Trustees’ report and annual accounts

For the year ended 31 March 2014
Trustees’ report

Strategic report

4 Chair and Chief Executive’s introduction
6 Meeting needs: Demonstrate the way in dementia care and support
8 Sharing information: Be the foremost point of contact for anyone dealing with dementia
10 Advancing research: Lead partnerships and investments in research to improve care, advance prevention, and move closer to a cure
12 Inspiring change: Campaign for people affected by dementia to be able to live the lives they want
14 What we’ll do in 2014/15
18 Society money

20 Structure and management
24 Statement of Trustees’ responsibilities
25 Financial statements
43 Independent auditor’s report to the members of Alzheimer’s Society
44 A big thank you
46 Society people
Strategic report 2013/14
Chair and Chief Executive’s introduction

This is the second year of our five-year strategy, Delivering on Dementia, and it has been one of the busiest ever for the Society. We have made progress in all areas, helping our ambition that people with dementia can live the lives they want. We also ended the year reviewing the strategy to ensure that it continues to best lead our work over the next three years.

Our volunteers and staff continue to be among the most committed people in the charity sector: working closely with people affected by dementia; raising money; supporting new innovative services; increasing awareness and information provision; making us a research leader; and shouting loudly about what needs to change in health and social care – and society as a whole – to support people with dementia and their carers better.

Our volunteers include our Trustees, and in October we said a fond farewell to Alastair Balls who had steered the Society so well as Chairman over the previous six years.

This year our supporters have given us an amazing £50 million to transform lives. We have seen a strong growth in our total income to £82.6 million, an increase of 17% over the previous financial year. We saw this growth particularly in the latter part of the year due to the increased interest in dementia and the recognition of Alzheimer’s Society as leading in dementia care. We also launched our local representatives dementia programme, establishing a volunteer role for individuals to speak for the Society. We have continued to be at the forefront of implementing the Prime Minister’s Challenge, including a central role in bringing about the G8 Dementia Summit in December and steering subsequent implementation of the commitments made. With the Government pledging to double investment in dementia research, we have also committed ourselves to at least £100 million for research over the next ten years.

The Dementia Friends programme has continued to inspire thousands of volunteer champions and bring awareness to every corner of England, with similar programmes now also developing in Wales and Northern Ireland. Likewise, all three nations are seeing a growing movement of communities becoming dementia friendly, with the Society helping them along every step of the way.

We have kept the pressure on the Government, NHS and the Royal College of GPs to ensure more people receive a timely diagnosis, whilst our public awareness programmes have helped more people to seek help when worried about their memory.

Direct support to people affected by dementia remains at the core of our work. Our information services continue to grow; our Helpline now opens seven days a week; and we have distributed over 140,000 copies of our new dementia guide for the newly diagnosed. Locally, tens of thousands of people use our community services every month. More people than ever have access to an Alzheimer’s Society Dementia Support Worker and groups such as Singing for the Brain® continue to flourish and grow.

Much more needs to be done, with dementia still securing only a fraction of the resources it deserves, whether in health and social care or in research. But this report shows how far we have come. The challenge is to maintain the momentum in the year ahead.

We are now planning to invest in a major programme of awareness raising to promote our work, publicising all of our activities and the help we can give to everyone whose life is affected by dementia.

People with dementia and their carers are at the heart of everything we do, including our world-leading research. Dementia has never had such a profile and this has been due in large measure to the Society. We have continued to be at the forefront of implementing the Prime Minister’s Challenge, including a central role in bringing about the G8 Dementia Summit in December and steering subsequent implementation of the commitments made. With the Government pledging to double investment in dementia research, we have also committed ourselves to at least £100 million for research over the next ten years.

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Enabling our strategy

Our vision is a world without dementia. We deliver this through our four strategic ambitions: meeting the needs of people with dementia and their carers; sharing information and being the ‘go to’ source for trusted information on dementia; advancing research, both biomedical research and care research; and inspiring change, at a national and individual level through programmes like Dementia Friends. All our work is informed by the needs and experiences of people with dementia and their carers, as articulated in the National Dementia Declaration.

Delivering on these ambitions requires all our people – volunteers and employees – being empowered to play their part. In 2013/14, we invested in our information systems and technology, making our infrastructure more efficient than ever. We invested in our learning and talent development programme, offering accessible, relevant, learning interventions for all our people. We launched our organisational development framework, comprising four key learning elements: dementia learning pathway; management; role specific; and ‘soft skills’.

Volunteers are central to the Society; without them we simply couldn’t touch the lives of so many people affected by dementia. This year we launched our volunteer engagement network, giving our volunteers – many of whom have first-hand experience of dementia themselves – a greater voice in shaping the Society and its strategic activities. We also launched our local representatives programme, establishing a volunteer role for individuals to represent the work of the Society in their local communities.

Through the efforts of all our people – nearly 10,000 – and despite the economic climate, we had an amazing year for fundraising – our best ever. And this income has allowed us to advance each of our strategic ambitions, as described in the following pages.

Jeremy Hughes
Chief Executive

Dame Gill Morgan DBE
Chair
Meeting needs: Demonstrate the way in dementia care and support

We use our extensive experience and expertise to provide almost 3,000 high quality, inclusive and innovative services – either directly or in partnership – that people with dementia and their carers want and need. We lead the way, and also help others to improve and develop their services.

Ensuring quality and standards

- We restructured our Operations Directorate, setting up new structures to improve collaborative work across the Society. This was an essential first step that will lead on to introducing peer assessments.
- We evaluated our growing network of Dementia Cafés across all three nations, with 445 in operation by the end of the year. The results showed local variation in what our cafés offer – often a reflection of local preference and priorities of communities. We are developing a good practice guide for all our Dementia Cafés to use.
- We are developing all our befriending services to meet the requirements of the 12 elements of the Mentoring and Befriending Foundation’s Approved Provider Standard – a national quality standard specifically designed for mentoring and befriending projects. To work towards achieving this standard, we completed the self-assessment diagnostic tool and action plan for all our services.
- We continued to maintain or improve our performance in equality and diversity, service user involvement and monitoring and evaluation under the PQASSO kite mark – the quality standard for third sector organisations.
- We continued to complete detailed reviews of our services to make sure that, wherever they live, people with dementia receive a consistent and high-quality service that meets their needs. Many of the people who use our services contributed to these reviews. In every case, service reviews are followed by an action plan with set timescales. Over 80% of all services that underwent a Total Quality Review attained 100% compliance after the action plan was implemented.

Encouraging innovation and good practice

- Through the Innovation Fund we’ve supported seven initiatives, including:
  - a service for Armed Forces veterans with dementia, including interactive reminiscence sessions
  - a technology volunteering project, encouraging younger people to share their knowledge of technology (internet, smartphones, e-readers, digital music players and iPads) with a person with dementia, helping to reduce isolation
  - Singing for the Brain® for people with learning difficulties and dementia. This is an important expansion of the early intervention of our innovative service, which is delivered through over 280 groups
  - a project in Staffordshire and Shropshire to develop –
    - reminiscence sessions
    - projects which is delivered through
  - a technology volunteering project
  - a service for Armed Forces veterans with dementia
  - an e-learning project
  - a project in Staffordshire and Shropshire to develop
  - a technology volunteering project
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  - a project in Staffordshire and Shropshire to develop
- We published an organisation-wide user involvement policy and good practice guidance, and extended our network of service user review panels, which cover all three nations.
- We consulted our service users on what they would like professionals to understand and do to support them effectively, and used this information to develop training for professionals, making sure it’s based around a person-centred approach.
- We invested almost £600,000 in developing our people (employees and volunteers), through a blended approach of face-to-face training, e-learning, webinars, workshops and other facilitated events.
- We delivered dementia awareness training to all 2,000 Care Quality Commission staff and continued to work with them to provide a cascade course to train their new recruits. We are also looking to develop new training aimed at inspectors.
- We developed service user guides which tell people what they can expect from each of our face-to-face services.

- We continued to develop best practice support for people from the point of diagnosis, with 143 Dementia Support Workers spread across all our localities.
- Increasingly, commissioners and other providers are turning to us to lead or partner them in funding bids, research projects and joint working projects. Despite the continuing challenging economic environment, our income from contracts and the number of services we provide has continued to grow. We had 547 contracts to provide services for health, local authority and joint commissioning bodies, and the total value of our contracts increased by 15%.
Sharing information: Be the foremost point of contact for anyone dealing with dementia

We aim to make sure everyone dealing with dementia knows we’re here for them, with information, advice and support they can trust – whether they have dementia themselves, are a family member, carer or a health or social care professional, wherever they live.

Providing information and advice
- We launched The dementia guide in July 2013, which provides comprehensive information for anyone recently diagnosed with dementia and their families. Working in partnership with the Department of Health and others, we distributed over 140,000 copies to memory services and directly to people with a recent diagnosis.
- We revised our National Dementia Helpline service structure to enable us to take more calls. We responded to 26,258 enquiries over the year. Service quality remains high, with 99% of respondents to the annual user survey saying they would be ‘very likely’ or ‘fairly likely’ to recommend the Helpline to others. We ran a successful pilot of the Live Online Advice service in February 2014, offering information, advice and support through instant messaging, which has now been made permanent.
- We planned the helpdesk support for a new online initiative, Join Dementia Research, in partnership with the National Institute for Health Research and Alzheimer’s Research UK. This initiative will enable people with dementia to get better access to clinical trials. This work replaced the planned small-scale programme of telephone support for people living in rural areas.
- The Dementia Community Roadshow continued to raise public awareness of dementia, encourage people worried about their memory to seek advice, and signpost people to local services. This year a total of 34,527 people came on board, and we met our overall project target five months early. We continued piloting a new forum more easily from smartphones and tablets. The app was downloaded 5,000 times during the year. In July 2013, we made changes to the forum to make it easier for members to navigate, and in January 2014 we began piloting a new chat room service, running twice-weekly topic-based and social chat sessions.
- Visits to our website increased by 66% over the year, from nearly six million to nearly eight million. Our Facebook ‘likes’ rose by 154% to 87,759 and our Twitter followers increased to 63,657 – a year-on-year increase of 81%.

Engaging online
- Membership of Talking Point grew by 24%, reaching 33,036 by the end of March 2014. We launched the Talking Point mobile app in May 2013 to help people access the forum more easily from smartphones and tablets. The app was downloaded 5,000 times during the year. In July 2013, we made changes to the forum to make it easier for members to navigate, and in January 2014 we began piloting a new chat room service, running twice-weekly topic-based and social chat sessions.
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Work on the development of our local information service Dementia Connect continued throughout the year. Our growing ambitions for this service and the sheer extent of information included mean that it will now be launched publicly in the year ahead.

