint venture between the Association (including its subsidiary) and The Institute of Chartered Accountants of Scotland).

The group is principally engaged in:

- the encouragement and promotion of the study and practice of corporate treasury management and related subjects, including the education and training of those engaged therein;
- the arranging of conferences, seminars and meetings for the members and others;
- the production, sale and distribution of *The Treasurer* and other publications;
- the enrolment of and administration relating to members of the Association and students taking the Association's examinations.

REVIEW OF BUSINESS AND FUTURE DEVELOPMENTS

For a review of the Association's business and future developments see the Review of the Year on pages 2 to 8.

CORPORATE GOVERNANCE

The Association is committed to good practice in corporate governance. An Appointments, Remuneration and Audit Committee (ARAC) was established in January 2002. This is chaired by the Immediate Past President, Philippa Foster Back, and there are two other Council members, Mike Bryant and Brian Welch, on the committee.

RESERVES POLICY

It is the policy of the Association to hold reserves at a level such that its core activities can be maintained during periods of less favourable financial conditions and that it can fulfil its obligations to its members and those completing exams. At present the Association's reserves are considered adequate to enable it to both fulfil its obligations and to incur manageable deficits. The Council will continue to monitor these levels throughout the year. Details of current reserves are set out in note 14 to the accounts.

CURRENT ASSET INVESTMENTS

Investments represent short-term deposits. The Association's treasury policy is reviewed and approved by Council annually. Further details of the policy and funds invested are contained in note 12.

RISK

The Association's management team regularly review operational and financial risk through a process of formal and informal meetings. When major risks are identified these are reported to Council, with an assessment of the implications for the Association and a recommendation as to the response that is required. It is the intention that with effect from the period commencing 1 May 2002 the Appointments, Remuneration and Audit Committee should receive an annual presentation on the Association's risk management processes.

RESULTS

The group deficit for the year amounted to £43,792 (2001 surplus: £376,934). The deficit has been deducted from reserves.

FIXED ASSETS

Movements in fixed assets during the year are detailed in note 8.

COUNCIL'S RESPONSIBILITIES FOR THE FINANCIAL STATEMENTS

Company law in the United Kingdom requires the Council to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Association and the group, as well as the profit or loss of the group for that period. In preparing those financial statements the Council is required to:

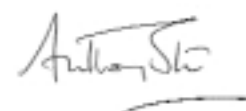
- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state where applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group will continue in business.

The Council is responsible for keeping proper accounting records, for safeguarding the assets of the group and for taking reasonable steps for the prevention and detection of fraud and other irregularities.


AUDITORS

Grant Thornton offer themselves for re-appointment as auditors in accordance with Section 385 of the Companies Act 1985.

On behalf of Council



Anthony Stern President



Richard Raeburn Chief Executive
2 September 2002

Report of the independent auditors

to the Members of The Association of Corporate Treasurers

We have audited the financial statements of The Association of Corporate Treasurers for the year ended 30 April 2002 which comprise the principal accounting policies, the consolidated profit and loss account, the balance sheets, the consolidated cash flow statement, the consolidated statement of total recognised gains and losses and notes 1 to 20. These financial statements have been prepared under the accounting policies set out therein.

RESPECTIVE RESPONSIBILITIES OF COUNCIL AND AUDITORS

The Council's responsibilities for preparing the annual report and the financial statements in accordance with United Kingdom law and accounting standards are set out in the report of Council.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and United Kingdom auditing standards.

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 Council's report is not consistent with the financial statements, if the Association has not kept proper accounting records, 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 Association is not disclosed.

We read other information contained in the annual report, and consider whether it is consistent with the audited financial statements. This other information comprises only the President's statement, review of the year and the report of Council. We consider the implications for our report if we become

aware of any apparent misstatements or material inconsistencies with the financial statements. Our responsibilities do not extend to any other information.

BASIS OF OPINION

We conducted our audit in accordance with United Kingdom auditing standards 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 Council in the preparation of the financial statements, and of whether the accounting policies are appropriate to the group's circumstances, consistently applied and adequately disclosed.

