

REGISTERED COMPANY NUMBER: 05869337 (England and Wales)
REGISTERED CHARITY NUMBER: 1117999

Report of the Trustees and
Unaudited Financial Statements for the Year Ended 31st December 2019
for
THE BRITISH ACADEMY OF MANAGEMENT
LIMITED

Knox Cropper LLP
Chartered Accountants
65 Leadenhall Street
London
EC3A 2AD

**THE BRITISH ACADEMY OF MANAGEMENT
LIMITED**

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for the Year Ended 31st December 2019**

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THE BRITISH ACADEMY OF MANAGEMENT LIMITED

Report of the Trustees for the Year Ended 31st December 2019

The Trustees, who are also Directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 December 2019. The Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

OBJECTIVES AND ACTIVITIES

Objectives

The British Academy of Management (BAM / The Academy) is the leading authority in the academic field of management in the UK, supporting and representing a diverse community of scholars, engaging with international peers to advance education in the disciplines of business and management for the public benefit and in particular:

- to promote an interdisciplinary programme of research and collaboration to produce an integrated body of knowledge and to serve as an inter-disciplinary forum for those engaged in an academic examination of all types of organisation and management studies
- to further the development of education for both managers and students of organisations in the United Kingdom
- to promote the interests of management and business research in relation to outside bodies including funding agencies and other learned societies
- to provide services to members, which include training networking and career development through the life course.

As such it aims to provide a welcoming and supportive, pluralistic community of scholarship in the full field of management.

Significant activities

The British Academy of Management's principal activity is to support and represent the community of management academics and promote the development of management research and scholarship within the United Kingdom and internationally. The Academy is engaged in development of capacity for public good, offers significant support to doctoral students, and offers a service to enable business and management academics to perform better. Additionally, the Academy seeks to promote the expert knowledge and skills held within its membership, and Fellowship in particular for the public good, informing policy and impacting the capabilities of those seeking to drive socio-economic wellbeing. The Academy's activities during the year included:

- Running Academy workshops for research, capacity building and practice/policy engagement;
- Running workshops for Special Interest Groups
- Organising and hosting the Academy's annual conference
- Organising and hosting doctoral symposia for PhD and DBA participants
- Organising a development programme for Directors of Research
- Publishing two field-leading journals
- Promoting the findings of academic research to policymakers and the wider public
- Offering research grants
- Collaborating with sister bodies to increase opportunities

**Report of the Trustees
for the Year Ended 31st December 2019**

The broad range and scope of the Academy's activities helps students, researchers and academics to showcase their research and develop research ideas through discussion and feedback from peers and more experienced colleagues. In setting our programme each year we have regard to the Charity Commission's general guidance on public benefit. The Trustees always ensure that the programmes we undertake are in line with our charitable objects and aims.

STRATEGIC REPORT

Achievement and Performance

The year opened with a new President and Chair, as Professor Nic Beech, then of the University of Dundee and now Vice Chancellor of Middlesex University, was elected as President and Professor Katy Mason of Lancaster University Management School was elected as Chair.

New strategic directions were clarified and developed, with a particular focus on the Academy's role in building capacity within the Business and Management academic community in order to produce better researchers, better positioned research and better engagement with wider publics. In addition, a new and focused effort on improving equality, diversity and inclusivity within and beyond our own community was initiated, reflecting the importance of our core values.

Equality, Diversity and Inclusivity

During 2019 we took significant steps to position those core values of Equality, Diversity and Inclusivity (EDI) at the forefront of people's minds, making them aware of the social structures that can accidentally create moments of discrimination, so making EDI visible.

We hope to carry this beyond our learned society to wider publics so that the Academy becomes a beacon for EDI understanding and best practice. To support this strategic drive, we began work to define a new Vice Chair position for EDI during 2019 in order to ensure that we had the energy of a champion to look across and work with all our activities to embed EDI principles and best practice, and we have welcomed the Professor Martyna Sliwa of the University of Essex to the BAM Executive in the summer of 2020. We have also commissioned a strategic research project to complement our 2017 work on 'Delivering Diversity' with an examination of the lived reality of EDI within the UK business and management academic community. Our sister organisations in Australia/New Zealand, Ireland and Italy have agreed to mirror the work in their own contexts and create international comparisons.