Sharing knowledge: support and training
- Our Carers Information and Support Programme, generously supported by Lloyds Banking Group, brought new hope and resource to over 1,300 carers through 165 programmes during the year. We also adapted the programme to meet the needs of family carers from Indian and Pakistani backgrounds and completed five pilot programmes.
- Complementing the Carers Information and Support Programme is a new Living Well with Dementia programme for people recently diagnosed with dementia, which we piloted in five areas.
- In May, we published an updated edition of Taking port: Activities for people with dementia. It features ideas for meaningful activity and an overview of best practice and innovation across a wide range of dementia care settings. The guide is the basis of a Meaningful Activity course, run by our Training and Consultancy team.

We provided training to over 220 organisations in the care, health and community sectors and have continued to expand our portfolio, for example with a new pain management course. Over 3,000 people were awarded the Society’s Foundation Certificate in Dementia Awareness, administered by the University of Warwick. Other sectors also accessed our training. For example, we designed a course for First Group, which reached over 17,000 bus drivers.
- We have developed important strategic relationships with Health Education England, the Royal Society for Public Health (RSPH), the Care Quality Commission, the awarding body OCR and the University of Bradford.

We also held discussions with RSPH level 2 to create an accredited award that will ultimately provide a training framework and benchmark for health and social care professionals.

- Our new computerised record system, which holds all the key data on our service users, will enable us to provide the best support possible to the people affected by dementia who use our information and support services.

- We continued to drive the development of the Dementia Action Alliance, hosting the secretariat that supports the national membership of over 160 health and social care organisations as well as supporting over 90 local Dementia Action Alliances through our regional and local teams.

- We assessed where best to expand our activities and prioritised the development of homecare and befriending support, which can better support people in later stages of dementia at home. At the same time we are working closely with the National Council for Palliative Care and are a core member of the Dying Matters coalition.
Advancing research: Lead partnerships and investments in research to improve care, advance prevention, and move closer to a cure

We continue to develop, publish and contribute to pioneering research into the cause, cure and prevention of dementia and the care of people with dementia. Through research, we can improve the quality of life for all people affected by dementia and ultimately find more effective treatment and prevention.

Publishing and influencing

Researchers we funded published 68 scientific articles in peer-reviewed journals in 2013/14 – more than in any previous year. Findings included: new understanding of the role of genetics in Alzheimer’s disease and dementia with Lewy bodies; identifying drugs that might help prevent cognitive decline after surgery; the impact of healthy lifestyle choices on preventing cognitive impairment; and preliminary findings on how people with dementia perceive and recognise pain.

In partnership with the James Lind Alliance, we published the top ten questions about dementia treatment and care that still need to be answered by research. We worked with government to channel funding to these priority areas of unmet need, and issued funding calls in England and Northern Ireland.

Over the year, we increased our international presence. We became a key member of the International Alzheimer’s Disease Research Funder Consortium that brings together the largest government and charity organisations globally to enhance understanding and collaboration in dementia research. We also announced our first international funding partnership with the USA-based Alzheimer’s Drug Discovery Foundation to take forward new drug repurposing opportunities.

We were a key player in developing and following up on the G8 Dementia Summit in December, influencing the Government to double research investment and making our own commitment to at least £100 million for research over the next ten years.

We worked with researchers to increase the impact of research funded by other organisations. By the end of the year we became partners on over £30 million of government-funded research, supporting patient involvement and dissemination.

Investing in the future of dementia research

We awarded a record number of new research grants – 21 in total – covering PhD, Fellowship and project grant awards. A total of £3.23 million was invested in new research. For example, two Clinical Training Fellowships – one supporting a radiographer and one a physiotherapist – and a lab-based project building on a previously-funded PhD studentship investigating the changes occurring in the brain during frontotemporal dementia. Our active grants portfolio totals £12.8 million, the largest it has ever been. New funding included a 100% increase in the funding of care research on the previous year.

We set up two Grant Advisory Boards, which bring together the expertise we need to comment on research across our portfolio and help make funding decisions. Despite these new grants, our overall research investment in 2013/14 was less than the previous year as a result of committing funding to two major multi-year programmes of work in 2012/13. These were Brains for Dementia Research and a vascular dementia clinical trial.

In January 2014, we launched our innovative Dementia Research Leaders programme. Aimed at researchers at the early stages of their career, it provides new funding opportunities to help increase the numbers of researchers working in all disciplines of dementia. In 2013/14 we:

- funded eight PhD students and four new Fellows
- funded 13 undergraduate summer projects to encourage students to consider a future career in dementia research
- launched a call for funding to create doctoral training centres of excellence in the UK for PhD studentships.

Improving treatment and care

We completed the creation of an online cognitive behavioural therapy package for carers, in partnership with Oxford Health and the University of Oxford, which will be tested in a clinical trial from August 2014.

As part of our Drug Discovery Programme, and in partnership with the British Heart Foundation, we launched a major new clinical trial of a drug commonly used to treat high blood pressure to see if it could be effective for vascular dementia. We also launched publicly our clinical trial to test the effectiveness of a Type 2 diabetes drug in treating Alzheimer’s disease.

We completed the initial roll out of Focused Intervention Training and Support – our evidence-based training programme to help care homes reduce their use of anti-psychotic drugs – across 67 care homes.

Involving people affected by dementia

We now have over 250 active Research Network Volunteers. These are people with dementia, carers or former carers and are involved in every aspect of our funded research. In 2013/14 they gave an estimated 12,800 hours of support to our research programme.

Over 2,800 people across England and Wales have now signed up to donate their brain to research, as part of the Brains for Dementia Research programme. There are nearly 100 brains available for research, and the programme has supplied brain tissue to over 45 research studies so far.

A project we funded at the University of Manchester looking at the needs of deaf people with dementia was completed. It led to a British Sign Language test being developed to help diagnose dementia, and a UK-wide referral service for deaf people worried about their memory being introduced. Information for care professionals will be provided via the Social Care Institute for Excellence Dementia Gateway, and specific guidance about how to support deaf people with dementia has also been promoted by NHS England.
Inspiring change: Campaign for people affected by dementia to be able to live the lives they want

We’re the leading authority on dementia issues, and we use this position to campaign for change that will improve all aspects of care and support. From influencing health and social care commissioners to improving public understanding of dementia, we help people to live well in their own homes, residential care or when in hospital.

Awareness raising and early diagnosis

- We commissioned King’s College London and the London School of Economics to update figures on the prevalence and cost of dementia, with results due in 2014/15. The publication of Dementia 2014 is now due in September 2014 to ensure the inclusion of these new figures.
- With the General Practice Reference Group and the Royal College of General Practice, we developed a pilot for the Dementia Roadmap – an online resource supporting GPs to provide better care.
- We distributed over one million Worried about your memory? materials and received over 200,000 views of our web pages. There was a 39% increase on the previous year in the distribution of materials in languages other than English. This was our most successful campaign yet in reaching black, Asian and minority ethnic communities.

Creating dementia-friendly communities

- We published a report highlighting what people with dementia say they need to live well in their community: Building dementia-friendly communities: A priority for everyone.
- We continued to play a leading role in the Prime Minister’s Challenge on Dementia. We participated in all three Champion Groups, on research; health and social care; and dementia-friendly communities, with Society Ambassador Angela Rippon and Chief Executive Jeremy Hughes co-chairing the latter.
- We developed partnerships to encourage communities, businesses, government and voluntary organisations to be more dementia friendly. We have established six task-and-finish groups to drive this work, with the first output being the Dementia friendly financial services charter developed with over 20 financial institutions.
- We worked with 50 locations to initiate and support their work to become dementia friendly. We launched the Dementia Friendly Communities recognition process in England and by year end 50 communities had signed up. We also started to develop similar initiatives in Wales and Northern Ireland.
- We continued to create Local Dementia Action Alliances in communities across England.

Health and social care reform

- In partnership with the English Community Care Association, we have been working to ensure implementation of the recommendations of Law and expectations, our report giving evidence on the quality of life for people with dementia living in care homes.
- We supported the publication of the report by the All-Party Parliamentary Group on the experience of people with dementia from black, Asian and minority ethnic communities, with a range of measures to improve outcomes, including increasing awareness of dementia and risk reduction, improving support and access to services, and sharing good practice.
- We drove forward the work of the national Dementia Action Alliance, which encompasses over 160 national health and social care organisations. As well as individual commitments, we contributed to joint initiatives of the Alliance members. These included the ‘Right Care’ programme of action for hospitals, with over 140 participants, and the launch of a Carers’ Call to Action.
- Individually and through our membership of key coalitions including National Voices and the Care and Support Alliance, including the ‘Right Care’ programme of action for hospitals, with over 140 participants, and the launch of a Carers’ Call to Action.
- We continued to work with the UK Government and World Dementia Envoy to ensure the implementation of the commitments in the Summit Declaration.
- To prepare for the 2015 General Election, we opened a dialogue with over a third of MPs from all the main parties, including their leaders.
- Over 200 MPs made a local pledge to support people with dementia in their constituencies.
- We established a nationwide Regional Stakeholder Relations team to focus on local influencing work and take a more strategic approach to local political engagement.
- We met regularly with the Local Government Association and the Association of Directors of Adult Social Services to ensure dementia is a key element of their work.
- Ahead of the 2014 London elections, we launched a manifesto for London, setting out what is needed to better support people with dementia in London.
Our ambitions

What we’ll do in 2014/15

1. Meeting needs

During 2014/15 we will:

- increase the reach of our local services
- develop more opportunities for people with dementia and carers to influence both our work – through the Making Evaluation Count project – and that of our health and social care partners, wherever they live
- recruit engagement and participation officers in each of our regions/countries, and embed our collaborative user involvement framework
- re-assess ourselves against the quality standard for third sector organisations (PQASSO)
- continue to develop best practice guidance, to support consistent delivery of our local services
- review our Services Framework
- develop, deliver pilots and evaluate a new service providing personalised one-to-one support for people with dementia in their own homes (our innovative homecare service) to enable them to live independently for longer
- develop a national service, funded by voluntary income, which aims to tackle loneliness, increase the number of people we reach, and allows us to support people as their dementia progresses
- continue to research and scope a project to meet the needs of people with dementia and their families until end of life
- working with the Gold Standards Framework and other key stakeholders, develop a new training programme for professionals to ensure they have the specialist skills to support people with dementia at the end of life
- conduct a review of training provision and recommend best practice models across England
- develop our content, delivery systems and marketing of training and consultancy services
- increase partnership working for service delivery, with support from the expanded Business Development team
- promote the use of the Innovation Fund to support local initiatives in service development
- evaluate the current quality and safeguarding systems to ensure they continue to be relevant and effective in improving quality
- train service delivery staff and others on record-keeping and evaluation.