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

OPINION

In our opinion the financial statements give a true and fair view of the state of affairs of the Association and the group as at 30 April 2002 and of the deficit of the group for the year then ended and have been properly prepared in accordance with the Companies Act 1985.



Grant Thornton
Registered Auditors
Chartered Accountants, London
2 September 2002

Statement of accounting policies

For the year ended 30 April 2002

The financial statements have been prepared under the historical cost convention as modified by the revaluation of the investment in ACT (Administration) Limited and in accordance with applicable accounting standards. The principal accounting policies are set out below. The accounting for the investment in the joint venture is in line with FRS9, "Associates and Joint Ventures". The group has adopted FRS18 'Accounting Policies' in respect of these accounts. This has not resulted in any changes to the group's accounting policies, which have been reviewed in light of FRS18. All accounting policies remain unchanged from the previous year.

1. BASIS OF CONSOLIDATION

The consolidated financial statements comprise those of The Association of Corporate Treasurers and its subsidiary undertaking, ACT (Administration) Limited, and have been prepared for the year ended 30 April 2002.

2. ENTRY FEES AND SUBSCRIPTIONS

New members are elected by the Member Services Committee under delegated powers from the Council. Entry fees are payable on election and annual subscriptions are payable on 1 May each year.

3. RECOGNITION OF INCOME AND EXPENDITURE

a) Publications All income and related expenditure arising from the printing and publication of *The Treasurer* and all other publications are accounted for in the year in which the sales are made.

The cost of production of books, other than *The Treasurer's Handbook*, is spread over a period of 12 months from the date of publication. No value is placed on copies of *The Treasurer* or *The Treasurer's Handbook* remaining unsold at the end of the accounting period.

b) Conferences Income and expenditure arising from conferences, seminars and similar events are taken into account in the period in which they take place.

c) Association papers The Association receives sums from prominent organisations to finance the preparation and presentation of professional papers and symposia. The receipts, together with the cost of presentation of the papers and symposia, are accounted for on the date of the presentation.

Where receipts exceed presentation costs, the excess is transferred to a specific reserve to finance future papers and meetings, the establishment of examination and educational facilities and other costs related to the long-term development of the Association.

d) Educational activities Income arising from educational activities consists of examination fees, sale of course manuals, enrolment fees and residential course fees. Expenditure relates to the cost of setting and holding examinations, preparation of course material and holding student meetings, seminars and residential courses.

Income from correspondence course fees is spread over a period of 15 months for the Membership level course; this is the average length of time taken by students from despatch of study materials to sitting the examination. The deferral period is reviewed annually and takes into account any exemptions available to students and the number of examination sittings deferred. Costs of the courses i.e. production and distribution of manuals, link test marking and the cost of the examination sitting and marking of papers, are recognised as they arise.

e) Intangible asset The group's investment in the original development costs of the Membership level examination syllabus was classified as an intangible asset. The intangible asset was amortised over three years commencing on the date that enrolments were first made. At least every five years, but no more than every three years, a major review of the syllabus is carried out and the further development costs arising from this review are also classified as an

intangible asset and amortised over three years commencing from the date that revised course material is issued to students. The cost of annual technical revisions to the syllabus is recognised in the year in which they are incurred.

f) Stock Stationery and stocks relating to the educational activities are carried on the balance sheet as stock and are valued at the lower of cost and net realisable value.

g) Interest Deposit interest is accounted for on an accruals basis.

4. DEPRECIATION

Depreciation is calculated to write down the cost, less estimated residual value, of all tangible fixed assets by equal annual instalments over their expected useful economic lives.

The rates used are:

Leasehold improvements **20%**
Computer equipment and software **33%**
Membership system **25%**
Fixtures and fittings **20%**
Website development costs **50%**

5. LEASED ASSETS

All leases currently in operation are regarded as operating leases and the total payments made under them are charged to the profit and loss account on a straight line basis over the lease term.

6. CONTRIBUTIONS TO PENSION FUNDS

The pension costs (note 4) charged against income represent the amount of the contributions payable to defined contribution schemes in respect of the accounting period.