Creating a level playing field

Development of the new BAM Framework, made publicly available on the Academy's website, has been a key achievement both in helping to build capacity and in increasing equality by opening up knowledge and understanding of the academic career landscape to help academics at all levels better understand how to progress their careers.

Management Knowledge and Education

This work has been coupled with strategic efforts to support those on a teaching and scholarship career path in particular, through offering development and support opportunities as well as through increasing appreciation of careers and esteem markers. We initiated a new Education-Focused Professor project to explore the needs of an emerging community and this has now developed into a network and capacity building programme, coupled with advocacy work with leaders in UK business schools and departments.

Improving access to funding

Our research community has relatively poor access to funding, as shown in the 2020 report from our sister body, the Chartered Association of Business Schools (Chartered ABS): for example, despite the fact 8% of the UK academic workforce is employed within the business and management cost centre, business and management research received only 3.5% of total grants authorised by the ESRC between 2016 and 2019. So the Academy has been working hard with funders to improve access to research funds for our community and to provide additional sources of funding.

**Report of the Trustees
for the Year Ended 31st December 2019**

In 2019 we began work to become a focus for both grants and funding advice, with the appointment of a dedicated member of staff and new IT to support academic research for the public benefit. We awarded 11 grants through our own biennial grant schemes, using our charitable funds to facilitate research that may not otherwise have been possible, and which could also provide the groundwork for larger projects. We also developed and ran two new schemes. The first was a small grant scheme, awarded jointly with the Australia and New Zealand Academy of Management (ANZAM), to encourage cross-globe research partnerships, and two awards were made in its first offering. Secondly, we inaugurated a major funding scheme in partnership with the Society for the Advancement of Management Studies (SAMS). Through the new SAMS-BAM grant scheme our community is able to access significant money to support collaborative and innovative work that demonstrates the social value of management research conducted in the public interest. We continue to develop our role to support our community with research funding. We have further partnership schemes in development. Never has this been more important than during the Coronavirus pandemic which, at the time of writing, will continue to impact the economy severely for the foreseeable future.

Problems and opportunities

During 2019 we were impacted by some external events. Having had our home at 137 Euston Road since 2007, we found ourselves obliged at short notice to vacate our office accommodation in order to meet the needs of a new tenant. Seeking new accommodation occupied a significant amount of attention and financial resource over the summer and autumn, but we are now happily settled at Five Kings House in the historic City of London. We also had to devote significant time to belatedly registering for VAT. Thanks to support from our accountants Knox Cropper, our Finance Officer and our publisher Wiley, we were able to minimise what could have been a severe impact on our financial reserves.

Annual Conference

The 33rd BAM Conference was held over 3 days at Aston Business School in Birmingham, from 3rd to 5th September 2019, on a theme of 'Building and Sustaining High Performance Organisations in Uncertain Times'. As usual it was preceded by the Doctoral Symposium. Both were great successes.

This was our largest ever Conference, receiving well over 1000 submissions, and 963 delegates attended from 54 countries, presenting 832 papers and participating in 44 professional development workshops and other sessions. The 'Conference Fringe', which had been inaugurated the previous year to allow a broader range of research to be showcased, was repeated. Keynote addresses from leading international and local academics and practitioners were popular and engaging.

We welcomed over 200 participants to the Doctoral Symposium, where they could receive mentoring and feedback from leading members of the Academy. We continued to offer a special discounted registration fee to incentivise students to participate in the symposium and so help build the next generation of researchers and scholars.

New to the 2019 conference was the engagement of a media advisor to draft and place research presented at the conference into the mainstream and trade press, in order to showcase some of our community's research. We had also invested during 2019 in building our internal capacity to support such a large and complex event with the appointment of a new Head of Events and Operations, and we welcomed the enthusiastic engagement by so many volunteers in reviewing, organising and supporting on the ground. This professional expertise has enabled us to respond to the 2020 Coronavirus pandemic with a swift move of such an important activity to a novel online format so that our community can continue to share findings and insights.

Recognising Excellence

We continued to signpost excellence in research and scholarship through our leading publications and our award schemes. Our two journals continue to flourish and provide carefully curated content to a global audience as well as act as supportive and developmental outlets. During 2019 we welcomed Professor Katie Bailey of Kings College London as new co-Editor in Chief for the International Journal of Management Reviews and Professor Doug Cumming of Florida Atlantic University in USA to join Professor Budhwar of Aston University as co-Editor in Chief of the British Journal of Management, with Professor Shlomo Tarba of the University of Birmingham as Deputy Editor in Chief during 2020.