2. Sharing information

During 2014/15 we will:

- seek re-accreditation under the Information Standard – the Department of Health quality assurance scheme for health and social care information
- develop the operation of Talking Point, increasing its reach and using technology to a greater extent with chat rooms and webinars
- promote the use of the Innovation Fund to support local initiatives in service development
- evaluate the current quality and safeguarding systems to ensure they continue to be relevant and effective in improving quality
- train service delivery staff and others on record-keeping and evaluation.
- continue to distribute The dementia guide through memory services and directly to people with a recent diagnosis of dementia. Update the guide to reflect changes in health and social care as well as launch the film version, which will include subtitles and voiceover options in six languages and British Sign Language
- launch Dementia Connect, the online service directory, to the public
- expand our Carer Information and Support and Live Well with Dementia programmes
- establish the next development of the Dementia Community Roadshow.
Our ambitions
What we’ll do in 2014/15 continued

3. Advancing research
During 2014/15 we will:
- as part of our continued increase in investment, aim to spend at least £5 million on new research
- work with government and other funders to increase the total extent and effectiveness of dementia research investment
- contribute to implementing the priority areas identified by the World Dementia Council in response to the G8 Dementia Declaration
- further develop the Dementia Research Leaders programme and launch PhD studentships through Doctoral Training Centres and at the early post-PhD point in their careers
- as part of the Drug Discovery programme, jointly fund a portfolio of translational and clinical research into drug repurposing with USA-based Alzheimer’s Drug Discovery Foundation
- complete and publish the outcomes of the Focused Intervention Training and Support programme
- launch a clinical trial of cognitive behavioural therapy for carers
- celebrate the marking of the 15-year involvement of people affected by dementia in all elements of our research programme, and develop new ways for patients and public to influence research
- increase our focus on translating, and where appropriate implementing, research discoveries across care, treatment, cure and prevention, bringing them closer to making a difference to people’s lives
- increase the research into the practice and development of our own services for people affected by dementia
- launch Join Dementia Research in partnership with the National Institute of Health Research (NIHR) and Alzheimer’s Research UK.

4. Inspiring change
During 2014/15 we will:
- publish Dementia 2014, the third in our series of reports exploring the quality of life of people living with dementia. It will incorporate new research into the prevalence of dementia in the UK and the cost of dementia to society
- develop and implement a comprehensive influencing strategy to secure a successor to the National Dementia Strategy for England and the Prime Minister’s Challenge on Dementia
- influence the main political parties ahead of the 2015 General Election, to ensure that dementia and social care reform are key priorities for the next government
- continue to highlight gaps in health and social care services and the impact of lack of integration
- support the All Party Parliamentary Group in publishing their report on progress in dementia care over the last five years
- continue to lead the delivery and enhancement of the three Dementia Champion Groups of the Prime Minister’s Challenge on Dementia
- inspire and support public, private and voluntary organisations to become more dementia friendly, through our role as Co-Chair of the Dementia Friendly Communities Champion Group, the development of the Dementia Friendly Communities programme and sector-specific task and finish groups
- publish Dementia friendly communities standards, developed in conjunction with the British Standards Institute (BSI)
- build the Dementia Friendly Communities programme and Dementia Friends in Wales initiative
- launch a Dementia Friendly Communities programme and Dementia Friends in Northern Ireland initiative
- work in partnership with Public Health England to launch a Dementia Friends national awareness campaign, and further develop the Dementia Friends initiative
- launch our Right to Know Campaign to ensure that everyone with dementia has access to a diagnosis and the right support to come to terms with and manage their condition
- further develop our relationships with local health and social care stakeholders, to help drive forward our campaigning ambitions
- roll out the Dementia Roadmap to other locations in England, following the pilot in three Clinical Commissioning Groups in the South West
- continue to be a lead contributor to the Dementia Action Alliance, hosting its secretariat and serving on its Board
- support, through our regional and local teams, the development and effectiveness of local dementia action alliances
- work with the international community to drive forward the ambitions set in the G8 Dementia Declaration
- commission the next wave of research into public attitudes on dementia
- invest in promotion of the Society and its work.
We have raised more money than ever before; because of this we have achieved more for people with dementia and made great progress towards achieving our ambitions and our vision of a world without dementia.

We also established designated funds of £1.7 million in line with Trustees’ intentions for the increased income received.

Our general funds increased by £5.3 million to £25.8 million (2013: £20.5 million).

17%

Our income grew to £82.6 million (2013: £70.8 million), an increase of 17%.

89p

From every £1 of expenditure, 89p was spent towards improving the lives of people with dementia.

£5.3m

Our general funds increased by £5.3 million to £25.8 million (2013: £20.5 million).

### Income

Income grew strongly to £82.6 million (2013: £70.8 million), a 17% increase on the previous year. Contract income for care services amounted to £31.4 million (2013: £27.5 million). Although the commissioning of care services is undergoing significant change, the Society has continued to be successful in keeping attention focused on the needs of people with dementia and their carers. Voluntary income increased by 18% to £45.0 million (2013: £38.1 million), underpinning our strategy of delivering on dementia.

### Expenditure

During 2013/14, 89p in every £1 of total expenditure was spent on direct costs towards improving the lives of people with dementia (2013: 88p in the pound). The remaining 11p in every £1 was spent on supporting our services, as well as IT and premises. Charitable expenditure increased during the year by £3.3 million to £61.2 million (2013: £57.9 million). Our spending on care services increased to £50.4 million (2013: £46.7 million). Research expenditure fell to £4.0 million (2013: £5.8 million) due to forward multi-year funding of major projects in 2012/13, but is expected to increase strongly in coming years as we continue to increase our commitment to research.

Expenditure on fundraising rose to £12.4 million (2013: £10.3 million) as extra investment underpinned our strong growth in voluntary income.

### Income by type

- **Contracts**: 38% (£31.4m)
- **Donations**: 37% (£30.3m)
- **Legacies**: 18% (£14.7m)
- **Trading and other**: 6% (£5.2m)
- **Investment**: 1% (£0.9m)

### Expenditure by activity

- **Meeting needs**: £47.5m
- **Sharing information**: £2.8m
- **Advancing research**: £4.0m
- **Inspiring change**: £6.6m
- **Trading costs of subsidiaries**: £1.1m
- **Governance**: £0.3m
- **Fundraising**: £12.4m

### Funds

Total funds at 31 March 2014 were £61.9 million (2013: £32.1 million) of which £32.1 million (2013: £23.8 million) were unrestricted. We have established designated funds of £1.7 million to support a key multi-year investment programme in improving our information technology.

It is the Society’s policy to hold free reserves equivalent to at least three months of charitable expenditure. At 31 March 2014 the Society held free reserves equivalent to 5.1 months (2013: 4.3 months) of charitable expenditure.

The increase in free reserves cover is due to the strong growth in voluntary income experienced by the Society in 2013-14.

The Board of Trustees plan that this cover will reduce in future years as a result of budgets to increase charitable expenditure, in line with our refreshed strategy. In light of this expectation, the Board considers the above reserves cover to be reasonable.
Structure and management

Strategic report

Management of risk

Alzheimer’s Society has a comprehensive corporate risk management framework in place to identify and address the major financial, operational, governance, reputational and regulatory risks which might impact on its ability to meet its objectives. The most significant risks facing the Society relate to the continuing economic uncertainty which affects statutory income, and to the health and social care environment in particular. With the latter, the risks derive from the restructuring of the health service in England, the inadequacies of social care funding and the continued lack of integration with health funding.

The corporate risk register records the major risks to which the charity is exposed, existing controls designed to mitigate those risks, and actions required to mitigate risks further, if appropriate. The Strategic Leadership Team (SLT) reviews and updates the risk register on a regular basis. The Board of Trustees has overall responsibility for assessing the risks faced by the Society and ensuring it has appropriate systems of internal control in place. This responsibility is conducted through the Finance and Audit Committee, which reviews the risk register at each meeting and provides updates to the Board.

Mitigating action has been taken on all identified risks. The Society has systems of control that include:

- an established and documented policy framework
- a comprehensive annual planning and budgeting process, which is subject to ongoing review during the year by SLT and the Board of Trustees
- monthly review of KPIs, management accounts and non-financial management information by SLT. This review is presented to Trustees
- regular monitoring of key risks and action plans by SLT and the Finance and Audit Committee.

Although the Trustees are of the opinion that reasonable steps have been taken to ensure that the major risks to which the Society is exposed are identified and reviewed and that there are systems in place to mitigate them, they are aware that such processes are designed to manage rather than eliminate all major risks and they can only provide reasonable but not absolute assurance.

Investments

As set out in its Articles of Association, the Society has absolute discretion to invest money not immediately required for expenditure. The performance of the Society’s investments is overseen by the Investment Committee, which reports to the Board of Trustees. The Society’s investment managers are instructed to avoid any investment in companies that profit materially from products that may be harmful to people with dementia or contribute to the causes of dementia.

It is important to note that, as in previous years, the Society has had no exposure to any known risks facing other funds. The Society’s investment policy framework is presented to Trustees in an annual report, and is subject to review during the year by the Finance and Audit Committee.

Subsidiaries

Alzheimer’s Trading Limited (ATL)

ATL is a wholly owned subsidiary of the Society which generates income from training courses, raffles, licensing and marketing a wide range of gifts, merchandise and products. Each sale helps to support the fight against dementia. ATL’s profits are gift aided to the Society. These profits amounted to £321,348 in respect of the year to 31 March 2013 (2012: £31,000).

How we are structured

Alzheimer’s Society is a charitable company limited by guarantee, registered as a charity in November 1979 and incorporated as the Alzheimer’s Disease Society on 26 March 1987. On 1 October 1999 the charity changed its name to Alzheimer’s Society. The Society is governed by its Articles of Association. New Articles of Association, incorporating the Memorandum, were adopted by special resolution at the Annual General Meeting on 16 September 2011.

The Society’s objects contained in the company’s Articles of Association are:

- to relieve and treat and promote the relief and treatment of people with Alzheimer’s disease and other dementias and to provide support for such persons, their families and carers
- to promote, support and carry out research, and to disseminate the results of such research for the public benefit into the cause and possible cures, whether partial or complete, and the possible prevention of the said disease and other dementias.

The Society’s direction is guided by our strategy, Delivering on Dementia 2012-17, which
Structure and management continued

provides a roadmap based on the objectives contained in the company’s Articles of Association and sets out our vision for the future. The strategy explains how the Society is going to turn our vision into a reality. It sets out four ambitions to meet our vision.

Services
The Society provides practical services to people with dementia and those who care for them via a network of locality offices within communities across England, Wales and Northern Ireland. We also provide universal support through our online and information services. Many of the Society’s services are commissioned by statutory or charitable bodies; significant levels of local fundraising activity also take place to support this work.

Membership
As of the end of March 2014, the Society had 17,022 members (2013:18,880). All members – other than those who are under 18 – have full voting rights under the Society’s Articles of Association.

The Board of Trustees
The Board of Trustees (members of which are also directors under company law) is composed of a mixture of elected and appointed Trustees.

Details are given under the section, ‘Society people’ on page 46. The election of Trustees is effected by a postal ballot of the Society’s members; the results of the elections are announced at the Society’s Annual General Meeting.

All Trustees and new Board committee members undertake an induction programme, including a structured introduction to the Society and visits to services and activities. Training and development sessions in key areas are also provided including compulsory data protection training. The performance of individual Trustees and of the Board as a whole is assessed every year.