7. JOINT VENTURE

The joint venture is accounted for using the gross equity method under which the group's share of any surplus or deficit is included in the income and expenditure account and its share of assets and liabilities is shown as an investment in the balance sheet. This treatment is in line with FRS9 "Associates and Joint Ventures".

Group income and expenditure account

For the year ended 30 April 2002

	Notes	2002 £	2001 £
Income	1		
Group		4,252,198	3,360,861
Less: share of joint venture	9	(537,982)	(495,283)
Direct costs	2	3,714,216 (1,997,274)	2,865,578 (1,084,711)
Gross surplus	1	1,716,942	1,780,867
Administration expenses	3	(1,935,703)	(1,643,463)
Operating (deficit)/surplus		(218,761)	137,404
Share of operating surplus in joint venture		53,039	103,315
Interest receivable:		(165,722)	240,719
Association and subsidiary		120,057	132,856
Share of joint venture		1,873	3,359
(Deficit)/surplus on ordinary activities before taxation		(43,792)	376,934
Tax on surplus on ordinary activities	5	-	-
Group retained (deficit)/surplus for the financial year	6&14	£(43,792)	£376,934
Surplus/(deficit) retained:			
By the Association		253,767	329,321
By the subsidiary		(352,471)	(59,061)
Share of joint venture	9	54,912	106,674
		£(43,792)	£376,934

All the activities of the group are derived from continuing operations.

Statement of total recognised gains and losses

	Notes	2002 £	2001 £
(Deficit)/Surplus for the financial year:			
Association & subsidiary		(98,704)	270,260
Share of joint venture	9	54,912	106,674
Total gains and losses recognised since last annual report		£(43,792)	£376,934

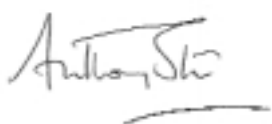
The accounting policies and notes on pages 15 and 19 to 26 form part of these financial statements.

Group balance sheet

As at 30 April 2002

	Notes	2002		2001	
		£	£	£	£
Fixed assets					
Intangible asset	7		-		-
Tangible assets	8		201,257		184,209
Investment in joint venture	9				
Share of gross assets		301,554		425,719	
Share of gross liabilities		(246,642)	54,912	(319,045)	106,674
Current assets			256,169		290,883
Stock		-		-	
Debtors	11	376,687		418,928	
Investments	12	2,430,505		2,376,016	
Cash at bank & in hand		273,488		314,334	
Creditors: amounts falling due within one year	13	3,080,680 (1,523,385)		3,109,278 (1,542,905)	
Net current assets			1,557,295		1,566,373
Total assets less current liabilities			£1,813,464		£1,857,256
Reserves					
Retained surplus	14		1,244,873		1,314,135
Other funds	14		568,591		543,121
			£1,813,464		£1,857,256

The financial statements were approved by Council on 2 September 2002.



Anthony Stern President



Richard Raeburn Chief Executive

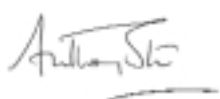
The accounting policies and notes on pages 15 and 19 to 26 form part of these financial statements.

Association balance sheet

As at 30 April 2002

	Notes	2002		2001	
		£	£	£	£
Fixed asset investment	10		-		-
Current assets:					
Debtors	11	2,107,737		1,875,076	
Investments	12	10,573		20,217	
Cash at bank & in hand		284		463	
		2,118,594		1,895,756	
Creditors: amounts falling due within one year	13	(305,130)		(38,500)	
Net current assets			1,813,464		1,857,256
Total assets less current liabilities			£1,813,464		£1,857,256
Reserves: retained surplus	14		£1,813,464		£1,857,256

The financial statements were approved by Council on 2 September 2002.



Anthony Stern President



Richard Raeburn Chief Executive

The accounting policies and notes on pages 15 and 19 to 26 form part of these financial statements.

Group cash flow statement

For the year ended 30 April 2002

	Notes	2002		2001	
		£	£	£	£
Net cash inflow from operating activities	15		49,155		894,147
Distribution from joint venture	9		-		53,465
Returns on investments and servicing of finance: Interest received			120,057		132,856
Capital expenditure and financial investment: Purchase of tangible fixed assets	8	(155,569)	(155,569)	(58,155)	(58,155)
Management of liquid resources: Increase in short-term deposits	15		(54,489)		(740,614)
(Decrease)/increase in cash	15		£(40,846)		£281,699

The accounting policies and notes on pages 15 and 19 to 26 form part of these financial statements.

