

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

Year ended 31 December 2006

King's **Fund**

working for better health

**TRUSTEES' REPORT and
FINANCIAL STATEMENTS**

YEAR ENDED 31 DECEMBER 2006

The King's Fund is an independent charitable foundation working for better health, especially in London. We carry out research, policy analysis and development activities; working on our own, in partnerships, and through funding. We are a major resource to people working in health and social care, offering leadership development courses; conferences; seminars and workshops; publications; information and library services; and conference and meeting facilities.

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Introduction

The King's Fund is the working name of the King Edward's Hospital Fund for London, registered with the Charity Commission for England and Wales, registration number 207401. Details of the principal office, trustees, chief executive and senior staff, and principal advisers are shown below in the Legal and Administrative Information section.

The Trustees submit the Report and audited Financial Statements of the King's Fund, for the year ended 31 December 2006, which have been prepared in accordance with the provisions of the current Statement of Recommended Practice (SORP 2005), *Accounting and Reporting by Charities* and relevant accounting standards.

Constitutional Matters

The King's Fund was formed in 1897 as an initiative of the then Prince of Wales to allow for the collection and distribution of funds in support of the hospitals of London. The current organisation is governed in accordance with the King Edward's Hospital Fund for London Act 1907, which stipulates both the Objects and Management of the King's Fund [the Corporation], namely: *'The objects of the Corporation are to administer ... moneys or property held or obtained by the Corporation ... towards the support benefit or extension of the hospitals of London ... and to do all such things as may be incidental or conducive to the attainment of the foregoing objects'* and *'The direction and management of the affairs of the Corporation and the administration and distribution of property and income thereof shall ... be vested in the President and General Council'*. Furthermore, *'A majority of the members of the General Council present at a meeting of the President and General Council may ... delegate the power of the General Council ... to any committee constituted under this Act.'*

Organisational Matters

The members of General Council of the King's Fund are reappointed annually by the President and they meet once a year in accordance with the provisions of the Act. The General Council is the principal governing organ of the King's Fund but, at its meeting on 15 May 1996, the following resolution was adopted: *'Subject to the approval of the President and until the General Council shall otherwise direct, with effect from and including 1 January 1997, all the powers of the General Council in relation to King Edward's Hospital Fund for London be delegated to the Management Committee of the said Fund, which shall duly report its activities to the President and General Council from time to time.'*

The members of the Management Committee of the King's Fund are, for the purposes of charity law and reporting, deemed to be its Trustees. Members of the Management Committee are appointed for a three-year term which may be followed by a second three-year period if mutually acceptable. In special circumstances, members might serve for a third three-year period. The Treasurer of the King's Fund plus the Chairman and Vice-Chairman of the Management Committee are appointed annually. In appointing or reappointing Trustees, the President is advised by the existing Trustees, who have a responsibility to seek out and attract persons of appropriate skills and calibre to augment or replace current members. New Trustees are furnished with a comprehensive information pack comprising King's Fund and Charity Commission documents. Trustee induction procedures include meetings with individual members of the Board of Directors and appropriate training is provided.

The Management Committee meets four times per annum with the Chief Executive, who is appointed by the Management Committee, and the senior management team (known as the Board of Directors) to consider matters related to the operations of the King's Fund. Two further meetings between the Chief Executive alone and the Trustees are held to consider policy direction and issues of wider strategy.

Day-to-day managerial responsibility has been delegated by the Management Committee to the Chief Executive and the Board of Directors.

The Investment, Audit, Remuneration and Funding & Development Committees, whose members are appointed by the Management Committee, meet on a regular basis and approved minutes of those meetings are submitted to the next available meeting of the Management Committee. There are agreed terms of reference for all committees. These require, inter alia, that all members declare any short-term or ongoing conflicts of interest.

Trustees' Responsibilities

Charity law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the King's Fund and of the net incoming or outgoing resources for that period. In preparing those financial statements, the Trustees have:

- selected suitable accounting policies and then applied them consistently

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- made judgements and estimates that are reasonable and prudent
- stated whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepared the financial statements on a going-concern basis.

The Trustees have overall responsibility for ensuring that the King's Fund has appropriate systems of control, financial and otherwise. They are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the King's Fund. They are also responsible for safeguarding the assets of the King's Fund and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities and to provide reasonable assurance that:

- the King's Fund is operating efficiently and effectively
- its assets are safeguarded against unauthorised use or disposal
- proper records are maintained and financial information used within the King's Fund, or for publication, is reliable
- the King's Fund complies with relevant laws and regulations.

The systems of internal control, of which the Financial Regulations of the King's Fund form a key component, are designed to provide reasonable, but not absolute, assurance against material misstatement or loss. They include:

- a three-year development plan, which incorporates an annual budget approved by the Trustees
- regular consideration by the Trustees of financial results, variances from budget, non-financial performance indicators and benchmarking reviews
- delegation of authority and segregation of duties
- identification and management of risks.

The Trustees have reviewed the risks to which the King's Fund is exposed and have ensured that systems or procedures have been established to manage those risks.

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Objectives, Outcomes and Future Plans

The King's Fund is an independent charitable foundation working for better health, especially in London. Its aims are to help develop skilled *people and organisations* by building understanding, capacity and leadership; informed *policies and ideas* by undertaking original research and providing objective analysis; and effective *services* by fostering innovation and testing out ideas in practice.

The paragraphs below set out the key activities in each of the three defined areas of charitable activity of the King's Fund. The accompanying tables show the specific **objectives** set for 2006, the **outcomes** recorded against those objectives and the **future plans**.

Developing people and organisations

The King's Fund aims to build the understanding, capacity and skills of people working in health.

The key activities underlying the development of people and organisations throughout the health and social care sector include the provision of leadership development programmes either directly or through commissions; the delivery of high-quality organisational development support; the provision of an Information and Library Service including elements of the National Library for Health; and delivering topical conferences based on the work of the King's Fund in particular and the wider health and social services sphere in general.

Objectives	Outcomes
Delivering a wide-ranging programme of Leadership Development courses including commissions.	A full portfolio of Leadership Development programmes was delivered though take-up levels fell slightly below expectations, largely as a result of organisational and structural change in the NHS.
Increasing the provision of organisational development consultancy.	The volume of assignments undertaken increased by 40 per cent.
Launching the National Library for Patient and Public Involvement and developing services as a major provider of National Library for Health resources to the NHS.	Work produced for the National Library for Health included more than 10 new briefings, the updating of 30 existing briefings and the addition of more than 20 new topics.
Developing and expanding the information resources of the King's Fund, especially in the use of electronic media.	The National Library for Patient and Public Involvement went live.
Expanding the programme of paid-for conferences to at least six per year.	Access to the bibliographic database of the King's Fund was enhanced by making it available through the website.
	Eight 'reading rooms' to provide web feeds of new material on particular topics were established.
	A total of nine paid-for conferences were run in 2006 to a total audience of nearly 800 participants.