The Trustees undertake the duties laid down in the Society’s governing documents and are ultimately responsible for the governance of the charity and the protection of its assets. The Board takes ultimate responsibility for the implementation of equal opportunities and health and safety within the Society.

The majority of current members of the Board of Trustees have a personal or professional understanding of dementia. They give their time voluntarily and receive no benefits from the Society. Any expenses reclaimed from the Society are set out in note 5 to the accounts.

The Board is supported in its work by the following committees:

- the Finance and Audit Committee supports the Board in its oversight responsibilities in respect of the financial reporting process, planning and budgeting, compliance and corporate risk
- the Investment Committee monitors the performance of the Society’s investments
- the Nominations and Appointments Committee has primary responsibility for identifying the skills required to complement the skills base of existing Trustees, identifying suitable candidates, appointing Trustees, and recommending potential Trustees to the members for election to the Board
- the Remuneration Committee supports the Board in determining the pay of the Chief Executive and considers other issues related to Society pay and conditions.

All committees report on their activities to the Board. The Board records its thanks to the independent members who assist in the work of the Finance and Audit, Investment and Nominations and Appointments Committees.

The Trustees confirm that they have complied with the duty in Section 4 (4) of the Charities Act 2011 by referring to the Charity Commission’s general guidance on public benefit when reviewing the aim and objectives of the Society and in planning its future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set.

The Strategic Leadership Team
The Board of Trustees delegates responsibility for the operational management and leadership of the Society to the Chief Executive, who is supported by the members of the Strategic Leadership Team (SLT).

Staff and volunteers
Across England, Wales and Northern Ireland, over 9,000 people (2,200 staff and 7,500 volunteers) contribute to the work of the Society. Everyone who works within the Society – whether on a paid basis or as a volunteer (including Trustees) – is required to act in accordance with the values and operating principles outlined in the Society’s strategy and with all policies currently in force. Alzheimer’s Society is working towards being an equal opportunities employer.

Disabilities in the workplace
As an employer, the Society will not discriminate against a disabled person for a reason that relates to their disability, or treat them less favourably than a non-disabled person. The Society will conduct an individual risk assessment for every applicant, employee or volunteer with a disability. This will identify any reasonable adjustments that need to be made to the workplace or job in order for the person to contribute fully to the work of the Society.

Health and Safety
Alzheimer’s Society aims to create a positive working community where our service users and people – staff and volunteers – are all safe and supported.

Over the last 12 months we have further developed our health and safety management framework – giving us even stronger systems to ensure we continue to comply with both our own policies and procedures and legal requirements and exceed these where appropriate. During the year, we have continued to invest in the ongoing training and support of our people, and we have conducted health and safety audits in 10% of our services and offices.

We also have robust systems in place to safeguard and promote the well-being of children and vulnerable adults.

Income from the pharmaceutical industry
The Society’s ethical policy states that income from the pharmaceutical industry should be capped at 5 per cent of income, based on the accounts for the preceding year. Support from pharmaceutical companies during 2013/14 amounted to £138,000 representing 0.17 per cent of total income.

Research grants
Research funding is awarded by the Board of Trustees on the advice of Research Grant Panels, with the input of Research Network Volunteers. The Society invites applications for funding of research projects through a variety of media. Applications are assessed by a panel, which recognises Research Network priorities as well as ensuring scientific quality and timeliness. Projects (which normally last for between two and three years) are regularly monitored by professionals and the Research Network to ensure the appropriateness of continued funding.
Statement of Trustees’ responsibilities

The Trustees are responsible for preparing the Trustees’ report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards) and applicable law.

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 financial position of the charitable company and of any relevant audit information and to establish that the Trustees are aware of that information.

The Annual report of the Trustees, under the Charities Act 2011 and the Companies Act 2006, was approved by the Board of Trustees of 9 September 2014, including approving in their capacity as company directors the Strategic report contained therein, and is signed and authorised on its behalf by Dame Gill Morgan DBE.

Consolidated statement of financial activities

For the period ended 31 March 2014

Incorporating an income and expenditure account

<table>
<thead>
<tr>
<th>Notes</th>
<th>Restricted funds £’000</th>
<th>Unrestricted funds £’000</th>
<th>2014 Group total £’000</th>
<th>2013 Group total £’000</th>
</tr>
</thead>
</table>
| Income from generated funds
| Voluntary income
Subscriptions, donations, and fundraising | 7,567 | 22,838 | 30,295 | 25,013 |
| Legacy | 2a 184 | 13,869 | 14,733 | 13,040 |
| Activities for generating funds
Sales and fee income | 52 | 3,804 | 3,856 | 3,006 |
| Trading turnover of subsidiaries | 7c – | 1,386 | 1,386 | 1,548 |
| Investment income | 2b – | 898 | 898 | 697 |
| Income from charitable activities
Grants and contracts | 3,429 | 28,018 | 31,447 | 27,452 |
| Other incoming resources | – | 6 | 6 | 15 |
| Share of gross incoming resources in joint venture | – | 94 | 94 | 1,775 |
| Incoming resources
Less gross incoming resources from joint venture | 11,802 | 70,913 | 82,715 | 72,546 |
| Total incoming resources | – | 94 | 94 | 1,775 |
| Resources expended
Costs of generating funds
Trading costs of subsidiaries | 7c – | 1,065 | 1,065 | 1,517 |
| Fundraising and publicity costs | 766 | 11,661 | 12,427 | 10,323 |
| Total costs of generating funds | 3 | 766 | 12,726 | 13,840 |
| Net incoming resources available for charitable application | 11,036 | 58,093 | 69,129 | 58,931 |
| Charitable expenditure
Charitable activities
Meeting needs | 3 | 4,945 | 42,581 | 47,526 |
| Sharing information | 3 | 1,102 | 1,725 | 2,827 |
| Advancing research | 3 | 1,972 | 1,933 | 3,906 |
| Improving change | 3 | 1,516 | 5,054 | 6,570 |
| Governance | 3 | 319 | 319 | 336 |
| Total charitable expenditure | 9,353 | 51,672 | 61,207 | 57,893 |
| Total expenditure | 3 | 10,301 | 64,398 | 74,699 |
| Net incoming resources | 3 | 1,501 | 4,621 | 7,922 |
| Net interest in joint venture operating result | – | (9) | (9) | 116 |
| Net incoming resources before transfers | 15 | 1,501 | 6,612 | 7,913 |
| Transfers between funds | – | – | – | 1,154 |
| Net incoming resources | 15 | 1,501 | 6,612 | 7,913 |
| Net realised gains on investments | 7a – | 1,009 | 1,009 | 295 |
| Surplus for the year | 7a | 1,501 | 7,421 | 8,922 |
| Net unrealised gains on investments | – | 816 | 816 | 1,615 |
| Net movement in funds | 15 | 1,501 | 8,237 | 9,738 |
| Funds balance at 1 April 2013 | – | 8,327 | 23,833 | 32,160 |
| Funds balance at 31 March 2014 | 9,828 | 32,070 | 41,898 | 32,160 |

Total incoming resources includes £81.1 million (2013: £69.1 million) and net movement in funds includes £9.7 million inflow (2013: £2.9 million inflow) in respect of the Society. The notes on pages 28 to 42 form part of these financial statements.
Alzheimer’s Society Trustees’ report and annual accounts 2013/14

Consolidated balance sheet
For the period ended 31 March 2014

<table>
<thead>
<tr>
<th>Notes</th>
<th>2014 Group £’000</th>
<th>2014 Society £’000</th>
<th>2013 Group £’000</th>
<th>2013 Society £’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed assets</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tangible assets</td>
<td>6</td>
<td>1,491</td>
<td>1,491</td>
<td>1,030</td>
</tr>
<tr>
<td>Investments</td>
<td>7a</td>
<td>28,577</td>
<td>28,577</td>
<td>27,561</td>
</tr>
<tr>
<td></td>
<td></td>
<td>29,968</td>
<td>30,068</td>
<td>28,571</td>
</tr>
<tr>
<td>Current assets</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Short term investments and deposits</td>
<td>7b</td>
<td>25,303</td>
<td>25,303</td>
<td>15,677</td>
</tr>
<tr>
<td>Stock</td>
<td>8</td>
<td>48</td>
<td>–</td>
<td>52</td>
</tr>
<tr>
<td>Debtors</td>
<td>9</td>
<td>4,552</td>
<td>5,117</td>
<td>6,548</td>
</tr>
<tr>
<td>Cash at bank and in hand</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>3,675</td>
<td>2,650</td>
<td>3,180</td>
</tr>
<tr>
<td></td>
<td></td>
<td>33,578</td>
<td>33,070</td>
<td>25,257</td>
</tr>
<tr>
<td>Creditors – amounts falling due within one year</td>
<td>10</td>
<td>(14,939)</td>
<td>(14,838)</td>
<td>(16,515)</td>
</tr>
<tr>
<td>Net current assets</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>18,639</td>
<td>18,232</td>
<td>8,742</td>
</tr>
<tr>
<td>Total assets less current liabilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>48,607</td>
<td>48,300</td>
<td>37,313</td>
</tr>
<tr>
<td>Creditors – amounts falling due after one year</td>
<td>10</td>
<td>(6,146)</td>
<td>(6,146)</td>
<td>(4,798)</td>
</tr>
<tr>
<td>Provision for liabilities and charges</td>
<td>11</td>
<td>(563)</td>
<td>(563)</td>
<td>(355)</td>
</tr>
</tbody>
</table>
| Notes to cash flow statement
| 2014 | 2013 |
| Notes | £’000 | £’000 |
| Net cash inflow from operating activities | A | 9,565 | 4,323 |
| Returns on investment | B | 898 | 679 |
| Net cash (outflow) from capital expenditure and financial investment | C | (142) | (5,153) |
| Management of liquid resources | D | (9,826) | 1,807 |
| Increase in cash in the year | E | 695 | 1,674 |

The financial statements on pages 25 to 42 were approved and authorised for issue by the Trustees on 9 September 2014 and signed on their behalf by:

Dame Gill Morgan DBE  John Grosvenor
Chairman  Honorary Treasurer

The notes on pages 28 to 42 form part of these financial statements.
Company Number 2115499.
Notes to the financial statements
For the period ended 31 March 2014

1. Accounting policies
The financial statements have been prepared under the historic cost convention (with the exception of listed investments which are included on a market value basis) and in accordance with the Charities (Accounts and Reports) Regulations 2008, the current Statement of Recommended Practice, Accounting and Reporting by Charities (the Charities SORP 2005), the Companies Act 2006 and applicable accounting standards.

Basis of consolidation
The financial statements include the assets, liabilities and funds, and the statement of financial activities of the Society, including all localities and its subsidiaries.

The Society’s annual share of the profits or losses from joint ventures is included in the statement of financial activities (SOFA) and its share of the net assets is included in the balance sheet. No separate SOFA has been prepared for the parent charity as is permitted by section 408 of the Companies Act 2006 and paragraph 397 of the SORP.