Notes to the financial statements

For the year ended 30 April 2002

1. INCOME AND GROSS SURPLUS

Income comprises subscriptions from members, income from conferences, seminars and educational activities, and sales of *The Treasurer* and other publications.

	2002		2001	
	Income £	Gross Surplus £	Income £	Gross Surplus £
Subscriptions and educational activities	1,499,028	851,724	1,250,073	837,351
Conferences, publications and other activities	2,215,188	865,218	1,615,505	943,516
	£3,714,216	£1,716,942	£2,865,578	£1,780,867

There were two ACT UK Treasurers' Conferences held on 30 April – 2 May 2001 and 16 – 18 April 2002 respectively. All income and expenditure relating to these events has been accounted for in the year ending 30 April 2002.

2. DIRECT COSTS

Direct costs comprise the costs of printing and distribution of *The Treasurer* and other publications, the expenses of conferences, seminars and the costs of administering the educational activities. Direct costs include amortisation of intangible assets amounting to £nil (2001: £13,293).

3. ADMINISTRATION EXPENSES

	2002 £	2001 £
Salaries and related expenses (note 4)	1,100,843	923,039
Legal and professional charges	-	6,033
Accommodation and services	180,459	107,706
Auditors' remuneration:		
Audit work*	15,078	13,000
Non-audit work	1,750	1,450
Depreciation	138,521	107,442
Other expenses	499,052	484,793
	£1,935,703	£1,643,463

* These fees have increased due to Grant Thornton's work in the newly formed Audit Committee.

Notes to the financial statements

Continued

4. COUNCIL MEMBERS AND EMPLOYEES

	2002 £	2001 £
Staff costs during the year:		
Wages and salaries	937,864	786,392
Social security costs	80,867	72,342
Other pension costs	82,112	64,305
	£1,100,843	£923,039

The average number of employees in the group during the year was 34 (2001: 30). This average is calculated by including part-time employees as a proportion of full-time employees, based on the number of actual days worked per week. One Council member acting as Director General received emoluments during the year and these totalled £72,858 (2001: £73,913).

5. TAX ON SURPLUS ON ORDINARY ACTIVITIES

The Association is liable to United Kingdom corporation tax at the small companies rate on its income to the extent that it is not derived from membership subscriptions. Its subsidiary, ACT (Administration) Limited, is liable to corporation tax as a normal trading company at the marginal rate. There is no tax charge for the year as a result of trading losses brought forward from previous periods.

6. SURPLUS AFTER TAXATION

The Association has not included its own income and expenditure account as permitted by Section 230(2) of the Companies Act 1985. The consolidated deficit for the year includes a deficit of £43,792 (2001 - surplus: £376,934) which is dealt with in the accounts of the Association.

The deficit dealt with in the accounts of the Association is after writing down the investment in its subsidiary to £Nil and making a provision of £288,361 to reflect the decrease in the value of the subsidiary's net assets.

7. INTANGIBLE FIXED ASSET

The intangible fixed asset relates to the development costs to provide training and examination facilities for the Membership level examination. The amortisation period is three years from the date that revised course material is issued to students.

	2002 £	2001 £
As at 1 May 2001	£Nil	13,293
Add: expenditure in the year	-	-
Less: amortised in the year	-	(13,293)
As at 30 April 2002	£Nil	£Nil

8. TANGIBLE FIXED ASSETS

The group	Leasehold Improvement £	Fixtures & fittings £	Computer equipment £	Membership system £	Website £	Total £
Cost						
At 1 May 2001	43,364	49,770	205,827	147,470	7,673	454,104
Additions	-	219	31,074	16,633	107,643	155,569
At 30 April 2002	43,364	49,989	236,901	164,103	115,316	609,673
Depreciation						
At 1 May 2001	36,411	35,906	155,875	39,910	1,793	269,895
Provided in the year	6,953	5,387	29,700	36,780	59,701	138,521
At 30 April 2002	43,364	41,293	185,575	76,690	61,494	408,416
Net book amount At 30 April 2002	£Nil	£8,696	£51,326	£87,413	£53,822	£201,257
At 30 April 2001	£6,953	£13,864	£49,952	£107,560	£5,880	£184,209