Future Plans

Continue development of the respected portfolio of Leadership Development programmes responding to changes in demand and the environment.

Increase the level of organisational development work delivered to the health service.

Increase the amount of commissioned programmes undertaken including the delivery of the three-year contracts for the NHS Management Training Scheme and the London Board Leadership Programme – both won in 2006.

Increase the use of the library's bibliographic database resources and packaged electronic information resources, and develop further resources for users.

Expand the number of topical events to at least 10 in 2007 and 12 in 2008.

Increase the use of the King's Fund website and the take-up of electronic information services.

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Developing policies and ideas

The King's Fund aims to influence health and social care policy and generate informed debate.

The key activities underlying the development of policies and ideas include internally funded and commissioned research into the development and assessment of health management and economic policies and the dissemination of the findings of this research through a range of activities including roadshows, conferences and publications.

Objectives

Improving the capability for shaping health and social care policy and increasing awareness of the work of the King's Fund.

Improving the capacity to respond quickly to external developments with an impact on health policy and practice.

Enhancing facilities for undertaking data analysis.

Publishing and disseminating the findings of the inquiry analysing the demand, costs and potential sources of funding for social care for older people.

Outcomes

More than 60 publications, briefings or articles were authored or co-authored by King's Fund staff during 2006, 12 King's Fund publications and 10 briefings were issued; furthermore, 3,000-plus downloads of King's Fund reports are becoming routine.

A 'rapid response unit' was set up and the team produced 10 briefings during the year, which proved to be popular and, in some cases, have begun to generate media interest in their own right.

The ability to interrogate and analyse routine NHS data was expanded by the employment of a specialist data analyst.

The report of the Wanless Review of Social Care, *Securing Good Care for Older People*, was published in March 2006, with leading members of the Review team being invited to join a government Comprehensive Spending Review working group.

Future Plans

Research and publish at least four large-scale studies on key issues in contemporary health policy.

Consolidate the position of the King's Fund as a prime source of authoritative commentary on health reform in England.

Continue to advance the quality threshold of the research programme.

Increase contacts and work with key audiences, eg clinicians.

Developing services

The King's Fund aims to build on, and inform, its policy work by testing ideas out in practice and supporting innovation to generate learning.

The key activities underlying the development of services include the Partners for Health in London funding and development programme focusing initially on four areas : end-of-life care, sexual health, mental health advocacy and integrated health care; delivering, on behalf of the Department of Health, the current Enhancing the Healing Environment programmes and developing new areas of application; delivering a national awards scheme to identify and promote best practice in community organisations working to improve health; and developing analytical tools to be used throughout the National Health Service.

Grant applications to the Partners for Health in London programme are assessed against published qualifying criteria. Distribution of funding to participants in the Enhancing the Healing Environment programmes, reported as grants, is made as selected participants reach predetermined milestones.

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Objectives

Working alongside organisations throughout London to encourage the initiatives and developments that accord with the wider aims of the King's Fund.

Completing the roll-out of the Enhancing the Healing Environment programme in acute hospitals and continuing the programmes within mental health facilities.

Expanding the scope of the Enhancing the Healing Environment concept into new areas such as environments for care at the end of life (ECEL).

Completing the PARR modelling tool which is designed to identify patients at high risk of hospitalisation and for whom an intervention is likely to reduce that risk.

Outcomes

The second and third rounds of awards in the Partners for Health in London programme were made in 2006 and a total of 12 projects are now in hand.

The final distribution of grants within the acute hospitals programme was made in 2006.

The first of two grant payments was made to more than two-thirds of the initial mental health cohort, and the projects of five, out of 23, members of the second cohort were initiated in the year.

All of the ECEL pilot projects have been initiated, with one having acted as a catalyst to a major hospice improvement scheme scheduled to start in 2008.

The final part of the PARR tool to analyse data and predict risk of hospitalisation was released at a conference organised by the Department of Health and has since been widely implemented including in an award-winning system of 'virtual wards' developed by Croydon PCT.

Future Plans

Attract new funding partners for development work.

Publish and disseminate findings from at least one of the major funding initiatives and demonstrate its association with subsequent changes in policy and practice.

Establish outcome measures applicable to the organisations receiving Partners for Health awards or similar support.

Continue to develop work that encourages innovation and quality within small voluntary organisations.

Complete the ECEL pilot programme and consider the appropriateness of a national roll-out.

Develop a pilot Enhancing the Healing Environment programme within the prison health service.

Establish an evaluation team to deliver a rapid response evaluation service to the Marie Curie Delivering Choice development programme.

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Financial Strategy and Reserves

The financial strategy of the King's Fund is:

- to manage the assets so as to achieve over the medium term a total return, namely income and capital growth combined, that maintains the real value of those assets, after allowing for expenditure, and to do so without taking excessive risks
- to limit the net annual expenditure of the King's Fund to 5 per cent, reducing to 4.5 per cent from 2009, of its net earning assets averaged over eight years.

The Trustees are mindful of the need, when adopting a 'total return' approach to the investments of the King's Fund, to protect the capital of the endowed funds and to maintain the level of the free reserves such that the above strategy can be supported over time. The Trustees also recognise that the financial structure of the King's Fund is such that drawings from the free reserves to bridge the gap between income, both from investments and activities, and expenditure will occur each year and set the budget accordingly. The reporting requirements of the SORP necessarily show this gap as a net outgoing of resources in the year.

The level of free reserves of the King's Fund, which are the unrestricted funds less investment in fixed assets for the charity's own use, has been appraised in the light of future modelling of the financial strategy. The Trustees, in their adoption of the development plan, accepted that these reserves, which amount to £46.6 million (£45.4 million in 2005), after providing a reserve of £7.4 million (£5.6 million in 2005) to match the calculated deficit on the King's Fund Staff Pension and Life Assurance Plan, are at an appropriate level.

Financial Review 2006

The financial statements for 2006 have been prepared in line with SORP 2005, which necessitated restating the 2005 figures to provide comparability. The 2005 figures quoted below are, therefore, those now restated rather than those included in the Financial Review 2005.

Income and expenditure

Total income for the year amounted to £9.1 million (£9.4 million in 2005), of which £4.1 million (£4.8 million in 2005) was generated from charitable activities and £5.0 million (£4.6 million in 2005) was derived from the investment portfolio and other activities.