We also continued to recognise individual excellence and contribution through our various awards and medals, demonstrating examples of the contributions made by members of our community, whether in research, teaching, leadership or policy engagement.

Special Interest Groups and the Continental Network

At the heart of our engagement with our community lie our 22 Special Interest Groups (SIGs), who staged over 40 activities and events around the UK during the year, offering important forums for discussion and debate for scholars of all levels in their disciplinary fields. Through their SIGs, members of the scholarly community can connect with other scholars at all career levels and beyond their own institution. Our Co-Vice Chairs for SIGs continued to develop the community by hosting regular meetings of the SIG Chairs. In March 2019 we launched a new, bold initiative to extend our members' reach into Europe, especially valuable in the wake of Brexit. The British Ambassador to Germany kindly hosted and introduced our launch event in Berlin, where we were able to develop our links with our German counterparts. The Continental Network has continued to grow its activity and supply additional opportunities for enlarging horizons.

Partnerships with Purpose

The Academy has long had a tradition of collaborating with other organisations to build the community for public benefit. In 2019 we built upon well-established partnerships with our Australian and New Zealand and Irish counterparts - ANZAM and the IAM - when we responded to an approach by SIMA, our sister body in Italy. Through these partnerships we are creating opportunities for international engagement and collaboration; additional joint grants are in development, joint events are taking place, and our own EDI research can be enhanced and put into a wider perspective.

Other existing partnerships have also developed positively. Our work with the Chartered ABS included making common cause on policy related matters affecting our shared communities and, of course, our well-established Development Programme for Directors of Research. We continued to develop our relationships with ESRC, with the British Academy and the Academy of Social Sciences.

Supporting the policy community

During 2019 we grew our policy activity, drawing upon expertise contained within our community to respond to a variety of government and other consultations and to identify individual sources of expert knowledge in response to requests from the policy community, often at very short notice. In 2019, amongst other work, we added our voice, insight and perspectives to consultations on TEF, KEF, Open Access publishing, immigration and researcher visas, research leadership, the select committee system and international collaboration on research and innovation. We have continued to respond in 2020.

In doing so, we also were able to represent the needs of the UK business and management scholarly community in the face of many and diverse challenges. Our 2019 project with Chartered ABS reached out to parliamentarians and policy makers to advocate for the work of our community via a joint report accompanied by an infographic which resulted in a series of meetings with Peers, MPs and senior civil servants.

Finance

In the medium to long term, the BAM Executive seeks to balance the need to make strategic expenditure to develop BAM and to allow it to grow, whilst maintaining a healthy level of reserves to protect our long term financial position.

**Report of the Trustees
for the Year Ended 31st December 2019**

Writing from the perspective of the Covid-19 crisis, we were very glad that we had strong financial reserves, which have enabled us to maintain our activities whilst coping with unprecedented challenges to our income. However, 2019 also saw some one-off costs. The unanticipated need to register for VAT entailed both back payments of £266k and a penalty of £37k; thankfully HMRC were understanding so the penalty was much lower than it could have been, and we were also able to recover nearly all of the back VAT with the kind support of our publisher Wiley. Going forward the expectation is that VAT registration will be marginally beneficial. Our office move was another unexpected cost for 2019, amounting to around £50k including search, legal and professional fees and fitting out the new office.

In 2019 we invested more in our office team, our Conference and our infrastructure in order to increase productivity and improve our offer to the community. In particular, we developed the website to improve the appearance and user experience, and to create means by which our SIGs could communicate with their members in a GDPR compliant manner. We reshaped the office team, bringing in new skills. We also invested directly in our community, awarding around £40k in grants. As a result, we ended the year with a need to draw upon our reserves. Moving into 2020 and beyond, further investment in a new website and CRM, with more efficient payment systems, will benefit both members and the office team with improved ease of use.