Notes to the financial statements

Continued

9. INVESTMENT IN JOINT VENTURE

Share of net tangible assets

	2002 £	2001 £
At 1 May 2001	106,674	53,465
Profit for the year	54,912	106,674
	161,586	160,139
Distribution made	(106,674)	(53,465)
At 30 April 2002	£54,912	£106,674

The joint venture (ACTICAS) is between The Association of Corporate Treasurers (including its subsidiary) and The Institute of Chartered Accountants of Scotland. The principal activity of ACTICAS is to provide professional education.

Up to 31 December 1999, the parties shared equally in surpluses and deficits of the venture. At 31 December 1999 the whole of the reserves of the joint venture were distributed in equal amounts to each of the two partners, and at 1 January 2000 the group's share in any surpluses or deficits was increased to two-thirds to reflect the acknowledged share of the costs and benefits borne for the venture.

The Association's (including its subsidiary) share of the results, gross assets and gross liabilities is as follows:

	2002 £	2001 £
Turnover	537,982	495,283
Surplus before and after taxation	54,912	106,674
Fixed assets	Nil	8,999
Current assets	301,554	416,720
Liabilities due within one year	246,642	319,045

10. FIXED ASSET INVESTMENT

The Association owns 100% of the issued share capital of ACT (Administration) Limited which is registered in England and Wales. The total investment of £1,500,000 has been written down to £Nil and a further provision of £288,361 has been made to reflect the net assets of the subsidiary.

	Share Capital £
At cost	
At 1 May 2001	1,500,000
Provided in the year	-
At 30 April 2002	£1,500,000
At valuation	
At 1 May 2001	£Nil
Provided in the year	-
At 30 April 2002	£Nil

11. DEBTORS

	2002		2001	
	Group £	Ass'n £	Group £	Ass'n £
Trade debtors	107,426	-	174,892	3,510
Amount owed by subsidiary	-	2,101,749	-	1,864,781
Other debtors	7,898	2,361	13,373	3,732
Prepayments and accrued income	261,363	-	230,663	989
Amount due from joint venture	-	3,627	-	2,064
	£376,687	£2,107,737	£418,928	£1,875,076

All amounts fall due within one year.

During the year surplus funds arising in the Association have been loaned interest-free to its subsidiary, ACT (Administration) Limited.

Notes to the financial statements

Continued

12. CURRENT ASSET INVESTMENTS

Investments represent short-term deposits. The Association's treasury policy is reviewed and approved by Council annually. Funds may be deposited for periods of 12 months or less with financial institutions rated AA- or better to a limit of £1m with any institution at any time. At the year end, funds of £2.07m were invested with four institutions, with the longest dated deposit maturing on 17 October 2002.

13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2002		2001	
	Group £	Ass'n £	Group £	Ass'n £
Trade creditors	231,673	8,653	285,494	2,744
Other creditors	11,465	-	7,516	-
Taxation and social security	66,553	-	115,165	-
Accruals and deferred income	937,079	8,116	855,367	35,756
Amounts owed to joint venture	153,950	-	50,024	-
Loan from joint venture	122,665	-	229,339	-
Provision against amounts due from subsidiary	-	288,361	-	-
	£1,523,385	£305,130	£1,542,905	£38,500

Surplus funds arising in the joint venture have been distributed to the two joint venture partners in the form of interest-free loans. Up to 31 December 1999 loans were distributed equally to each partner and from 1 January 2000 the loans have been split in the ratio of two-thirds for the account of the Association (including its subsidiary), and one-third for the account of The Institute of Chartered Accountants of Scotland. The loans made by the joint venture are repayable following one week's written notice.