Income arising from the charitable activities fell by £0.7 million. The major contributors to this fall were reductions in income from leadership development programmes, within *Developing people and organisations*; lower levels of commissioned policy work, within *Developing policies and ideas*; and a decrease in income attributable to the Enhancing the Healing Environment(EHE) stream as the first national roll-out programme ended, within *Developing services*.

Incoming resources from generated funds was slightly up on 2005. Income from *External conference and catering services* showed an upturn of 9 per cent and the level of *Donations and legacies* was considerably higher than in recent years as two major legacies, acknowledged by the Treasurer below, were received in the year.

Total expenditure of the King's Fund was £11.9 million (£12.5 million in 2005), a reduction of £0.6 million. *Resources expended on generating funds* showed a significant increase, largely due to the payment of an *Investment Management* performance fee of £0.5 million (nil in 2005) to Marathon Asset Management resulting from their excellent performance during the year. The costs of providing the *External conference and catering services* necessarily increased as the volume of service provided, reflected in the increase income, rose.

Resources expended on charitable activities were lower in all three areas. The small reduction in *Developing people and organisations* relates to the lower levels of activity in Leadership Development which in turn depressed the income levels; a considerable level of vacancies within the Policy directorate resulted in a significant fall in costs of *Developing policies and ideas*; and expenditure on *Developing services* fell in comparison to the previous year as 2005 saw the end of, and the final grant payments related to, the internally funded EHE London projects

The average number of staff employed by the King's Fund during the year was 101 compared with 98 in 2005. Further analysis is shown in Note 16 to the Financial Statements.

The outcome for the year, namely expenditure exceeding income by £2.8 million (£3.1 million in 2005) was in line with the financial strategy set out above, that is to say that it was met by planned drawings from capital, and was within the budget approved by the Trustees at the outset of the year.

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Tangible assets held for the use of the King's Fund

The value of the tangible assets held by the King's Fund for its own use decreased by £0.2 million in the year as a result of depreciation on existing assets exceeding capital expenditure. At the year end the value of those assets was £17.9 million as shown in Note 9 to the Financial Statements.

Investment Policy and Performance

At 31 December 2006, the total value of the investment assets of the King's Fund was £134.3 million (£123.0 million in 2005). Adjusting for the withdrawals used to finance the activities of the King's Fund, investment assets rose by 9.5 per cent (13.9 per cent in 2005). Within the total value, £6.0 million (£5.2 million in 2005) represents the value of the directly held agricultural properties. The investments of the King's Fund benefited from the upward movement of stock markets worldwide.

The King's Fund has adopted an investment policy which seeks to optimise performance through a diversified asset portfolio. The target allocation, reflecting the investment policy by asset class but excluding directly held agricultural properties, is shown below along with actual distribution at 31 December 2006. The Investment Committee reviews the actual and target allocations on a quarterly basis and also addresses any performance and stock selection issues with each of the investment managers, taking independent advice where necessary.

Asset Class	Target Allocation	Minimum	Maximum	Actual Distribution
UK Equities	40.0%	} 65.0%	} 80.0%	42.7%
Non-UK Equities	32.5%			35.9%
Fixed Interest ^①	7.5%	5.0%	15.0%	4.3%
Alternative Assets				
Absolute Return	5.0%	0.0%	5.0%	4.5%
Private Equity ^②	5.0%	0.0%	5.0%	1.9%
Property	5.0%	3.0%	7.0%	6.3%
Cash	5.0%	3.0%	10.0%	4.4%
TOTAL	100.0%			100.0%

- ① The Fixed Interest investment is below the minimum target allocation. This is a result of a deliberate decision by the Investment Committee which is reviewed at each of its meetings.
- ② This investment represents the first two of four equal payments of €1.5 million. The third and fourth payments are due to be paid April 2008 and April 2009.

It should be noted that the King's Fund, as a matter of policy, does not invest directly in tobacco companies. Schroder Investment Management Ltd, the manager of the UK Equity portfolio, considers social, environmental and ethical criteria in selecting those companies in which investments are, or may be, held. With respect to the remaining investments, all of which are held in pooled funds, it is not possible for the King's Fund to exert any direct influence on the individual investments but reports from the managers include details of the emphasis placed on these non-financial investment criteria.

The remit of the fund managers is to maximise total return, within an agreed level of risk. The volume of funds under management within the portfolios at the 31 December 2006 plus the actual results of the relevant fund managers during 2006, with comparison to the benchmarks used to measure performance, in sterling terms, were as follows:

Fund manager	Principal asset class	Funds £000	Benchmark	Benchmark return	Actual return
Marathon Asset Management Ltd	Global Equities	53,079	MSCI World Index +2%	7.4%	10.4%
Schroder Investment Management Ltd	UK Equities	48,182	FTSE All Share Index + 2%	18.8%	17.0%

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Fund manager	Principal asset class	Funds £000	Benchmark	Benchmark return	Actual return
CCLA Investment Management Ltd	UK Fixed Interest	2,783	FTSE BG All Stocks Index	0.7%	0.8%
M & G Group Ltd	UK Fixed Interest	2,798	FTSE BG All Stocks Index	0.7%	0.5%
UBS Global Asset Management (UK) Ltd	Property	4,330	IPD (UK) Index	18.1%	17.4%
Charities Property Fund	Property	3,869	IPD (UK) Index	18.1%	18.2%
Pine Grove ^①	Absolute Return	2,802	LIBOR 3 month sterling +4%	9.1%	7.7%
Quellos ^②	Absolute Return	2,917	LIBOR 3 month sterling +4%	9.1%	11.1%
Schroders	Private Equity ^②	2,434	MSCI World +5%	10.6%	8.1%
Schroder Investment Management Ltd	Cash	4,544	7 Day LIBID + 0.25%	5.0%	4.3%
National Westminster Bank plc	Cash	500	LIBOR 3 month sterling	5.1%	4.3%

- ① The Investment Committee reviewed the performance of the Absolute Return funds with the respective managers and decided in September 2006 to withdraw the investment in the Pine Grove Offshore Fund. At its meeting in February 2007 the Committee decided also to redeem the investment in Quellos Strategic Partners II Fund.
- ② By its nature, any investment in a Private Equity fund is likely to show only minimal returns in its early years. The benchmark return must, therefore, be considered as a longer term aim for this holding.

Again positive returns have been made on all of the investments but, with the exception of Marathon Asset Management, these returns were only marginally above, or in many instances below, the respective benchmark. The Investment Committee will continue to monitor the performance of the remaining investments at its regular meetings, and discussions with the investment managers, throughout 2007.