Incoming resources
All income, restricted or unrestricted, is accounted for on a receivable basis and is reported gross of related expenditure, where the amount can be quantified with reasonable accuracy and there is adequate certainty of receipt.

Legacies are recognised in the SOFA when there is adequate certainty and reliability of receipt and their value can be accurately measured. This is based on all notifications of legacies received by 31 March 2014 for which income was received by 2 May 2014 (2013: 3 May). Legacies not recognised in the SOFA are disclosed in note 2a.

Donations in kind are recognised at their value to the Group when they are received. No amounts are included for services donated by volunteers. Gift aid is included in the accounts based on amounts recoverable at balance date.

Expenditure
Expenditure is accounted for on an accruals basis, and is reported gross of related income. Where appropriate, it has been allocated directly to operating activities.

Support costs have been allocated to activity categories in proportion to the staff numbers within each activity.

Some Alzheimer’s Society activities are classified as exempt or non-business activities for the purposes of VAT, so the Society is unable to reclaim all the VAT that it suffers on its operating costs. Expenditure in these financial statements is therefore shown inclusive of any VAT paid which is not recoverable.

Governance costs are those incurred in compliance with constitutional and statutory requirements including related professional fees and a proportion of the salary costs of relevant staff.

Grants
Grants receivable are included in the accounts when the Society is entitled to the income, there is adequate certainty of receipt and the amount can be quantified with reasonable accuracy. Grants received for a specific purpose are accounted for as restricted funds. Grants payable are accounted for on an accruals basis.

Research grants payable to third parties are included in the accounts when an agreement is made to commit funds to a specific project, notwithstanding that payment of the funds may be made at a later date.

Tangible fixed assets
Tangible fixed assets, with a value of £2,500 or more, are stated at cost or valuation when acquired and depreciated over their estimated useful lives on a straight-line basis at the following rates:

- Freehold property: not depreciated over the life of the lease
- Service user transport: 25% per annum
- Fixtures and fittings: 25% per annum
- Office equipment: 25% per annum
- Computer equipment and software: 33 1/3% per annum

No charge is made for depreciation of freehold property as, in the opinion of the Trustees, any charge and accumulated balance in respect of depreciation would be immaterial. The Trustees undertake impairment reviews in accordance with FRS11.

Items costing less than £2,500 are expensed immediately to the SOFA.

Investments
Investments are stated at market value. Any unrealised gains or losses are recognised in the SOFA and transferred to reserves.

Stock
Stock, which consists mainly of promotional goods, publications, gifts and Christmas cards, is stated at the lower of cost and net realisable value, and includes any costs to bring it to its current location and condition.

Pension costs
Contributions to the Society’s defined contribution pension scheme are charged to the SOFA in the year in which they become payable.

Operating leases
Expenditure on operating leases is charged to the SOFA on a straight-line basis over the period of the lease.

Provisions for liabilities and charges
Provision is made in the accounts for property dilapidation costs and charges that may be incurred on the termination of leases. This provision includes any known exposure together with an estimate based on the level of historic claims projected to anticipated lease terminations.

Funds
Restricted funds are those specified by the donor only to be used for particular purposes, within the objectives of the Society.

Designated funds are funds set aside for specific purposes by the Trustees out of unrestricted funds.

Unrestricted funds are funds that can be freely used at the discretion of the Trustees in accordance with the charitable objectives of the Society.

Shared services
CharITyshare Limited is incorporated in England and Wales to provide a shared IT service. During the year the members were Alzheimer’s Society, The Children’s Society, and Age UK. At 31 March 2014 it is jointly and equally owned by the three ongoing participants. Alzheimer’s Society accounts for its share of assets, liabilities and cash flow according to the shared services agreement.
Notes to the financial statements
For the period ended 31 March 2014

2. Income

a) Legacies

As stated in the accounting policies (note 1), the Society recognises income from legacies when there is certainty and reliability of receipt and their value can be accurately measured. At 31 March 2014, the Society had been notified of a further 458 legacies that have not been included in these financial statements as they did not meet these criteria. These legacies may realise approximately £7.7 million.

<table>
<thead>
<tr>
<th>Name of Trust</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Atlantic Philanthropies</td>
<td>168</td>
<td>60</td>
</tr>
<tr>
<td>Big Lottery Fund</td>
<td>734</td>
<td>997</td>
</tr>
<tr>
<td>Bollinger Charitable Trust</td>
<td>100</td>
<td>137</td>
</tr>
<tr>
<td>Bill Brown’s Charitable Settlement of 1989</td>
<td>8</td>
<td>7</td>
</tr>
<tr>
<td>Brelsford Trust</td>
<td>–</td>
<td>2</td>
</tr>
<tr>
<td>Cheshire East Council</td>
<td>17</td>
<td>62</td>
</tr>
<tr>
<td>Cheshire West &amp; Chester Council</td>
<td>67</td>
<td>74</td>
</tr>
<tr>
<td>Comic Relief – campaigning and advocacy</td>
<td>20</td>
<td>–</td>
</tr>
<tr>
<td>Community Foundation (Kellett Fund) Cumbria</td>
<td>10</td>
<td>9</td>
</tr>
<tr>
<td>Department of Health (HSCVF)</td>
<td>182</td>
<td>62</td>
</tr>
<tr>
<td>Department of Health</td>
<td>381</td>
<td>285</td>
</tr>
<tr>
<td>Department of Health, Social Services and Public Safety-Northern Ireland</td>
<td>–</td>
<td>42</td>
</tr>
<tr>
<td>Durham County Council</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Garfield Weston Foundation</td>
<td>200</td>
<td>–</td>
</tr>
<tr>
<td>Gateshead Metropolitan Borough Council</td>
<td>58</td>
<td>163</td>
</tr>
<tr>
<td>Knowsley Metropolitan Council and Knowsley Care Trust</td>
<td>74</td>
<td>74</td>
</tr>
<tr>
<td>Leicester City Council</td>
<td>76</td>
<td>72</td>
</tr>
<tr>
<td>Leicestershire County &amp; Rutland Primary Care Trust</td>
<td>25</td>
<td>25</td>
</tr>
<tr>
<td>Leicestershire County Council</td>
<td>264</td>
<td>156</td>
</tr>
<tr>
<td>Liverpool Primary Care Trust</td>
<td>150</td>
<td>150</td>
</tr>
<tr>
<td>Lord and Lady Lurgan Trust</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Mammothshire County Council</td>
<td>51</td>
<td>50</td>
</tr>
<tr>
<td>Newcastle City Council</td>
<td>22</td>
<td>–</td>
</tr>
<tr>
<td>Nominet Trust</td>
<td>–</td>
<td>39</td>
</tr>
<tr>
<td>Northern Rock Foundation</td>
<td>24</td>
<td>33</td>
</tr>
<tr>
<td>People’s Health Trust</td>
<td>252</td>
<td>173</td>
</tr>
<tr>
<td>Robert Luff Foundation</td>
<td>–</td>
<td>50</td>
</tr>
<tr>
<td>R S Macdonald Charitable Trust</td>
<td>25</td>
<td>15</td>
</tr>
<tr>
<td>Rutland County Council</td>
<td>–</td>
<td>23</td>
</tr>
<tr>
<td>Salford NHS</td>
<td>13</td>
<td>15</td>
</tr>
<tr>
<td>Sefton Primary Care Trust</td>
<td>–</td>
<td>260</td>
</tr>
<tr>
<td>Stockport Metropolitan Borough Council</td>
<td>50</td>
<td>83</td>
</tr>
<tr>
<td>Stockport NHS</td>
<td>13</td>
<td>10</td>
</tr>
<tr>
<td>Sussex Community Foundation</td>
<td>–</td>
<td>1</td>
</tr>
<tr>
<td>The City Bridge Trust</td>
<td>40</td>
<td>50</td>
</tr>
<tr>
<td>The Coward Endowment Trust</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>The Eric and Margaret Kinder Charitable Trust</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>The February Foundation (formerly The C Charitable Trust)</td>
<td>35</td>
<td>35</td>
</tr>
<tr>
<td>The Headley Trust</td>
<td>–</td>
<td>25</td>
</tr>
<tr>
<td>The Henry Smith Charity</td>
<td>40</td>
<td>116</td>
</tr>
<tr>
<td>The Waterloo Foundation</td>
<td>20</td>
<td>–</td>
</tr>
<tr>
<td>Trafford Metropolitan Borough Council</td>
<td>2</td>
<td>55</td>
</tr>
<tr>
<td>Trafford NHS</td>
<td>–</td>
<td>15</td>
</tr>
<tr>
<td>Welsh Assembly Government</td>
<td>33</td>
<td>75</td>
</tr>
</tbody>
</table>

Under the terms of the grant or contract, these grants or contracts have been disclosed individually.

b) Investment income

<table>
<thead>
<tr>
<th>Source</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank and other interest</td>
<td>84</td>
<td>48</td>
</tr>
<tr>
<td>Income from fixed interest investments</td>
<td>352</td>
<td>5</td>
</tr>
<tr>
<td>Income from listed equity investments</td>
<td>462</td>
<td>644</td>
</tr>
<tr>
<td>Total</td>
<td>898</td>
<td>697</td>
</tr>
</tbody>
</table>

d) Gift aid recovery

The consolidated SOFA includes £2.34 million (2013: £1.67 million) for gift aid on voluntary fundraising. Additionally, profits of Alzheimer’s Trading Limited of £321,318 (2013: £31,000) were paid under gift aid to the Society.
3. Resources expended

<table>
<thead>
<tr>
<th>Fundraising</th>
<th>Meeting needs</th>
<th>Sharing information</th>
<th>Advancing research</th>
<th>Inspiring change</th>
<th>Governance</th>
<th>2014 Group total</th>
<th>2013 Group total</th>
</tr>
</thead>
<tbody>
<tr>
<td>£'000</td>
<td>£'000</td>
<td>£'000</td>
<td>£'000</td>
<td>£'000</td>
<td>£'000</td>
<td>£'000</td>
<td>£'000</td>
</tr>
<tr>
<td>Activities undertaken directly</td>
<td>12,703</td>
<td>46,759</td>
<td>2,592</td>
<td>677</td>
<td>6,206</td>
<td>284</td>
<td>63,221</td>
</tr>
<tr>
<td>Grant funding of activities (note 4)</td>
<td>0</td>
<td>56</td>
<td>3,226</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3,282</td>
</tr>
<tr>
<td>Direct costs:</td>
<td>12,703</td>
<td>46,815</td>
<td>2,592</td>
<td>3,903</td>
<td>6,206</td>
<td>284</td>
<td>66,503</td>
</tr>
<tr>
<td>Indirect costs</td>
<td>789</td>
<td>6,711</td>
<td>235</td>
<td>62</td>
<td>364</td>
<td>35</td>
<td>8,196</td>
</tr>
<tr>
<td>Basis of indirect cost allocation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Indirect costs, which are allocated to service departments based on staff numbers, consist of IT, premises, human resources, finance and corporate resource costs. Fundraising costs include the trading costs of subsidiaries.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Notes to the financial statements
For the period ended 31 March 2014