14. RESERVES

	The Group Total reserves £	The Association Retained surplus £
At 1 May 2001	1,857,256	1,857,256
Less: Retained deficit for the year	(43,792)	(43,792)
At 30 April 2002	£1,813,464	£1,813,464

Included in reserves at 30 April 2002 is the Foundation Fund totalling £497,008 (2001: £474,621), the Examination Fund totalling £71,421 (2001: £68,345) and the Prize Fund totalling £162 (2001: £155).

15. CASH FLOW STATEMENT

Reconciliation of operating surplus to net cash inflow from operating activities	2002 £	2001 £
Operating (deficit)/surplus	(218,761)	137,404
Depreciation	138,521	107,442
Amortisation of development costs	-	13,293
Decrease in stock	-	4,672
Decrease in debtors	42,241	69,236
Increase in creditors	87,154	562,100
Net cash inflow from operating activities	£49,155	£894,147

Reconciliation of net cash flow to movement in net funds	2002 £	2001 £
(Decrease)/increase in cash in the period	(40,846)	281,699
Non-cash item	106,674	-
Cash used to increase liquid resources	54,489	740,614
Changes in net funds	120,317	1,022,313
Net funds at 1 May 2001	2,461,011	1,438,698
Net funds at 30 April 2002	£2,581,328	£2,461,011

Analysis of changes in net funds	At 1 May 2001 £	Cash flows £	Non-cash items £	At 30 April 2002 £
Cash at bank and in hand	314,334	(40,846)	-	273,488
Current asset investments	2,376,016	54,489	-	2,430,505
Debt due within one year	(229,339)	-	106,674	(122,665)
Total	£2,461,011	£13,643	£106,674	£2,581,328

Notes to the financial statements

Continued

16. CONTINGENT LIABILITIES

There were no contingent liabilities for the group or the Association at 30 April 2002 or 30 April 2001.

17. CAPITAL COMMITMENTS

There were no capital commitments for the group or the Association at 30 April 2002 or 30 April 2001.

18. OPERATING LEASE COMMITMENTS

Operating lease payments amounting to £233,358 (2001: £110,449) are due within one year. The leases, which give rise to the annual commitments to make payments included in this sum, expire as follows:

The group	Land & Buildings		Other		Total	
	2002 £	2001 £	2002 £	2001 £	2002 £	2001 £
Within one year	-	-	-	800	-	800
Between two and five years	215,050	-	18,308	31,799	233,358	31,799
After five years	-	77,850	-	-	-	77,850
	£215,050	£77,850	£18,308	£32,599	£233,358	£110,449

The Association had no operating lease commitments at 30 April 2002 or 30 April 2001.

19. TRANSACTIONS WITH COUNCIL MEMBERS AND OTHER RELATED PARTIES

During the year, fees were paid to the following members of the Council in relation to services provided: Christopher Bunton: £1,430 (2001: £463) examination review, setting and marking. Lance Moir: £7,489 (2001: £3,549) examination review, setting and marking. Brian Welch: £2,810 (2001: £5,973) Treasury Security and Controls Workshop.

20. CONTROLLING RELATED PARTIES

The Council consider themselves to be the ultimate controlling related party of the Association by virtue of their membership of the Association. The largest and smallest group of undertakings for which group accounts have been drawn up is that headed by The Association of Corporate Treasurers.

Committee members

EDITORIAL & PUBLICATIONS COMMITTEE

Valerie Hawkes MCT
(Chairman)
Treasury Consultant, Valerie Hawkes Ltd

Arthur Burgess MCT
(Deputy Chairman)

Naresh Aggarwal AMCT
Finance Director, Advantel

Dominic Bennett FCT
Group Treasurer, Christies International

Catherine Cooper MCT
Treasurer, Danish Re Syndicates

Neil Cotter MCT
Group Treasurer, Logica

Andrew Grant Duff FCT
Director, Deloitte & Touche

Jason Grover FCT
Group Financial Controller, Elementis

Richard Hodgkinson FCT
(Stepped down November 2001)
Principal, Richard Hodgkinson Associates

Simon Jones MCT
Vice President & International Treasury Consultant, JP Morgan Chase