Donations and legacies

The Treasurer gratefully acknowledges donations and legacies received from the following during the past year:

Her Majesty the Queen, W Backhouse, E J Bayham, The Bawden Fund, Donald Forrester Trust, A N Heilbron, Major R Perry, P F Rowell, D & K L Welbourne, W M Willcocks, and anonymous donors.



Anthony McGrath, Treasurer
24 May 2007

**FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2006**

FINANCIAL STATEMENTS 2006

INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF THE KING'S FUND

We have audited the financial statements of the King's Fund for the year ended 31 December 2006 which comprise the Statement of Financial Activities, the Balance Sheet, the Cashflow Statement and the related Notes. These financial statements have been prepared in accordance with the accounting policies set out therein.

This report is made solely to the charity's trustees, as a body, in accordance with section 43 of the Charities Act 1993 and regulations made under section 44 of that Act. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and its trustees as a body, for our audit work, for this report, or for the opinion we have formed.

Respective responsibilities of Trustees and Auditors

The trustees' responsibilities for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) are set out in the statement of Trustees' Responsibilities.

We have been appointed as auditors under section 43 of the Charities Act 1993 and report in accordance with regulations made under section 44 of that Act. Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Charities Act 1993. We also report to you if, in our opinion, the information given in the Trustees' Report is not consistent with the financial statements, if the charity has not kept proper accounting records, or if we have not received all the information and explanations we require for our audit.

We read the Trustees' Report and consider the implications for our report if we become aware of any apparent misstatements within it. Our responsibilities do not extend to any other information.

Basis of opinion

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the trustees in the preparation of the financial statements, and of whether the accounting policies are appropriate to the charity's circumstances, consistently applied and adequately disclosed.

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

Unqualified opinion

In our opinion the financial statements:

- give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice, of the state of affairs of the charity as at 31 December 2006 and of its incoming resources and application of resources for the year then ended; and
- have been properly prepared in accordance with the Charities Act 1993.

Horwath Clark Whitehill LLP
Chartered Accountants and Registered Auditors
Date: 24 May 2007

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STATEMENT OF FINANCIAL ACTIVITIES
Incorporating an Income and Expenditure Account
For the year ended 31 December 2006

	Notes	Un- restricted funds £000	Restricted funds £000	Endowed funds £000	2006 Total funds £000	2005 Total (Restated) £000
INCOMING RESOURCES						
<i>Incoming resources from generated funds</i>						
Donations and legacies		92	–	–	92	23
External conference & catering services	3	1,142	–	–	1,142	1,048
Tenancies		375	–	–	375	371
Investment income	4	3,052	–	–	3,052	3,001
		4,661	–	–	4,661	4,443
<i>Incoming resources from charitable activities</i>						
Developing people and organisations		2,650	–	–	2,650	2,997
Developing policies and ideas		351	2	–	353	630
Developing services		1,063	–	–	1,063	1,210
		4,064	2	–	4,066	4,837
<i>Other incoming resources</i>						
	5	383	–	–	383	122
Total incoming resources		9,108	2	–	9,110	9,402
RESOURCES EXPENDED						
<i>Resources expended on generating funds</i>						
External conference & catering services	3	1,117	–	–	1,117	1,023
Tenancies		255	–	–	255	251
Investment management costs	6	725	–	–	725	266
		2,097	–	–	2,097	1,540
<i>Resources expended on charitable activities</i>						
Developing people and organisations		4,174	–	–	4,174	4,369
Developing policies and ideas		2,165	24	–	2,189	2,728
Developing services		3,354	–	–	3,354	3,840
	7	9,693	24	–	9,717	10,937
<i>Resources expended on governance</i>						
	8	62	–	–	62	51
Total resources expended		11,852	24	–	11,876	12,528
Net outgoing resources		(2,744)	(22)	–	(2,766)	(3,126)
Net gains on investment assets		5,797	–	7,272	13,069	16,681
Actuarial gain / (loss) on pension scheme		(2,148)	–	–	(2,148)	149
Net movement in funds		905	(22)	7,272	8,155	13,704
Balances brought forward at 1 January		63,534	68	68,620	132,222	118,518
Balances carried forward at 31 December		64,439	46	75,892	140,377	132,222

All of the operations represented by the information above are continuing.

BALANCE SHEET

As at 31 December 2006

	Notes	31 December 2006			31 December 2005		
		£000	£000	£000	£000	£000	£000
FIXED ASSETS							
Tangible assets	9		17,851			18,115	
Investments	10		<u>134,281</u>	152,132		<u>123,015</u>	141,130
CURRENT ASSETS							
Debtors	11	1,514			2,818		
Stocks		21			21		
Cash at bank and in hand		<u>154</u>	1,689		<u>166</u>	3,005	
CURRENT LIABILITIES							
<i>Amounts falling due within one year</i>	12						
Creditors		(3,443)			(3,772)		
Grants		<u>(1,583)</u>	<u>(5,026)</u>		<u>(1,644)</u>	<u>(5,416)</u>	
NET CURRENT LIABILITIES							
				(3,337)			(2,411)
LONG TERM LIABILITIES							
<i>Amounts falling due after one year</i>	13						
Grants				(1,025)			(935)
Total assets excluding pension liability							
				147,770		137,784	
Pension scheme liability	18			(7,393)			(5,562)
Total assets including pension liability							
				140,377		132,222	
FUNDS							
Restricted and endowed funds							
Restricted funds	15		46			68	
Endowed funds			<u>75,892</u>	75,938		<u>68,620</u>	68,688
Unrestricted funds							
Designated fund for tangible own use assets			17,851			18,115	
Pension fund reserve			(7,393)			(5,562)	
Unrestricted funds			<u>53,981</u>			<u>50,981</u>	63,534
				64,439			
Total funds							
				140,377		132,222	

Approved by the Trustees at a meeting of the Management Committee on 24 May 2007 and presented to General Council on 11 June 2007.