4. Grant Giving

Grants awarded during the financial year include:

<table>
<thead>
<tr>
<th>Research grants to institutions:</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABBUK</td>
<td>(149)</td>
<td>1,775</td>
</tr>
<tr>
<td>Cardiff University</td>
<td>165</td>
<td>10</td>
</tr>
<tr>
<td>Dissemination Grants on Research Projects</td>
<td>5</td>
<td>–</td>
</tr>
<tr>
<td>Imperial College of London</td>
<td>–</td>
<td>432</td>
</tr>
<tr>
<td>King’s College London</td>
<td>175</td>
<td>237</td>
</tr>
<tr>
<td>National Prevention Research Initiative</td>
<td>25</td>
<td>25</td>
</tr>
<tr>
<td>Oxford Health Nihs Foundation Trust</td>
<td>45</td>
<td>–</td>
</tr>
<tr>
<td>Queen’s University of Belfast</td>
<td>–</td>
<td>1,128</td>
</tr>
<tr>
<td>Society of Biology</td>
<td>25</td>
<td>–</td>
</tr>
<tr>
<td>Underspend on completed projects written back</td>
<td>–</td>
<td>(4)</td>
</tr>
<tr>
<td>University College London</td>
<td>678</td>
<td>376</td>
</tr>
<tr>
<td>University of Bradford</td>
<td>157</td>
<td>65</td>
</tr>
<tr>
<td>University of Bristol</td>
<td>103</td>
<td>80</td>
</tr>
<tr>
<td>University of East Anglia</td>
<td>318</td>
<td>–</td>
</tr>
<tr>
<td>University of Edinburgh</td>
<td>84</td>
<td>225</td>
</tr>
<tr>
<td>University of Hertfordshire</td>
<td>79</td>
<td>–</td>
</tr>
<tr>
<td>University of Lancaster</td>
<td>149</td>
<td>–</td>
</tr>
<tr>
<td>University of Leeds</td>
<td>231</td>
<td>30</td>
</tr>
<tr>
<td>University of Manchester</td>
<td>259</td>
<td>–</td>
</tr>
<tr>
<td>University of Newcastle</td>
<td>262</td>
<td>295</td>
</tr>
<tr>
<td>University of Nottingham</td>
<td>150</td>
<td>–</td>
</tr>
<tr>
<td>University of Oxford</td>
<td>85</td>
<td>329</td>
</tr>
<tr>
<td>University of Portsmouth</td>
<td>–</td>
<td>80</td>
</tr>
<tr>
<td>University of Sheffield</td>
<td>98</td>
<td>–</td>
</tr>
<tr>
<td>University of St Andrews</td>
<td>–</td>
<td>72</td>
</tr>
<tr>
<td>University of West of England</td>
<td>52</td>
<td>–</td>
</tr>
<tr>
<td>University of West of Scotland</td>
<td>–</td>
<td>98</td>
</tr>
<tr>
<td>University of York</td>
<td>230</td>
<td>–</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>3,226</td>
<td>5,253</td>
</tr>
</tbody>
</table>

Caring grants to individuals and institutions:

| Age Concern                      | 56   | –    |
| Grants below £1,000              | –    | 3    |
| **Total**                        | 56   | 3    |

5. Staff costs

Gross wages and salaries

Employer’s National Insurance

Pension contributions

<table>
<thead>
<tr>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group</td>
<td>£’000</td>
</tr>
<tr>
<td>-------</td>
<td>-------</td>
</tr>
<tr>
<td>37,848</td>
<td>34,104</td>
</tr>
<tr>
<td>3,055</td>
<td>2,806</td>
</tr>
<tr>
<td>1,234</td>
<td>892</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>42,137</strong></td>
</tr>
</tbody>
</table>

Pension costs

The Society operates a stakeholder pension scheme, administered by Zurich Assurance Ltd, which is open to all staff on completion of entry requirements. Pension costs of up to 8% of gross pensionable salary for all eligible employees are charged to expenditure as they are incurred. The Society implemented auto-enrollment in September 2013, in line with the Workplace Pension reforms. The average number of employees during the year was as follows:

<table>
<thead>
<tr>
<th>Fundraising</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group</td>
<td>Group</td>
<td></td>
</tr>
<tr>
<td>full time no.</td>
<td>141</td>
<td>157</td>
</tr>
<tr>
<td>part time no.</td>
<td>12</td>
<td>17</td>
</tr>
<tr>
<td>Full time</td>
<td>617</td>
<td>575</td>
</tr>
<tr>
<td>part time</td>
<td>1,271</td>
<td>1,285</td>
</tr>
<tr>
<td>Sharing information</td>
<td>37</td>
<td>17</td>
</tr>
<tr>
<td>–</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Advancing research</td>
<td>11</td>
<td>8</td>
</tr>
<tr>
<td>–</td>
<td>–</td>
<td></td>
</tr>
<tr>
<td>Inspiring change</td>
<td>65</td>
<td>50</td>
</tr>
<tr>
<td>–</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Governance</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td>–</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>877</td>
<td>811</td>
</tr>
<tr>
<td><strong>1,305</strong></td>
<td><strong>1,312</strong></td>
<td></td>
</tr>
</tbody>
</table>

The number of employees in total remuneration bands (excluding pension contributions) in excess of £60,000 were as follows:

<table>
<thead>
<tr>
<th>2014 No.</th>
<th>2013 No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>£60,001 – £70,000</td>
<td>17</td>
</tr>
<tr>
<td>£70,001 – £80,000</td>
<td>2</td>
</tr>
<tr>
<td>£80,001 – £90,000</td>
<td>–</td>
</tr>
<tr>
<td>£90,001 – £100,000</td>
<td>3</td>
</tr>
<tr>
<td>£100,001 – £110,000</td>
<td>–</td>
</tr>
<tr>
<td>£110,001 – £120,000</td>
<td>1</td>
</tr>
</tbody>
</table>

For staff paid over £60,000, the following pension scheme contributions were made:

<table>
<thead>
<tr>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>£’000</td>
<td>£’000</td>
</tr>
<tr>
<td>87</td>
<td>71</td>
</tr>
</tbody>
</table>

The number of staff paid over £60,000 to whom retirement benefits are accruing is:

<table>
<thead>
<tr>
<th>2014 No.</th>
<th>2013 No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>22</td>
<td>12</td>
</tr>
</tbody>
</table>

All employees participate in the same pension arrangements.

Members of the Board

None (2013: none) of the Trustees who held office during the year received any remuneration. Expenses for travel and subsistence were reimbursed or paid on behalf of 9 (2013: 10) Trustees during the year totalling £11,715 (2013: £15,437).
Notes to the financial statements
For the period ended 31 March 2014

6. Tangible fixed assets – Group and Society

<table>
<thead>
<tr>
<th></th>
<th>Freehold property £'000</th>
<th>Leasehold improvements £'000</th>
<th>Service user transport £'000</th>
<th>Furniture and fittings £'000</th>
<th>Office and computer equipment £'000</th>
<th>Total £'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>As at 1 April 2013</td>
<td>237</td>
<td>1,932</td>
<td>698</td>
<td>682</td>
<td>2,765</td>
<td>6,314</td>
</tr>
<tr>
<td>Additions</td>
<td>–</td>
<td>49</td>
<td>86</td>
<td>–</td>
<td>902</td>
<td>1,037</td>
</tr>
<tr>
<td>Disposals</td>
<td>–</td>
<td>(191)</td>
<td>(87)</td>
<td>(145)</td>
<td>(63)</td>
<td>(486)</td>
</tr>
<tr>
<td>As at 31 March 2014</td>
<td>237</td>
<td>1,790</td>
<td>697</td>
<td>537</td>
<td>3,604</td>
<td>6,865</td>
</tr>
</tbody>
</table>

Depreciation

|                        |                          |                              |                               |                             |                                    |             |
|------------------------|--------------------------|------------------------------|-------------------------------|                             |                                    |             |
| As at 1 April 2013     | 13                       | 1,583                        | 582                           | 641                         | 2,465                              | 5,284       |
| Charge for the year    | –                        | 104                          | 165                           | 26                          | 281                                | 576         |
| Disposals              | –                        | (191)                        | (87)                          | (145)                       | (63)                               | (486)       |
| As at 31 March 2014    | 13                       | 1,496                        | 660                           | 522                         | 2,683                              | 5,374       |

Net book value

|                        | 224                      | 349                          | 116                           | 41                           | 300                                | 1,030       |
| As at 31 March 2013    |                          |                              |                               |                             |                                    |             |
| As at 31 March 2014    | 224                      | 294                          | 37                            | 15                          | 921                                | 1,491       |

7. Investments

a) Fixed asset investments

<table>
<thead>
<tr>
<th></th>
<th>2014 Group £'000</th>
<th>2014 Society £'000</th>
<th>2013 Group £'000</th>
<th>2013 Society £'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening valuation 1 April</td>
<td>27,541</td>
<td>27,641</td>
<td>20,674</td>
<td>20,774</td>
</tr>
<tr>
<td>Additions</td>
<td>5,776</td>
<td>5,776</td>
<td>34,522</td>
<td>34,522</td>
</tr>
<tr>
<td>Disposals</td>
<td>(6,665)</td>
<td>(6,665)</td>
<td>(29,565)</td>
<td>(29,565)</td>
</tr>
<tr>
<td>Realised gains on disposals during year</td>
<td>1,009</td>
<td>1,009</td>
<td>295</td>
<td>295</td>
</tr>
<tr>
<td>Unrealised gains / (losses) on valuation</td>
<td>816</td>
<td>816</td>
<td>1,615</td>
<td>1,615</td>
</tr>
<tr>
<td>Closing valuation 31 March</td>
<td>28,477</td>
<td>28,577</td>
<td>27,341</td>
<td>27,641</td>
</tr>
</tbody>
</table>

b) Short-term investments and deposits

Short-term investments and deposits held by:

<table>
<thead>
<tr>
<th></th>
<th>2014 Group £'000</th>
<th>2014 Society £'000</th>
<th>2013 Group £'000</th>
<th>2013 Society £'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>JPMorgan Current Account</td>
<td>2,540</td>
<td>2,540</td>
<td>1,172</td>
<td>1,172</td>
</tr>
<tr>
<td>HBC</td>
<td>16,758</td>
<td>16,758</td>
<td>8,301</td>
<td>8,301</td>
</tr>
<tr>
<td>C Hoare &amp; Co</td>
<td>6,005</td>
<td>6,005</td>
<td>6,000</td>
<td>6,000</td>
</tr>
<tr>
<td>Close Brothers</td>
<td>–</td>
<td>–</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>25,303</td>
<td>25,303</td>
<td>15,477</td>
<td>15,477</td>
</tr>
</tbody>
</table>

c) Subsidiary companies

Alzheimer’s Trading Limited, registered number 2737333, is a wholly owned subsidiary of Alzheimer’s Society whose profits are gift aided to Alzheimer’s Society. The trading company receives income from training courses and raffles and markets a wide range of gifts, merchandise and products with each sale helping to support our cause in improving the lives of people with dementia.