Stuart Leadill FCT
Finance Director, Balfour Beatty Capital Projects

Ken Lillie MCT
Principal Business Consultant, Sungard Treasury Systems

Andrew McMillan FCT
Head of Insurance, Royal Bank of Scotland

Ken Marsterson MCT
(Stepped down April 2002)
Head of Financial Planning and Control, Rabobank International

Chris Mitchell MCT
Executive Director, AIG FP

Charles Palmer AMCT
(Stepped down March 2002)
Managing Director, Richmond Software

Guy Rostron MCT
Group Treasurer, Easynet Group

Frances Rudolph MCT
(Stepped down January 2002)

George Sawtell MCT
Assistant Treasurer, Cable & Wireless

Arun Shankardass MCT
Assistant Group Treasurer, Aviva

Caroline Shuffrey FCT
Treasury Consultant

Paul Wilkinson MCT
Group Treasurer, Tomkins

EDUCATION COMMITTEE

David Tilston FCT
(Chairman)
Finance Director, OverNet Data

David Adams FCT
Group Treasurer, Express Dairies

Christopher Bunton FCT
Director, Westcape Corporate Finance

Malcolm Cooper MCT
(Joined April 2002)
Treasurer and Director, Corporate Finance, Lattice Group

Stephen East FCT
Finance Director, MEPC

Lucille Fuller AMCT
(Joined April 2002)
Group Treasurer, Smith & Nephew

Cyrus Kateli MCT
Senior Treasury Manager, Royal Bank of Scotland

Adrian Marsh MCT
Head of Group Accounting & Treasury, Pilkington

Lance Moir FCT
Senior Lecturer in Finance & Accounting, Cranfield School of Management

David Parrish FCT
(Stepped down December 2001)
Professor of Business Management & Economics, Regents College, British American College

Philip Rand FCT
Finance Director, Utiylix

Caroline Shuffrey FCT
Treasury Consultant

Michael Smith FCT
Corporate Finance Manager, ICI

Ewen Wigley MCT
Director, Union Discount Company

Leslie Winnister FCT
Treasurer Quantitative Risk Management, British Telecommunications

MEMBER SERVICES COMMITTEE

Chris Jones FCT (Chairman)
Partner, PricewaterhouseCoopers

Jeremy Clark MCT
(Stepped down January 2002)

Peter Cook AMCT
Project Manager, Abbey National Treasury Services

Howard Dodd FCT
Group Finance Director, Boots

Lesley Hamer FCT
(Stepped down March 2002)
Group Treasurer, Associated British Foods

John Laurie FCT
(Stepped down September 2001)
Group Treasurer, Scottish & Newcastle

Stephen Leung MCT
Group Treasurer, Trillium Group

Peter Simeons FCT
Chief Financial Officer – Europe, Bunge Corporation

Philip Smith FCT
(Joined July 2001)
Chairman, Intercontinental Utilities

Anthony Stern FCT
(Stepped down April 2002)
Director of Treasury, Six Continents

Vaughn Thompson FCT
Group Treasurer, DS Smith

David Wilson MCT

PROGRAMME COMMITTEE

David Swann MCT
(Chairman from January 2002)
Group Treasurer, British American Tobacco

Charles Barlow MCT
Corporate Treasury Solutions

Michael Bryant FCT
(Stepped down April 2002)
Director of Group Treasury & Tax, Mayflower Corporation

Kevin Buck AMCT
(Joined October 2001)
Director, Corporate Banking, Commerzbank

Emma Burnham FCT
(Stepped down April 2002)
Group Treasurer & Head of Risk, Thomas Cook UK

Geoffrey Comer FCT
CFO EMEA, CB Hillier Parker

Gregory Croydon MCT
Treasurer, IMI

James Douglas FCT
(Joined October 2001)
Director - Corporate Finance, Cazenove & Co

Melanie Duke FCT
(Chairman to December 2001)
Group Treasurer, Emap

Gloriana Marks de Chabris MCT
Chief Executive, Centradia Group

Ulrica Marshall MCT

Peter Matza FCT
(Stepped down June 2002)