Anthony McGrath, Treasurer
24 May 2007

CASHFLOW STATEMENT

For the year ended 31 December 2006

	Notes	2006 £000	2006 £000	2005 £000	2005 £000
Net cash outflow from operating activities	A		(4,693)		(5,650)
<i>Returns on investment</i>					
Dividends and interest received		2,932		2,791	
Investment property income received		120		210	
Net cash inflow from investing activities			3,052		3,001
<i>Capital expenditure and financial investment</i>					
Payments to acquire tangible fixed assets		(174)		(115)	
Net sale / (purchase) of securities		906		(895)	
Receipts from sale of investment properties less costs		247		143	
Net cash inflow from capital expenditure & financial investment			979		(867)
<i>Management of liquid resources</i>					
Reduction in cash deposits held as investments	B		650		2,679
Decrease in cash in the year	B		(12)		(837)

NOTES TO THE CASHFLOW STATEMENT

Note A : Reconciliation of net outgoing resources to net cash outflow from operating activities

	2006 £000	2005 £000
Net outgoing resources	(2,766)	(3,126)
Investment income	(3,052)	(3,001)
Depreciation charged on tangible assets	438	490
Current service cost less contributions to the Plan	(34)	(167)
Other finance income from the Plan	(283)	(122)
Decrease in stocks	–	58
Decrease / (increase) in debtors	1,304	(1,132)
Increase / (decrease) in short-term creditors	(390)	1,486
Increase / (decrease) in long-term creditors	90	(136)
Net cash outflow from operating activities	(4,693)	(5,650)

Note B : Analysis of changes in net funds

	At 1 January 2006 £000	Movement £000	At 31 December 2006 £000
Cash at bank and in hand	166	(12)	154
Cash deposits held as investments	5,694	(650)	5,044
Total net funds	5,860	(662)	5,198

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2006

1 BASIS OF PREPARATION

The accounts have been prepared in accordance with the historical cost convention as modified by the revaluation of listed investments and investment properties. They have been prepared in accordance with the Charities Act 1993, Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) published in October 2005 and applicable accounting standards.

Restatement of 2005 Incoming and Outgoing Resources

The adoption of the current SORP for the year ended 31 December 2006 necessitated the restatement of the Incoming and Outgoing Resources for 2005 to provide a meaningful comparison. The classification of income and expenditure plus the apportionment factors applied in 2006 and which are detailed below, adjusted for 2005 weightings where appropriate, were applied retrospectively to the 2005 accounts to produce these restated figures.

2 ACCOUNTING POLICIES

Donations and legacies

Donations and legacies are recognised in the Statement of Financial Activities when they become receivable, that is where it is reasonably certain that they will be received and where the value can be measured with sufficient reliability.

Grants receivable

Grants receivable are recognised in the Statement of Financial Activities in full in the year in which they become receivable, that is when the conditions for receipt have been met.

Investment income

Income from investments and securities held in segregated portfolios is accounted for when dividends and interest are receivable and includes recoverable taxation. Income received, but not distributed, by pooled funds is included as part of the net gains/losses on investment assets in the Statement of Financial Activities.

Other income

All other income is included in the Statement of Financial Activities when the King's Fund is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Grants payable

Grants payable are included in the Statement of Financial Activities in the period in which the conditions attached to the award have been met. Any grants where conditions have been met but the grant has not yet been paid are accounted for as creditors on the Balance Sheet. Where grants have been approved in principle but conditions attached to the award have not yet been met they are included in the notes to the accounts as a contingent liability.

Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.

The costs of certain support departments are allocated to the principal activities on the basis of a direct relationship with those activities, eg through measures of floor area, head count, rooms used, etc. The balance of these costs are allocated to the activities in proportion to their relative outputs measured by reference to direct expenditure and, where relevant, the income that they generate.

Pension costs

The King's Fund Staff Pension and Life Assurance Scheme (the Plan) is a defined benefits scheme. The current service costs of the Plan, together with the scheme interest cost less the expected return on the scheme assets for the year, are charged to the Statement of Financial Activities within staff costs. The actuarial gains and losses on the Plan are recognised immediately as other recognised gains and losses.

The assets of the Plan are measured at fair value at the Balance Sheet date. Liabilities are measured on an actuarial basis at the Balance Sheet date using the projected unit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term to the scheme liabilities. The resulting defined benefit asset or liability is presented separately after other net assets on the face of the Balance Sheet.

The King's Fund has elected for early adoption of the amendments to FRS17 for the year ended 31 December 2006.

Tangible assets

Tangible assets costing more than £5,000, including any incidental expenses of acquisition, are capitalised and recorded at cost.

Depreciation is calculated so as to write off the cost of the tangible assets, including all of the plant and machinery within the freehold buildings, on a straight line basis over the expected useful economic lives of the assets concerned which are taken as:

Computer hardware and software.....	3 years
Office equipment.....	3 to 5 years
Plant and machinery.....	5 to 30 years

The expected useful economic life of each item of plant and machinery is determined by the independent consulting quantity surveyors retained by the King's Fund.

The King's Fund has determined that the estimated life of the structure of the building, at least 100 years, results in the level of the calculated depreciation in its value being immaterial. Consequently no such depreciation is provided.

Freehold land is not depreciated.

Investments

Investments are valued at mid-market prices at the Balance Sheet date. The Statement of Financial Activities includes the net gains and losses arising on revaluations and disposals throughout the year.

Investment properties are stated at their estimated value on an open market basis at the Balance Sheet date. Valuations are updated annually by the professional advisers retained by the King's Fund.

Stocks

Stocks are stated at the lower of cost and net realisable value. For stocks considered to be in excess of realistic sales in the medium term, net realisable value is deemed to be zero.

Foreign currencies

Transactions denominated in foreign currencies during the year are translated at prevailing rates. Assets and liabilities are translated at rates applying at the Balance Sheet date. All differences are taken to the Statement of Financial Activities.

Funds

Restricted funds: The King's Fund receives grants from a range of bodies to fund some of its work on Programmes and Projects. Attached to each grant are restrictions on the manner in which it is to be spent, usually associated with a project brief and tender submission, as itemised in Notes 14 and 15 to the Financial Statements.

Endowed funds: The King's Fund has no power to spend its Endowed Funds and they are held in perpetuity to generate income to further the objectives of the King's Fund.

Designated fund for tangible own use assets: This unrestricted fund represents the value of the tangible fixed assets of the King's Fund, ie its premises at 11-13 Cavendish Square, London W1G 0AN, together with the depreciated plant and machinery, office equipment and computers in those premises.

Unrestricted funds: The King's Fund has the power to spend its unrestricted funds within its objects as it sees fit.

3 TAXATION

The Fund is potentially liable to corporation tax on any surplus from its external conference and catering activities. No liability to corporation tax arises in either the current or prior year due to the availability of capital allowances and brought forward trading losses.

4 INVESTMENT INCOME

	2006 £000	2005 £000
Income from securities and cash assets		
Equities	2,007	1,806
Fixed interest funds	329	338
Property funds	355	360
Cash	240	287
Income from investment properties	121	210
	3,052	3,001

5 OTHER INCOMING RESOURCES

	2006 £000	2005 £000
Other income from the King's Fund Staff Pension and Life Assurance Plan	283	122
Ex gratia payment by the developer of a neighbouring property	100	–
	383	122

6 INVESTMENT MANAGEMENT FEES

The cost of investment management includes a performance fee of £455,000 payable to Marathon Asset Management Ltd, in accordance with their management contract. No such fee was payable for 2005.