The Alzheimer’s Foundation for Research into Alzheimer’s Disease (Charity Registration Number 1075535) is a subsidiary of Alzheimer’s Society by virtue of all of the members being nominees of the Society. In 2013/14, no grants were made to Alzheimer’s Society’s research programme (2013: none) or to Alzheimer’s Research UK (2013: none).
Notes to the financial statements
For the period ended 31 March 2014

8. Stock

<table>
<thead>
<tr>
<th></th>
<th>2014 Group £’000</th>
<th>2014 Society £’000</th>
<th>2013 Group £’000</th>
<th>2013 Society £’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finished goods and goods for re-sale</td>
<td>48</td>
<td>52</td>
<td>–</td>
<td>–</td>
</tr>
</tbody>
</table>

9. Debtors

<table>
<thead>
<tr>
<th></th>
<th>2014 Group £’000</th>
<th>2014 Society £’000</th>
<th>2013 Group £’000</th>
<th>2013 Society £’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade debtors</td>
<td>2,718</td>
<td>2,528</td>
<td>4,131</td>
<td>3,726</td>
</tr>
<tr>
<td>Legacy debtors</td>
<td>–</td>
<td>–</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>Prepayments</td>
<td>835</td>
<td>835</td>
<td>727</td>
<td>727</td>
</tr>
<tr>
<td>Accrued income</td>
<td>767</td>
<td>767</td>
<td>1,218</td>
<td>1,218</td>
</tr>
<tr>
<td>Other debtors</td>
<td>232</td>
<td>232</td>
<td>463</td>
<td>463</td>
</tr>
</tbody>
</table>

Amounts due from subsidiary undertaking

<table>
<thead>
<tr>
<th></th>
<th>2014 Group £’000</th>
<th>2014 Society £’000</th>
<th>2013 Group £’000</th>
<th>2013 Society £’000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4,552</td>
<td>4,362</td>
<td>6,548</td>
<td>6,143</td>
</tr>
</tbody>
</table>

Accrued income includes income receivable of £217,000 (2013: £125,000) for gift aid recovery.

10. Creditors

<table>
<thead>
<tr>
<th></th>
<th>2014 Group £’000</th>
<th>2014 Society £’000</th>
<th>2013 Group £’000</th>
<th>2013 Society £’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amounts falling due within one year:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Research grant creditors</td>
<td>4,399</td>
<td>4,399</td>
<td>4,307</td>
<td>4,307</td>
</tr>
<tr>
<td>Trade creditors</td>
<td>4,683</td>
<td>4,264</td>
<td>3,693</td>
<td>3,386</td>
</tr>
<tr>
<td>Other taxes and social security</td>
<td>899</td>
<td>899</td>
<td>824</td>
<td>824</td>
</tr>
<tr>
<td>Other creditors</td>
<td>751</td>
<td>751</td>
<td>806</td>
<td>806</td>
</tr>
<tr>
<td>Accruals</td>
<td>1,507</td>
<td>1,507</td>
<td>2,685</td>
<td>2,685</td>
</tr>
<tr>
<td>Deferred income (see note 12)</td>
<td>2,900</td>
<td>2,900</td>
<td>4,200</td>
<td>4,200</td>
</tr>
<tr>
<td></td>
<td>14,939</td>
<td>14,720</td>
<td>16,515</td>
<td>16,208</td>
</tr>
<tr>
<td>Amounts due to subsidiary undertaking</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td></td>
<td>14,939</td>
<td>14,838</td>
<td>16,410</td>
<td>16,410</td>
</tr>
</tbody>
</table>

Amounts falling due after one year:

| Research grant creditors | 6,146 | 6,146 | 4,798 | 4,798 |

Research grant creditors are payable:

Within one year

<table>
<thead>
<tr>
<th></th>
<th>2014 Group £’000</th>
<th>2014 Society £’000</th>
<th>2013 Group £’000</th>
<th>2013 Society £’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>4,399</td>
<td>4,399</td>
<td>4,307</td>
<td>4,307</td>
<td>4,307</td>
</tr>
<tr>
<td>4,683</td>
<td>4,264</td>
<td>3,693</td>
<td>3,386</td>
<td>3,386</td>
</tr>
<tr>
<td>899</td>
<td>899</td>
<td>824</td>
<td>824</td>
<td>824</td>
</tr>
<tr>
<td>751</td>
<td>751</td>
<td>806</td>
<td>806</td>
<td>806</td>
</tr>
<tr>
<td>1,507</td>
<td>1,507</td>
<td>2,685</td>
<td>2,685</td>
<td>2,685</td>
</tr>
<tr>
<td>2,900</td>
<td>2,900</td>
<td>4,200</td>
<td>4,200</td>
<td>4,200</td>
</tr>
<tr>
<td>14,939</td>
<td>14,720</td>
<td>16,515</td>
<td>16,208</td>
<td>16,208</td>
</tr>
</tbody>
</table>

Amounts due to subsidiary undertaking

<table>
<thead>
<tr>
<th></th>
<th>2014 Group £’000</th>
<th>2014 Society £’000</th>
<th>2013 Group £’000</th>
<th>2013 Society £’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>6,146</td>
<td>6,146</td>
<td>4,798</td>
<td>4,798</td>
<td>4,798</td>
</tr>
</tbody>
</table>

Included in research grant creditors are amounts due to the joint venture, ARBUK, of £1,605,379 (2013: £2,107,000).
Notes to the financial statements
For the period ended 31 March 2014

11. Provision for liabilities and charges

<table>
<thead>
<tr>
<th></th>
<th>2014 Group £'000</th>
<th>2014 Society £'000</th>
<th>2013 Group £'000</th>
<th>2013 Society £'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at 1 April 2013</td>
<td>355</td>
<td>355</td>
<td>866</td>
<td>866</td>
</tr>
<tr>
<td>Amounts provided for during the year</td>
<td>288</td>
<td>288</td>
<td>147</td>
<td>147</td>
</tr>
<tr>
<td>Amounts released to resources expended during the year</td>
<td>(80)</td>
<td>(80)</td>
<td>(658)</td>
<td>(658)</td>
</tr>
<tr>
<td></td>
<td>563</td>
<td>563</td>
<td>355</td>
<td>355</td>
</tr>
</tbody>
</table>

12. Deferred income

<table>
<thead>
<tr>
<th></th>
<th>2014 Group £'000</th>
<th>2014 Society £'000</th>
<th>2013 Group £'000</th>
<th>2013 Society £'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at 1 April 2013</td>
<td>4,200</td>
<td>4,200</td>
<td>3,674</td>
<td>3,674</td>
</tr>
<tr>
<td>Amounts released to incoming resources</td>
<td>(4,200)</td>
<td>(4,200)</td>
<td>(3,674)</td>
<td>(3,674)</td>
</tr>
<tr>
<td>Amounts deferred in the year</td>
<td>2,900</td>
<td>2,900</td>
<td>4,200</td>
<td>4,200</td>
</tr>
<tr>
<td></td>
<td>2,900</td>
<td>2,900</td>
<td>4,200</td>
<td>4,200</td>
</tr>
</tbody>
</table>

13. Share capital
The Society has no issued share capital as it is a company limited by guarantee.

14. Taxation
As a charity, Alzheimer’s Society is potentially exempt from taxation of income and gains to the extent that these are applied to its charitable objectives.

15. Funds

<table>
<thead>
<tr>
<th></th>
<th>At 1 April 2013 Group £'000</th>
<th>Incoming resources £'000</th>
<th>Resources expended £'000</th>
<th>Transfers £'000</th>
<th>Gains and losses £'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restricted funds</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Big Lottery Fund</td>
<td>(a)</td>
<td>197</td>
<td>734</td>
<td>(762)</td>
<td>–</td>
</tr>
<tr>
<td>People’s Health Trust</td>
<td>(b)</td>
<td>(65)</td>
<td>252</td>
<td>(200)</td>
<td>–</td>
</tr>
<tr>
<td></td>
<td></td>
<td>132</td>
<td>986</td>
<td>(962)</td>
<td>–</td>
</tr>
<tr>
<td>Other funders</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Research</td>
<td></td>
<td>2,617</td>
<td>1,949</td>
<td>(2,669)</td>
<td>–</td>
</tr>
<tr>
<td>Care services</td>
<td></td>
<td>1,414</td>
<td>5,206</td>
<td>(3,286)</td>
<td>–</td>
</tr>
<tr>
<td>Geographically restricted funds</td>
<td>1,880</td>
<td>2,178</td>
<td>(1,516)</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Worried about your memory?</td>
<td>3</td>
<td>(3)</td>
<td></td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td>2,281</td>
<td>1,483</td>
<td>(1,865)</td>
<td>–</td>
</tr>
<tr>
<td></td>
<td></td>
<td>8,195</td>
<td>10,816</td>
<td>(9,339)</td>
<td>–</td>
</tr>
<tr>
<td>Total restricted funds</td>
<td></td>
<td>8,327</td>
<td>11,802</td>
<td>(10,301)</td>
<td>–</td>
</tr>
<tr>
<td>Unrestricted funds</td>
<td></td>
<td>23,833</td>
<td>70,819</td>
<td>(64,398)</td>
<td>1,816</td>
</tr>
<tr>
<td>Total funds</td>
<td></td>
<td>32,160</td>
<td>82,621</td>
<td>(74,699)</td>
<td>1,816</td>
</tr>
</tbody>
</table>

Unrestricted funds includes designated funds of £0.92 million (2013: £1.0 million) which represent the Society’s investment in tangible fixed assets which are not immediately realisable and of £1.7 million which will be spent on improving information technology by 2016. Transfers between funds occur so that incoming and outgoing resources with the same restriction are matched.

a) During the year the Society was in receipt of four grants from the Big Lottery Fund. These grants are restricted to the activities agreed to by the Big Lottery Fund and the Society. In accordance with their terms, an analysis by activity is reported below:

<table>
<thead>
<tr>
<th></th>
<th>At 1 April 2013 Group £'000</th>
<th>Incoming resources £'000</th>
<th>Resources expended £'000</th>
<th>At 31 March 2014 Group £'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Care services</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AdvantAge befriending Wales</td>
<td>44</td>
<td>310</td>
<td>(300)</td>
<td>54</td>
</tr>
<tr>
<td>Northumberland outreach project</td>
<td>14</td>
<td></td>
<td></td>
<td>14</td>
</tr>
<tr>
<td>Outreach service – West Lancashire</td>
<td>4</td>
<td></td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>AdvantAge advocacy Wales</td>
<td>60</td>
<td>259</td>
<td>(266)</td>
<td>53</td>
</tr>
<tr>
<td>People and places Wales</td>
<td>–</td>
<td>121</td>
<td>(104)</td>
<td>17</td>
</tr>
<tr>
<td>Dementia Cafés Network NI</td>
<td>75</td>
<td>44</td>
<td>(92)</td>
<td>27</td>
</tr>
<tr>
<td></td>
<td>197</td>
<td>734</td>
<td>(762)</td>
<td>169</td>
</tr>
</tbody>
</table>
Notes to the financial statements
For the period ended 31 March 2014

b) During the year the Society was in receipt of 14 grants from the People’s Health Trust. These grants are restricted to the activities agreed to by the People’s Health Trust and the Society. In accordance with their terms, an analysis is reported below:

<table>
<thead>
<tr>
<th></th>
<th>2013 Group £’000</th>
<th>2013 Incoming resources £’000</th>
<th>2013 Resources expended £’000</th>
<th>2014 Group £’000</th>
<th>2014 Incoming resources £’000</th>
<th>2014 Resources expended £’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peoples’ Health Trust Grant</td>
<td>(65)</td>
<td>252</td>
<td>(200)</td>
<td>(13)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

There are three grants where the Society expects final payment on completion, during 2014-15.  