As previously mentioned, BAM has established a strong level of financial reserves over the past few years and work to protect and leverage these resources to best advantage was developed during 2019 and has reached fruition in 2020. A Finance, Investments and Risk Committee was established and has begun the process of investing some of the reserves in the markets. Following a process of due diligence Rathbones, as specialists in the charity sector, were selected to advise and manage our investments, securing the assets and delivering a return in line with our core values. The Finance, Investments and Risk Committee also assists the Executive with assessing the risks to the Academy's income streams, including the impact on funding available to our community following the current pandemic, changes in publishing, and supporting appropriate targeting of new expenditure. As we move forward the Executive are making a number of key strategic investments to improve the Academy's operations and to facilitate its growth in size, reach and range of activity.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The organisation is a Company limited by guarantee, registered in England and Wales. It was incorporated on 7 July 2006 and is registered as a charity. The company was established under a Memorandum of Association, which established the objects and powers of the charitable company, and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £10.

Organisational structure

The Academy is governed by an Executive Committee of the Trustees. It comprises the President, the Chair, the Treasurer and several Vice Chairs, each with responsibility for a specific portfolio of activities. The Trustees are also part of the Council, which comprises around 40 academics in total and whose non-trustee members form four sub-committees chaired by the Vice Chairs.

Most Council members are elected for a period of three years by the general membership and their role is to supervise the affairs of the Academy, meeting at least three times a year. The Council also has the power to co-opt members onto the Council who hold office for one year. Additionally, Council has several members who serve ex officio, including the editors of its journals and the Dean of the College of Fellows.

Day to day responsibility for the provision of services rests with a small office team comprising an average of six staff and three part time contractors in the year under review. A CEO was appointed in January 2018 to implement the strategy, development, governance and management of the charity, and heads up the office team.

**Report of the Trustees
for the Year Ended 31st December 2019**

Recruitment and appointment of Trustees

The Trustees are elected by the members biennially. Vice Chairs may serve two years and may then submit themselves for re-election for a further two years. The Chair and President, who are also Trustees, should normally have previously served as Vice Chairs or Chair, and are elected by the membership for a term of two years, after which they may submit themselves for election for a further two years. The Treasurer is elected by the membership and appointed by the Trustees for a term not exceeding 5 years. The elections for President/Chair and for Vice Chairs are held in alternate years to provide continuity. The Academy is fortunate in being able to draw its Trustees from the Council, which constitutes a pool of highly-qualified individuals. On appointment to the Executive Committee new members undergo an induction process, which includes training on Trustee responsibilities.

Induction and training of new trustees

New trustees are informed of their legal obligations under charity law, the Charity Commission guidance on public benefit, the content of the foundation, the committee and decision-making processes, and recent financial performance of the Charity.

Key management remuneration

The trustees receive no remuneration for their services other than the reimbursement of out-of-pocket expenses. The pay of senior staff is reviewed annually and normally increased in accordance with average earnings taking account of the charitable nature of the organisation. The trustees benchmark salary levels against pay and conditions available from similar organisations of a similar size, run on a voluntary basis; and specifically look to align with the Universities and Colleges Union salary scale.

Risk management

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. During 2019 and 2020 a new Finance, Investments and Risk Committee was established, separate from Council, to advise the Trustees on these matters.

The Trustees have assessed the major risks to which the company is exposed, in particular those related to the operations and finances of the company, and are satisfied that systems and procedures are in place to mitigate exposure to the major risks.

**THE BRITISH ACADEMY OF MANAGEMENT
LIMITED**

**Report of the Trustees
for the Year Ended 31st December 2019**

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

05869337 (England and Wales)

Registered Charity number

1117999

Registered office

Five Kings House
1 Queen Street Place
London
EC4R 1QS

Trustees

Professor Lisa M Anderson
Professor P Nic H Beech (President)
Professor Emma Bell
Professor Nelarine E Cornelius
Professor Katherine J Mason (Chair) – appointed 01.01.19
Professor Maureen Meadows
Professor Nicholas O'Regan
Dr Colin J Pilbeam – resigned 31.12.19
Dr Neil Pyper (Treasurer)
Professor Helen J Shipton

Independent Examiner

James Holland Leader FCA
Institute of Chartered Accountants in England and Wales
Knox Cropper LLP Chartered Accountants
65 Leadenhall Street
London
EC3A 2AD

Bankers

The Co-operative Bank
City Branch
80 Cornhill
London
EC3V 3NJ

Investment Managers

Rathbone Investment Management
Port of Liverpool Building
Pier Head
Liverpool
L3 1NW

SIGNED

Professor K J Mason
(Chair 2019-20)

Professor P N H Beech
(President 2019-2020)

Date.....