7 ANALYSIS OF RESOURCES EXPENDED ON CHARITABLE ACTIVITIES

	Developing people and organisations £000	Developing policies and ideas £000	Developing services £000	2006 Total £000	2005 Total £000
Direct expenditure					
Staff-related expenditure	1,563	988	238	2,789	2,870
Grants (7a)	–	–	1,789	1,789	2,358
Other costs	865	424	730	2,019	2,550
Subtotal	2,428	1,412	2,757	6,597	7,778
Support departments (7b)	1,746	777	597	3,120	3,159
Total resources expended	4,174	2,189	3,354	9,717	10,937

7a Analysis of Grants

	2006 £000	2005 £000
Partners for Health awards	1,184	607
Enhancing the Healing Environment national programme - see below	418	525
Other grants - see below	187	82
Grants Committee awards		
Development grant awards	–	447
Small grant awards	–	28
Prior year award for which conditions were met in the year of report	–	100
Millennium grants	–	581
Payments from consultancy grants fund	–	7
Lapsed grants - prior year awards	–	(19)
	1,789	2,358

Partners for Health awards

	£000		£000
<i>Award round 2 - May 2006</i>		<i>Award round 3 - November 2006</i>	
Chinese National Health Living Centre	156	Croydon Drop-in	155
<i>Chinese mental health advocacy and support project</i>		<i>Sexual Health Access and Resources Project (SHARP)</i>	
Newham University Hospital NHS Trust	100	Tavistock Institute of Human Resources	153
<i>Testing of partners at Newham (TOPAN)</i>		<i>Integration of conventional and African traditional community mental health care support systems in East London</i>	
Princess Royal Trust for Carers	156	Thames Valley University	153
<i>End stage heart failure - an integrated support package for carers</i>		<i>Traditional and complementary health care approaches for children living in a multi-ethnic community</i>	
Trinity Hospice	155	Voluntary Action Camden	156
<i>End of life care for people with learning difficulties</i>		<i>Sexual health peer education in Muslim communities</i>	
	<u>567</u>		<u>617</u>
		Total Partners for Health	<u>1,184</u>

Enhancing the Healing Environment National Programmes delivered under contract to the Department of Health

	£000		£000
<i>National roll-out to acute hospital trusts</i>		<i>Mental health trusts (programme 1)</i>	
Birmingham Children's Hospital NHS Trust	15	Bedfordshire & Luton Community NHS Trust	15
East & North Hertfordshire NHS Trust	15	Cambs & Peterborough MH Partnership NHS Trust	15
Ipswich PCT	15	Dorset Healthcare NHS Trust	15
Maidstone & Tunbridge Wells NHS Trust	15	Humber MH NHS Teaching Trust	15
North Cumbria Acute Hospitals NHS Trust	15	Isle of Wight Healthcare NHS Trust	15
Southampton University Hospitals NHS Trust	15	Leicestershire Partnership NHS Trust	15
South Tyneside Healthcare NHS Trust	15	Lincolnshire Partnership NHS Trust	15
St Helens & Knowsley Hospitals NHS Trust	15	Manchester Mental Health & Social Care Trust	15
Tees & N E Yorkshire Mental Health NHS Trust	15	Mersey Care NHS Trust	15
	<u>135</u>	North Essex Mental Health Partnership	15
<i>Mental health trusts (programme 2)</i>		North Warwickshire PCT	13
Coventry Teaching PCT	15	Sheffield Care Trust	15
Derbyshire Mental Health Services NHS Trust	15	South Staffordshire Healthcare NHS Trust	15
Hertfordshire Partnership Trust	15	Surrey and Borders NHS Trust	15
South Essex Partnership NHS Foundation Trust	15	Worcestershire MH Partnership NHS Trust	15
	<u>60</u>		<u>223</u>
		Total EHE National Programmes	<u>418</u>

Other grants

	£000		£000
Marie Curie	100	Prince's Trust	87
<i>Delivering Choice</i>		<i>The Progression Initiative</i>	
		Total other grants	<u>187</u>

7b Support departments	Distribution method	Developing people and organisations	Developing policies and ideas	Developing services	2006 Total	2005 Total
		£000	£000	£000	£000	£000
Building services incl. depreciation	1	183	72	17	272	270
Conference and catering services	2	431	66	18	515	500
Communications	3	125	199	114	438	395
Other support functions	4	1,007	440	448	1,895	1,994
Total costs of support departments		1,746	777	597	3,120	3,159

Distribution methods:

- 1 Pro rata to the relative floor area occupied by staff offices and related functions, eg conference rooms.
- 2 Pro rata to recorded internal usage.
- 3 Pro rata to the estimated usage of the various departments including Marketing and Public Relations.
- 4 Costs apportioned using direct expenditure and, where appropriate income generated, as measures of output. Other support functions include: Chief Executive's Office, Finance, Personnel, Information & Communications Technology, and Facilities Management.

8 RESOURCES EXPENDED ON GOVERNANCE

Included within Governance	2006	2005
	£000	£000
Auditors' remuneration - external audit fees	22	24
- other services	5	12
	27	36

9 TANGIBLE ASSETS

	Freehold land and buildings	Plant and machinery	Furniture, fittings and equipment	2006 Total assets	2005 Total assets
	£000	£000	£000	£000	£000
Cost					
At 1 January	14,867	3,973	2,594	21,434	21,319
Additions	18	-	156	174	115
Disposals	-	-	(109)	(109)	-
At 31 December	14,885	3,973	2,641	21,499	21,434
Depreciation					
At 1 January	-	1,544	1,775	3,319	2,829
Charge for the year	-	179	259	438	490
Disposals	-	-	(109)	(109)	-
	-	1,723	1,925	3,648	3,319
Net Book Value					
At 31 December	14,885	2,250	716	17,851	18,115
Previous Year	14,867	2,429	819	18,115	

10 INVESTMENTS AT MARKET VALUE

	Held in the UK £000	Outside the UK £000	2006 Total £000	2005 Total £000
Securities: Equities	48,182	53,079	101,261	91,533
Fixed interest funds	5,581	–	5,581	5,876
Property funds	8,199	–	8,199	7,283
Absolute return funds	–	5,719	5,719	5,226
Private equity fund	2,434	–	2,434	2,251
Cash	5,044	–	5,044	5,694
Investment properties	6,043	–	6,043	5,152
	75,483	58,798	134,281	123,015

A reconciliation of the movement in the market value of the investments of the King's Fund during the year is as follows:

	2006 £000	2005 £000
Opening balance at 1 January	123,015	108,261
Net monies disinvested	(1,803)	(1,927)
Increase on revaluation	13,069	16,681
Closing balance at 31 December	134,281	123,015

11 DEBTORS

	2006 £000	2005 £000
Trade debtors	846	2,147
Prepayments and accrued income	634	643
Other debtors	34	28
	1,514	2,818

12 CREDITORS : AMOUNTS FALLING DUE IN LESS THAN ONE YEAR

	2006 £000	2005 £000
Trade creditors	473	582
Deferred income *	1,995	2,394
Taxation and social security	10	10
Other creditors and accruals	965	786
	3,443	3,772
Grants payable	1,583	1,644
	5,026	5,416

* £1,437,000 of the deferred income brought forward at 31 December 2005 was transferred to income during 2006. The balance is included in deferred income at 31 December 2006.