Margaret O'Riordan MCT
Consultant, MOR Solutions

Committee members

Continued

Charles Rosen FCT

Patricia Scott FCT
Chief Executive, Woodbridge Partners

Martyn Smith FCT
Director Tax and Treasury, Dyson

Brian Welch FCT
Director, UserCare Treasury Consultancy

Graham Wood FCT
Senior Vice President, International Finance, E.ON AG

TECHNICAL COMMITTEE

Jon Boyle MCT
(Chairman)
Director of Treasury, Fidelity Investment Management

Rupert Beaumont Hon FCT

Andrew Balfour Hon FCT
Partner, Slaughter and May

David Bruce FCT
(Stepped down April 2002)
Chairman, Bolingbroke Management Consultancy

Jim Coleman FCT
Head of Treasury Expansion, Nationwide Building Society

Gurdip Dhami, AMCT
(Stepped down February 2002)
Acting Head of Group Treasury, Standard Chartered Bank

Christopher Duffett FCT

Jeremy Fairbrother FCT
(Stepped down February 2002)
Senior Bursar, Trinity College

Philip Gillett FCT
Group Taxation Controller, ICI

Judith Harris-Jones FCT
Adviser (freelance)

Tim Hayter MCT
Group Treasurer, Bunzl

Ted Hoefling FCT
Group Treasurer, Taylor Nelson Sofres

Andrew Longden FCT
Group Treasurer, British Telecommunications

Emma Lubbock FCT
Partner, PricewaterhouseCoopers

Stephen Pugh FCT
Director of Corporate Finance, Economist Group

Lorraine Purkiss MCT
Director of Risk Management, M&G

Alan Royle FCT
Director of Treasury, Amersham

Angus Russell FCT
Group Finance Director, Shire Pharmaceuticals Group

Brian Welch FCT
Treasury Consultant, UserCare Treasury Consultancy

REGIONAL GROUP ORGANISERS

▪ **DUBLIN**
Patrick Leavy MCT
Executive Director, FTI Finance

▪ **FINANCE HOUSES**
Graham Skeats AMCT
(Stepped down January 2002)
Treasurer, Lombard Group Treasury (RG disbanded)

▪ **FOREIGN MULTATIONALS**
Terry Bird FCT
Group Financing Manager, Cadbury Schweppes

▪ **LONDON CENTRAL**
Julie Fabris MCT
(Joined November 2001)
Head of Treasury, MEPC

Richard Hodgkinson FCT
(Stepped down November 2001)
Principal, Richard Hodgkinson Associates

▪ **LONDON CITY**
Irvine Caplan FCT
(Stepped down June 2002)
Finance Director, Consignia

Fiona Crisp MCT
(RGO from June 2002)
Treasury Consultant, Crisp Consultants

▪ **MIDLANDS**
David Arnold FCT
(RGO from November 2001)
Deputy Finance Director, Redrow

Gregory Croydon MCT
(Stepped down November 2001)
Treasurer, IMI

▪ **MIDLANDS STUDENTS**
Steve Grisman
(Stepped down June 2001)
European Treasurer, Fruit of the Loom (group disbanded)

▪ **NETHERLANDS**
Paul Johns FCT
(Chairman)
Director of Tax & Treasury, Impress Group BV

▪ **NEW YORK**
Graham Stanley MCT
(RGO from March 2002)
Vice President, Treasury, Instinet

▪ **NORTH WEST**
Tom Fallon MCT
Treasurer, United Utilities

▪ **SCOTLAND**
Adrian Coats FCT
Director of Treasury, Scottish Power

▪ **SOUTH EAST**
Alison Attfield
(became joint RGO June 2002)
Director of Treasury, Novar (ACT Corporate Member)

Ian Cox MCT
(became joint RGO June 2002)
Chief Executive, Finance & Investment Partnership

▪ **SOUTH WEST**
Vicky Pickering MCT
Project Manager, British Petroleum

Gill Rowe MCT
Treasurer, Arval PHH

▪ **THAMES VALLEY**
Kevin Sowden MCT
Treasury Project Manager, KRATON Polymers

▪ **YORKSHIRE & HUMBERSIDE**
Graham Bond FCT
Managing Director, Treasury & Risk Management

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