Date.....

**Independent Examiner's Report to the Trustees of
The British Academy of Management
Limited**

Independent examiner's report to the trustees of The British Academy of Management Limited ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31st December 2019.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

Independent examiner's statement

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of Institute of Chartered Accountants in England and Wales which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

James Holland-Leader FCA
Institute of Chartered Accountants in England and Wales
Knox Cropper LLP Chartered Accountants
65 Leadenhall Street
London
EC3A 2AD

Date:

**THE BRITISH ACADEMY OF MANAGEMENT
LIMITED**

**Statement of Financial Activities
for the Year Ended 31st December 2019**

| | Notes | Unrestricted fund £ | Restricted fund £ | 2019 Total funds £ | 2018 Total funds £ |
|------------------------------------|-------|---------------------------|-------------------------|---------------------------------------|-----------------------------|
| INCOME AND ENDOWMENTS FROM | | | | | |
| Charitable activities | 4 | | | | |
| Charitable | | 795,388 | 3,000 | 798,388 | 712,922 |
| Investment income | 3 | <u>885</u> | <u>-</u> | <u>885</u> | <u>-</u> |
| Total | | 796,273 | 3,000 | 799,273 | 712,922 |
| EXPENDITURE ON | | | | | |
| Charitable activities | 5 | | | | |
| Charitable | | 924,384 | - | 924,384 | 658,655 |
| NET INCOME/(EXPENDITURE) | | (128,111) | 3,000 | (125,111) | 54,267 |
| RECONCILIATION OF FUNDS | | | | | |
| Total funds brought forward | | <u>1,055,957</u> | <u>-</u> | <u>1,055,957</u> | 1,001,690 |
| TOTAL FUNDS CARRIED FORWARD | | <u>927,846</u> | <u>3,000</u> | <u>930,846</u> | <u>1,055,957</u> |

The notes form part of these financial statements

**THE BRITISH ACADEMY OF MANAGEMENT
LIMITED**

**Balance Sheet
31st December 2019**

| | Notes | Unrestricted fund £ | Restricted fund £ | 2019 Total funds £ | 2018 Total funds £ |
|--|-------|---------------------------|-------------------------|---------------------------------------|-----------------------------|
| FIXED ASSETS | | | | | |
| Tangible assets | 13 | 33,822 | - | 33,822 | 827 |
| CURRENT ASSETS | | | | | |
| Debtors | 14 | 418,413 | - | 418,413 | 153,789 |
| Cash at bank and in hand | | 699,557 | 3,000 | 702,557 | <u>1,070,673</u> |
| | | 1,117,970 | 3,000 | 1,120,970 | 1,224,462 |
| CREDITORS | | | | | |
| Amounts falling due within one year | 15 | (223,946) | - | (223,946) | (169,332) |
| NET CURRENT ASSETS | | | | | |
| | | 894,024 | 3,000 | 897,024 | <u>1,055,130</u> |
| TOTAL ASSETS LESS CURRENT LIABILITIES | | | | | |
| | | 927,846 | 3,000 | 930,846 | 1,055,957 |
| NET ASSETS | | | | | |
| | | 927,846 | 3,000 | 930,846 | <u>1,055,957</u> |
| FUNDS | | | | | |
| Unrestricted funds | 17 | | | 927,846 | 1,055,957 |
| Restricted funds | | | | 3,000 | - |
| TOTAL FUNDS | | | | | |
| | | | | 930,846 | <u>1,055,957</u> |

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31st December 2019.

The members have not required the company to obtain an audit of its financial statements for the year ended 31st December 2019 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

The notes form part of these financial statements

**THE BRITISH ACADEMY OF MANAGEMENT
LIMITED**

**Balance Sheet - continued
31st December 2019**

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on and were signed on its behalf by:

.....
P N H Beech - Trustee

.....
K J Mason - Trustee

The notes form part of these financial statements

**THE BRITISH ACADEMY OF MANAGEMENT
LIMITED**

**Cash Flow Statement
for the Year Ended 31st December 2019**

| | Notes | 2019 £ | 2018 £ |
|---|-------|------------------|------------------|
| Cash flows from operating activities | | | |
| Cash generated from operations | 1 | <u>(332,338)</u> | <u>95,514</u> |
| Net cash (used in)/provided by operating activities | | <u>(332,338)</u> | <u>95,514</u> |
| Cash flows from investing activities | | | |
| Purchase of tangible fixed assets | | <u>(36,663)</u> | - |
| Interest received | | <u>885</u> | - |
| Net cash (used in)/provided by investing activities | | <u>(35,778)</u> | - |
| Change in cash and cash equivalents in the reporting period | | | |
| | | <u>(368,116)</u> | <u>95,514</u> |
| Cash and cash equivalents at the beginning of the reporting period | | <u>1,070,673</u> | <u>975,159</u> |
| Cash and cash equivalents at the end of the reporting period | | <u>702,557</u> | <u>1,070,673</u> |

The notes form part of these financial statements

**THE BRITISH ACADEMY OF MANAGEMENT
LIMITED**

**Notes to the Cash Flow Statement
for the Year Ended 31st December 2019**

1. RECONCILIATION OF NET (EXPENDITURE)/INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

| | 2019 | 2018 |
|---|-------------------------|----------------------|
| | £ | £ |
| Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities) | (125,111) | 54,267 |
| Adjustments for: | | |
| Depreciation charges | 3,668 | 413 |
| Interest received | (885) | - |
| (Increase)/decrease in debtors | (264,624) | 11,838 |
| Increase in creditors | 54,614 | 28,996 |
| | <u>(332,338)</u> | <u>95,514</u> |
| Net cash (used in)/provided by operations | <u>(332,338)</u> | <u>95,514</u> |

2. ANALYSIS OF CHANGES IN NET FUNDS

| | At 1.1.19 | Cash flow | At 31.12.19 |
|--------------------------|-------------------------|-------------------------|-----------------------|
| | £ | £ | £ |
| Net cash | | | |
| Cash at bank and in hand | <u>1,070,673</u> | <u>(368,116)</u> | <u>702,557</u> |
| | <u>1,070,673</u> | <u>(368,116)</u> | <u>702,557</u> |
| Total | <u>1,070,673</u> | <u>(368,116)</u> | <u>702,557</u> |

The notes form part of these financial statements

1. COMPANY STATUS

The charity is a private company incorporated in England and Wales, which is limited by guarantee and consequently does not have a share capital. Each of the members is liable to contribute an amount not exceeding £10 towards the assets of the company in the event of liquidation.

The principal place of Business is as disclosed in the Report of the Trustees on page 1.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The financial statements are prepared in sterling, which is the functional currency of the Charitable Company. Monetary amounts in these financial statements are rounded to the nearest £.

The Trustees consider that there are no uncertainties about the Charitable Company's ability to continue as a going concern.

Critical accounting judgements and key sources of estimation uncertainty

The basis for establishing income received in advance in connection with members' subscriptions is judgemental, and is calculated based upon the month that the subscription is purchased. At the reporting date, the balance is deferred over the remaining term of the subscription. On the basis that subscriptions are on an annual basis, the Trustees are confident that this does not provide a material level of estimation uncertainty.

The Trustees have considered the risk of estimation uncertainty causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, and consider there to be no further significant accounting estimates and assumptions.

Income

Income is recognised and included in the accounts when all of the following criteria are met:

- the academy has entitlement to the funds
- any performance conditions attached to the income have been met or are fully within the control of the Academy
- there is sufficient certainty that receipt of the income is probable
- the amount can be measured reliably

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Grants offered subject to conditions which have not been met at the year end date are noted as a commitment but not accrued as expenditure.

2. ACCOUNTING POLICIES - continued

Allocation and apportionment of costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the Academy's programmes and activities.

These costs have all been allocated to expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 7.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

| | |
|-----------------------|---------------|
| Fixtures and fittings | - 20% on cost |
| Computer equipment | - 25% on cost |

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds represent a general fund held for the overall objects of the Academy's work. There are currently no restricted funds which would require to be allocated to specific activities.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Debtors

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

Cash at Bank and in Hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less.

Creditors

Creditors and provisions are recognised where the Academy has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discount due.

Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

**THE BRITISH ACADEMY OF MANAGEMENT
LIMITED**

**Notes to the Financial Statements - continued
for the Year Ended 31st December 2019**

3. INVESTMENT INCOME

| | 2019 | 2018 |
|--------------------------|-------------------|----------|
| | £ | £ |
| Deposit account interest | <u>885</u> | <u>-</u> |

4. INCOME FROM CHARITABLE ACTIVITIES

| | 2019 | 2018 |
|--------------------------------------|-----------------------|----------------|
| | £ | £ |
| Members' subscriptions Charitable | 99,818 | 100,825 |
| Journal subscriptions Charitable | 2,039 | 4,130 |
| Annual conference Charitable | 357,663 | 293,800 |
| Workshop income Charitable | 102,345 | 86,891 |
| Journal publishing income Charitable | 217,194 | 219,161 |
| Special interest groups Charitable | 12,965 | 8,115 |
| Other income Charitable | <u>6,364</u> | <u>-</u> |
| | <u>798,388</u> | <u>712,922</u> |

5. CHARITABLE ACTIVITIES COSTS

| | Direct Costs £ | Grant funding of activities (see note 6) £ | Support costs (see note 7) £ | Totals £ |
|------------|-----------------------|---|---------------------------------------|-----------------------|
| Charitable | <u>431,423</u> | <u>39,429</u> | <u>453,532</u> | <u>924,384</u> |

6. GRANTS PAYABLE

| | 2019 | 2018 |
|------------|----------------------|---------------|
| | £ | £ |
| Charitable | <u>39,429</u> | <u>32,009</u> |

**THE BRITISH ACADEMY OF MANAGEMENT
LIMITED**

**Notes to the Financial Statements - continued
for the Year Ended 31st December 2019**

6. GRANTS PAYABLE - continued

The total grants paid to institutions during the year was as follows:

| | 2019 | 2018 |
|--------------------------------|----------------------|----------------------|
| | £ | £ |
| University of Newcastle | - | 3,883 |
| Middlesex University of London | - | 4,000 |
| Loughborough University | - | 4,000 |
| University of Roehampton | - | 1,895 |
| University of Liverpool | - | 3,984 |
| Queen's University of Belfast | - | 2,130 |
| University of Bedfordshire | - | - |
| Reading University | - | 3,820 |
| Birkbeck College | - | 3,335 |
| Brunel University | - | 3,998 |
| University of Sheffield | - | 4,000 |
| Durham University | (2,646) | (3,036) |
| University of Exeter | 3,564 | - |
| University of Nottingham | 3,970 | - |
| University of Winchester | 3,425 | - |
| Northumbria University | 3,890 | - |
| University of Manchester | 11,988 | - |
| University of Bath | - | - |
| | 4,000 | - |
| University of West England | 3,942 | - |
| University of Waikato | 5,500 | - |
| University of St Andrews | 1,796 | - |
| | <u>39,429</u> | <u>32,009</u> |

During the year a grant was repaid to The British Academy of Management from the University of Durham relating to unused funds from a grant made in 2016.

7. SUPPORT COSTS

| | Management | Finance | Information technology | Governance costs | Totals |
|------------|-----------------------|----------------------|---------------------------|----------------------|-----------------------|
| | £ | £ | £ | £ | £ |
| Charitable | <u>327,588</u> | <u>67,535</u> | <u>33,584</u> | <u>24,825</u> | <u>453,532</u> |

8. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

| | 2019 | 2018 |
|-----------------------------|---------------------|------------|
| | £ | £ |
| Depreciation - owned assets | <u>3,668</u> | <u>413</u> |

9. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31st December 2019 nor for the year ended 31st December 2018.

Trustees' expenses

Expenses reimbursed to 10 Trustees (2018: 10) during the year amounted to £4,104 (2018: £6,183).

Expenses reimbursed to Council members during the year amounted to £8,631 (2018: £7,676).

These reimbursements consist of travel and accommodation expenses.

10. STAFF COSTS

| | 2019 | 2018 |
|-----------------------|-----------------------|----------------|
| | £ | £ |
| Wages and salaries | 218,384 | 176,551 |
| Social security costs | 19,889 | 15,831 |
| Other pension costs | <u>3,801</u> | <u>2,145</u> |
| | <u>242,074</u> | <u>194,527</u> |

The average monthly number of employees during the year was as follows:

| | 2019 | 2018 |
|----------------|-----------------|----------|
| Administration | <u>6</u> | <u>5</u> |

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

| | 2019 | 2018 |
|-------------------|-----------------|----------|
| £60,001 - £70,000 | <u>1</u> | <u>1</u> |

The key management personnel of the charity comprise the trustees and the Chief Executive Officer. The total remuneration of key management personnel during the year was £76,198 (2018: £74,275).