13 CREDITORS : AMOUNTS FALLING DUE AFTER ONE YEAR

	2006 £000	2005 £000
Grants payable	1,025	935
	1,025	935

14 SPLIT OF ASSETS BETWEEN FUNDS

	Restricted Funds £000	Endowed Funds £000	Unrestric- ted Funds £000	2006 Total funds £000	2005 Total funds £000
Tangible assets	–	–	17,851	17,851	18,115
Investments : Securities	–	75,892	52,346	128,238	117,863
Investments : Property	–	–	6,043	6,043	5,152
Net current liabilities	46	–	(3,383)	(3,337)	(2,411)
Long-term liabilities	–	–	(1,025)	(1,025)	(935)
Pension fund reserve	–	–	(7,393)	(7,393)	(5,562)
Total funds	46	75,892	64,439	140,377	132,222

15 MOVEMENTS IN RESTRICTED FUNDS

	Balance at 1 January 2006 £000	Incoming resources £000	Outgoing resources £000	Balance at 31 December 2006 £000
Programmes and projects	66	2	24	44
Other	2	–	–	2
	68	2	24	46

16 EMPLOYEES

	2006 £000	2005 £000
Wages and salaries	3,873	3,833
Social security costs	323	328
Pension costs	678	515
Total emoluments	4,874	4,676

The total for Wages and salaries includes expenditure on temporary and seconded staff of £282,000 (£181,000 in 2005).

	2006	2005
Average number of staff		
Development of people and organisations	26	25
Development of policies and ideas	23	21
Development of services	7	6
Support departments including external conference services	45	46
TOTALS	101	98

	2006	2005
The numbers of employees with remuneration exceeding £60,000 were:		
£60,000 – £69,999	3	4
£70,000 – £79,999	8	7
£80,000 – £89,999	2	2
£140,000 – £149,999	–	1
£150,000 – £159,999	1	–

Contributions were made to the King's Fund Staff Pension and Life Assurance Plan, which is a defined benefit scheme, for 11 (11 in 2005) higher-paid employees and to the NHS Pension Scheme, which is also a defined benefit scheme, for 3 (3 in 2005) higher-paid employees.

17 RELATED PARTY TRANSACTIONS

Investment Committee

Mr Michael Dobson, a member of the King's Fund Investment Committee, is the Chief Executive of Schroders plc. As at 31 December 2006, the market value of the King's Fund investments held by Schroder Investment Management Limited, a division of Schroders plc, totalled £55,160,000 (£50,440,000 in 2005). In 2006, £211,000 (£193,000 in 2005) was charged to the Statement of Financial Activities for investment management fees payable to Schroder Investment Management Limited.

Mr Dobson did not participate in any of the decisions, made by the Investment Committee during the year, in relation to the appointment of any division of Schroders plc to manage part of the investment portfolio of the King's Fund.

Mr Michael McLintock, a member of the King's Fund Investment Committee, is the Chief Executive of M&G and a board member of Prudential plc. The units held by the King's Fund in the M&G Charibond were valued at 31 December 2006 at £2,798,000 (£2,957,000 in 2005). Fees charged by the fund are deducted from the gross distribution declared and not separately recorded within the accounts of the King's Fund.

Mr McLintock did not participate in any of the decisions, made by the Investment Committee during the year, in relation to the appointment of any division of Prudential plc to manage part of the investment portfolio of the King's Fund.

18 PENSION SCHEMES

The King's Fund Staff Pension and Life Assurance Plan (the Plan) is a defined benefit scheme. The Plan is open to all employees of the King's Fund who are not members of another scheme, see NHS Pension Scheme below.

	2006 £000	2005 £000
Changes in the present value of the Plan liability are as follows:		
Opening value of the Plan liability	32,141	28,600
Current service cost	617	499
Employee contributions	182	185
Interest costs	1,529	1,500
Actuarial losses	3,086	2,669
Benefits paid	(1,331)	(1,312)
Closing value of the Plan liability	36,224	32,141
Changes in the fair value of Plan assets are as follows:		
Opening fair value of Plan assets	26,579	22,600
Expected return	1,812	1,622
Employee contributions	182	185
Employers' contributions	651	666
Actuarial gains	938	2,818
Benefits paid	(1,331)	(1,312)
Closing fair value of Plan assets	28,831	26,579

In addition, the Plan has pension liabilities which are insured with a value of approximately £1.4 million (£1.4 million in 2005). The value of these liabilities has been excluded from both the assets and the liabilities since the liability is matched directly by an asset of equal value.

	2006 £000	2005 £000
Total expense recognised in the Statement of Financial Activities:		
Current service cost	617	499
Interest on the Plan liabilities	1,529	1,500
Expected return on the Plan assets	(1,812)	(1,622)
Total amount charged within net outgoing resources	334	377
Actuarial gain / (loss)	(2,148)	149
Total amount charged to the Statement of Financial Activities	(1,814)	526

Proportion of total Plan assets by asset class:	2006	2005
Equities (including property)	54%	72%
Bonds	40%	16%
Index-linked	0%	1%
Cash	6%	11%

The overall expected rate of return on the Plan assets is determined by applying each asset type's expected long-term rate of return to that asset type's market value and calculating a weighted average rate of return over all asset types.

	2006 £000	2005 £000
Actual return on Plan assets	2,750	4,440

The principal actuarial assumptions used at the balance sheet date	2006	2005
Discount rate	5.00%	4.75%
Rate of increase in salaries	4.00%	3.75%
General price inflation	3.00%	2.75%
Rate of increase in pension payments:		
Service prior to 1 April 2000	4.00%	4.00%
Service after 1 April 2000	3.00%	2.50%
Expected return on Plan assets	6.54%	6.88%

The King's Fund expects contributions of £3.5 million to be made to the Plan in the year ending 31 December 2007. This sum includes a one-off payment of £2.35 million, and monthly payments of £28,900, in respect of past service costs. The payments in respect of past service costs have been calculated to eliminate the Plan deficit over a period of 10 years.