16. Financial and other commitments

a) Operating leases – Group

At 31 March the Society had annual commitments under non-cancellable operating leases as set out below:

<table>
<thead>
<tr>
<th></th>
<th>2014 Land and Buildings £’000</th>
<th>2014 Other £’000</th>
<th>2013 Land and Buildings £’000</th>
<th>2013 Other £’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating leases which expire:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Within one year</td>
<td>2,228</td>
<td>115</td>
<td>1,945</td>
<td>190</td>
</tr>
<tr>
<td>In two to five years</td>
<td>3,210</td>
<td>70</td>
<td>4,429</td>
<td>127</td>
</tr>
<tr>
<td>After five years</td>
<td>310</td>
<td></td>
<td>127</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>5,748</td>
<td>185</td>
<td>6,501</td>
<td>317</td>
</tr>
</tbody>
</table>

b) Other commitments

The Society had no commitments to provide contractual services to local authorities and other statutory and non-statutory bodies that required a capital expenditure commitment (2012: nil).

17. Analysis of group net assets between funds

<table>
<thead>
<tr>
<th></th>
<th>Tangible fixed assets £’000</th>
<th>Fixed asset investments £’000</th>
<th>Net current assets due after 1 year £’000</th>
<th>Creditors £’000</th>
<th>Total £’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restricted funds</td>
<td>–</td>
<td>–</td>
<td>9,828</td>
<td>–</td>
<td>9,828</td>
</tr>
<tr>
<td>Designated funds</td>
<td>1,491</td>
<td>–</td>
<td>1,647</td>
<td>3,338</td>
<td></td>
</tr>
<tr>
<td>General funds</td>
<td>–</td>
<td>28,672</td>
<td>7,164</td>
<td>(6,709)</td>
<td>28,932</td>
</tr>
<tr>
<td>Total</td>
<td>1,491</td>
<td>28,672</td>
<td>18,639</td>
<td>(6,709)</td>
<td>47,898</td>
</tr>
</tbody>
</table>

We have audited the financial statements of Alzheimer’s Society for the year ended 31 March 2014, which comprise the Consolidated Statement of Financial Activities, the Consolidated and Society Balance Sheets, the Consolidated Cash Flow Statement and the related notes numbered 1 to 17.  

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. Our audit work has been undertaken so that we might state to an auditor’s 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 the charitable company’s members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of Trustees and auditor

As explained more fully in the Statement of Trustees’ Responsibilities, the trustees (who are also the directors of Alzheimer’s Society for the purpose of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. 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

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company’s circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements.  

In addition, we read all the financial and non-financial information in the Strategic Report and the Trustees’ Annual Report and any other surrounding information to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

– give a true and fair view of the state of the group’s and the parent charitable company’s affairs as at 31 March 2014 and of the group’s and the parent charitable company’s resources, including its income and expenditure, for the year then ended;

– have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and

– have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion the information given in the Strategic Report and the Trustees’ Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

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

– the parent charitable company has not kept adequate accounting records, or returns adequate for our audit have not been received from localities not visited by us; or

– the parent charitable company 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.

Mike Hicks
Senior Statutory Auditor
For and on behalf of Crowe Clark Whitehill LLP
Statutory Auditor
St Bride’s House, 10 Salisbury Square, London EC4Y 8EH
9 September 2014
A big thank you

To all our supporters who helped us continue to fight dementia in 2013/14, including:

Patrons
Royal Patron: HRH Princess Alexandra, The Hon Lady Ogilvy, KG, GCVO
Professor David J Brooks
Dame Judi Dench
Brett Ekland
Lord Maser
Professor Steven Rose

Ambassadors
Dr Nori Graham
Professor Gordon Wilcock
Lady Saunders
Professor Martin Rossor
Anne Robinson
Professor Gordon Wilcock
Dr Nori Graham

Major gifts
29th May 1961 Charitable Trust
Mr Peter Barnes & Mrs G Barnes
Benfield Motors Charitable Trust
Bill Brown’s Charitable Settlement Of 1989
C H K Charities Limited
Catlin Group
City Bridge Trust
Comic Relief
Community Foundation (Tyne & Wear and Northumberland)
Croydon Relief in Need Charities
February Foundation
Mrs Janet Fullarton
Garfield Weston Foundation
Professor Miriam Glucksman
Joseph Rawntree Foundation
Lord and Lady Lurgan Trust
Margaret Giffen Charitable Trust
Nominet Trust
Northern Rock Foundation
Order of Women Freemasons
Grand Charitable Trust
P F Charitable Trust
Peacock Charitable Trust
People’s Health Trust
Raymond William Thomas Fund
in Memory of Phyllis and Penny Thomas
Rosetrees Trust
Royal Air Force Benevolent Fund
Sheepdrove Trust
The Alexander Miles Gallery
The Argentarius Foundation
The Atkin Foundation
The Atlantic Philanthropies
The Ballinger Charitable Trust

The Charles Wolfson Charitable Trust
The Eric and Margaret Kinder Charitable Trust
The Ernest Hecht Charitable Foundation
The Evan Cornish Foundation
The General Charities of the City of Coventry
The Hartley Charitable Trust
The Headley Trust
The Henry Smith Charity
The Hon. Mrs HD Lakin’s Charity Trust
The Ingram Trust
The Jones 1986 Charitable Trust
The Light Fund Company
The Liz and Terry Bramall Foundation
The Macdonald-Buchanan Charitable Trust
The R S Macdonald Charitable Trust
The Rowse Family Trust
The Tudor Trust
The Vandervell Foundation
Caroline Van Den Bruil MBE
The Waterloo Foundation
The Westminster Foundation
Glynne Watton
WCVA: Volunteering in Wales Fund
Bert Williams MBE

Corporate partnerships
AA Contact Centre Cheadle
Airbus
Apex
Barchester Healthcare
Boodle Hatfield
Brabners Solicitors
Bridgestone Tyres
Bristol Co-op
Bupa
Calor Gas
Caspari Cards
CBRE
CFC Ltd
Charitycar
Computacenter
Crane and Staples
DAS (Bristol)
Deloitte
Dentons
DLA Piper Liverpool
DLA Piper Manchester
Dundas and Wilson
Field Fisher Waterhouse
Financial Ombudsman
Gallagher Heath
GB Group
Grant Thornton Leeds
Halton Housing Trust
Hays
Hiscox
Home Retail Group
HSBC
HVPD
Irwin Mitchell Solicitors
Johnson Fleming
Just Costs Solicitors

King & Wood Mallesons
SJ Berwin
Legal Ombudsman
Lilly UK
Lincolnshire Co-op
Lloyds Banking Group
Lubbock Fine
MGM Advantage
Miller Group
Monitise
Motors.co.uk
NatWest Business and Commercial Banking
Network Rail (West and Wales)
Newcastle Building Society
Oakleaf Partnership
Riverside Housing Association
Royal Mail
Santander Consumer
SAS Software (Marlow)
Société Générale
Squire Sanders Leeds
Squire Sanders Manchester
Sunrise Senior Living
Taylor & Emmett
Tesco PLC
Techquaters
The Lawyer Awards
The PwC Foundation Thales
Thomson Snell Passmore
TMD Technologies
Trafalgar Centre
Venn Group
West Bromwich Building Society
Whetman Pinks
Zurich Community Trust

And to all our supporters who wish to remain anonymous.
Society people
During the year 2013/14

Royal Patron
HRH Princess Alexandra, The Hon Lady Ogilvy, KG, GCVO

President Emeritus
Sir Jonathan Miller CBE

Board of Trustees
Honorary Officers
Chair
Dame Gill Morgan OBE *+ Appointed 8 October 2013
Alastair Balf CB DL + Re-elected 17 September 2010
Retired 8 October 2013
Vice-Chair
Ann Brasley CBE # *+ Re-elected 16 October 2012
Treasurer
John Grosvenor # *+ Elected 18 September 2009
Appointed 16 October 2012
Board Members
Lord Currie of Marylebone Appointed 10 September 2013
Resigned 18 March 2016
Richard Ford * Elected 16 October 2012
Re-elected 8 October 2013
Pippa Sough
Thomas Havety Appointed 16 September 2011
Bernard Herdan CB Elected 8 October 2013
Professor Robin Jacoby
Dr Linda Patteson OBE Elected 17 September 2010
Retired 8 October 2013
Sir Chris Powell Appointed 1 August 2012
Resigned 18 July 2013
Richard Ford
Pippa Sough
Thomas Havety
Bernard Herdan CB
Professor Robin Jacoby
Dr Linda Patteson OBE
Sir Chris Powell
David Richardson
Ian Sheffie Elected 16 October 2012
Sarah Weir OBE Appointed 10 September 2013
Alan Wells OBE* Re-elected 16 October 2012
Jeremy Hughes

Chief Executive
Jeremy Hughes

Strategic Leadership Team
Director of Corporate Resource
Matthew Sellen
Director of External Affairs
Andrew Chidgey to 24 May 2013
Alison Cook from 1 July 2013
Director of Fundraising
Liz Monks to 1 February 2014
Interim Director of Fundraising
Jon Bodenham from 9 October 2013
Director of Operations
Kathryn Smith
Director of People and Organisational Development
Brett Terry
Director of Research and Development
Doug Brown
Company Secretary
Deirdre Watson to 31 July 2013
Jennifer Burley from 1 August 2013

Professional advisers
Auditors
Crowe Clark Whitehill LLP
Chartered Accountants and Registered Auditors
St Bride’s House
10 Salisbury Square
London EC4Y 8EH

Insurance Brokers
Lockton Companies LLP
The St Botolph Building
138 Houndsditch
London EC3A 7AG

Bankers
HSBC Bank Plc
London Corporate Banking Centre
60 Queen Victoria Street
London EC4N 4TR

Investment managers
1.P. Morgan Private Bank
1 Knightsbridge
London
SW1X 7LX

Legal advisers
Stone King LLP
16 St. John’s Lane
London
EC1M 4BS

Registered charity number
296645

Company registration number
2115499