	2006 £000	2005 £000	2004 £000	2003 £000	2002 £000
History of Plan experience					
Present value of the Plan liabilities	36,224	32,141	28,608	26,609	23,600
Fair value of the Plan assets	28,831	26,579	22,631	20,563	17,700
Deficit in the Plan	(7,393)	(5,562)	(5,977)	(6,046)	(5,900)
Experience adjustments on Plan liabilities	(1,159)	0	0	(1,318)	0
Experience adjustments on Plan assets	938	2,818	631	2,058	(5,570)

NHS Pension Scheme

In addition to the Plan, the King's Fund also contributes to the NHS Pension Scheme, a defined benefit scheme, for 11 (9 in 2005) members of staff as at the Balance Sheet date who are eligible to belong to this scheme. In 2006 the King's Fund contributed £58,316 (£29,637 in 2005) to the scheme. The employer's contribution rate is set by the Government Actuary at 14%.

The pension charge for the period for both defined benefit schemes (King's Fund and NHS) was £678,323 (£523,939 in 2005).

19 TRUSTEES' EXPENSES

£952 was reimbursed to three Trustees in 2006 in respect of travel and subsistence expenses. (No payments were made to Trustees in 2005.) No Trustee received or waived any remuneration during the year.

LEGAL AND ADMINISTRATIVE INFORMATION

Patron
Her Majesty The Queen

President
HRH The Prince of Wales KG KT PC GCB

GENERAL COUNCIL

Honorary Member
HRH Princess Alexandra KG GCVO

Ex-officio members

The Speaker of the House of Commons	The President of the Royal College of Nursing
The Rt Hon The Lord Mayor of the City of London	The President of the Royal College of Obstetricians and Gynaecologists
The Archbishop of Westminster	The President of the Royal College of Ophthalmologists
The Lord Bishop of London	The President of the Royal College of Paediatrics and Child Health
The Chief Rabbi	The President of the Royal College of Pathologists
The Secretary for Health Care Chaplaincy, the Free Churches' Group	The President of the Royal College of Physicians
The Keeper of the Privy Purse	The President of the Royal College of Psychiatrists
The President of the Community Practitioners and Health Visitors Association	The President of the Royal College of Radiologists
The President of the Faculty of Public Health Medicine	The President of the Royal College of Speech and Language Therapists
The Director of the Institute of Public Health	The President of the Royal College of Surgeons of England
The President of the Royal College of Anaesthetists	The Chairman of the Academy of Medical Royal Colleges
The President of the Royal College of General Practitioners	The President of the Institute of Healthcare Management
The President of the Royal College of Midwives	The London Regional Commissioner, NHS Appointments Commission

Other members

Dr Dwomoa Adu	Professor Charles Easmon	Ms Mary Ney
Professor Elizabeth Anionwu CBE	Professor Adrian Eddleston	Professor Sir Duncan Nichol CBE
Mr William Backhouse LVO	Professor Howard Glennerster	Mr Leslie Paine OBE
Sir Roger Bannister CBE	Mr Marius Gray	Professor Dame Lesley Rees
Major Sir Shane Blewitt GCVO	Professor Sir Andrew Haines	Mr Bryan Sanderson CBE
Dame Ann Bowtell DCB	Sir Graham Hart KCB	Sir Maurice Shock
Sir John Bradfield CBE	Professor R L Himsworth	Sir Sigmund Sternberg
Professor Sir Kenneth Calman KCB	Sir Donald Irvine CBE	Sylvia Countess of Limerick CBE
Professor Sir Cyril Chantler	Professor Sir Brian Jarman OBE	Sir Richard Thompson
Sir Timothy Chessells	Dr Stephen Lock CBE	Mr Max Ward
Baroness Cox of Queensbury	Mr Strone Macpherson	Professor Albert Weale
Dr Penelope Dash	Lord McColl of Dulwich CBE	Sir William Wells
Mr Michael Dobson	Mr Anthony McGrath	Professor Dame Jenifer Wilson-Barnett
Sir William Doughty	Professor David Neal	

COMMITTEE MEMBERS

MANAGEMENT COMMITTEE AND TRUSTEES OF THE KING'S FUND

Chairman Sir Cyril Chantler

Professor Howard Glennerster

Vice Chairman Professor Adrian Eddleston

Mr Bryan Sanderson CBE (to 6 December 2006)

Treasurer Mr Anthony McGrath

Mr Simon Stevens (from 25 January 2007)

Professor Elizabeth Anionwu

Sir William Wells

Dr Penelope Dash

INVESTMENT COMMITTEE

Chairman Mr Anthony McGrath

Sir John Bradfield CBE

Ms Mary-Ann Daly

Mr Michael Dobson

Mr Strone Macpherson

Mr Michael McLintock

Mr Gary Steinberg

Mr Max Ward

FUNDING AND DEVELOPMENT COMMITTEE

Chairman Professor Howard Glennerster

Ms Di Barnes

Dr Michael Dixon OBE

Mr Yohannes Fassil

Mr Tom Hughes-Hallett

Mr Niall Dickson

AUDIT COMMITTEE

Chairman Mr Michael Dobson

Mr Strone Macpherson

Mr Anthony McGrath

Mr Bryan Sanderson CBE (to 14 November 2006)

REMUNERATION COMMITTEE

Chairman Sir William Wells

Sir Cyril Chantler

Professor Adrian Eddleston

Mr Anthony McGrath

BOARD OF DIRECTORS AND SENIOR ASSOCIATES

BOARD OF DIRECTORS

Chief Executive Niall Dickson

Director of Funding and Development Steve Dewar

Director of Policy Jennifer Dixon

Director of Communications Michelle Dixon

Director of Finance and ICT Frank Gargent

Director of Leadership Development David Knowles (to November 2006)

Director of Leadership Development Karen Lynas (from December 2006)

SENIOR ASSOCIATES

Ms Di Barnes

Mr Stuart Bell

Professor John Billings

Mr Mark Britnell

Baroness Cumberlege of Newick

Professor Nancy Devlin

Dr Michael Dixon OBE

Mr Yohannes Fasil

Dr Julien Forder

Mr Tom Hughes-Hallett

Ms Beverley Hunt

Mr David Knowles

Professor Julian LeGrand

Mr Alasdair Liddell CBE

Mr Keith Palmer

Dr Chai Patel CBE

Dr Rebecca Rosen

Ms Julia Unwin OBE

Sir Derek Wanless

PRINCIPAL OFFICE

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