11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

| | Unrestricted fund £ | Restricted fund £ | Total funds £ |
|------------------------------------|---------------------------|-------------------------|---------------------|
| INCOME AND ENDOWMENTS FROM | | | |
| Charitable activities | | | |
| Charitable | 712,922 | - | 712,922 |
| EXPENDITURE ON | | | |
| Charitable activities | | | |
| Charitable | 658,655 | - | 658,655 |
| NET INCOME | 54,267 | - | 54,267 |
| RECONCILIATION OF FUNDS | | | |
| Total funds brought forward | 1,001,690 | - | 1,001,690 |
| TOTAL FUNDS CARRIED FORWARD | <u>1,055,957</u> | <u>-</u> | <u>1,055,957</u> |

12. INDEPENDENT EXAMINER'S REMUNERATION

In 2019, Independent Examiner's remuneration £3,700 (2018: £3,700).

In 2019, there was an additional £2,770 in relation to a VAT review completed.

13. TANGIBLE FIXED ASSETS

| | Improvements to property £ | Fixtures and fittings £ | Computer equipment £ | Totals £ |
|-----------------------|-------------------------------------|----------------------------------|----------------------------|---------------|
| COST | | | | |
| At 1st January 2019 | - | 3,003 | 10,019 | 13,022 |
| Additions | <u>24,706</u> | <u>2,963</u> | <u>8,994</u> | <u>36,663</u> |
| At 31st December 2019 | <u>24,706</u> | <u>5,966</u> | <u>19,013</u> | <u>49,685</u> |
| DEPRECIATION | | | | |
| At 1st January 2019 | - | 3,003 | 9,192 | 12,195 |
| Charge for year | <u>-</u> | <u>593</u> | <u>3,075</u> | <u>3,668</u> |
| At 31st December 2019 | <u>-</u> | <u>3,596</u> | <u>12,267</u> | <u>15,863</u> |
| NET BOOK VALUE | | | | |
| At 31st December 2019 | <u>24,706</u> | <u>2,370</u> | <u>6,746</u> | <u>33,822</u> |
| At 31st December 2018 | <u>-</u> | <u>-</u> | <u>827</u> | <u>827</u> |

**THE BRITISH ACADEMY OF MANAGEMENT
LIMITED**

**Notes to the Financial Statements - continued
for the Year Ended 31st December 2019**

| | | | |
|--|-------------------------|-------------------------|-----------------------|
| 14. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR | | | |
| | | 2019 | 2018 |
| | | £ | £ |
| Trade debtors | | 262,380 | - |
| Other debtors | | 13,908 | 7,301 |
| VAT | | 5,459 | - |
| Prepayments and accrued income | | 136,666 | 146,488 |
| | | <u>418,413</u> | <u>153,789</u> |
| | | | |
| 15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR | | | |
| | | 2019 | 2018 |
| | | £ | £ |
| Trade creditors | | 62,048 | 16,452 |
| Other creditors | | 72,560 | 97,145 |
| Deferred income | | 29,435 | 50,634 |
| Accrued expenses | | 59,903 | 5,101 |
| | | <u>223,946</u> | <u>169,332</u> |
| | | | |
| 16. LEASING AGREEMENTS | | | |
| Minimum lease payments under non-cancellable operating leases fall due as follows: | | | |
| | | 2019 | 2018 |
| | | £ | £ |
| Within one year | | 24,644 | 12,358 |
| Between one and five years | | 155,049 | 6,893 |
| | | <u>179,693</u> | <u>19,251</u> |
| | | | |
| 17. MOVEMENT IN FUNDS | | | |
| | | Net | |
| | At 1.1.19 | movement | At |
| | £ | in funds | 31.12.19 |
| | | £ | £ |
| Unrestricted funds | | | |
| General fund | 1,055,957 | (128,111) | 927,846 |
| Restricted funds | | | |
| ANZAM/BAM Collaborative Research Fund | - | 3,000 | 3,000 |
| | <u>1,055,957</u> | <u>(125,111)</u> | <u>930,846</u> |

17. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

| | Incoming resources £ | Resources expended £ | Movement in funds £ |
|--|----------------------------|----------------------------|---------------------------|
| Unrestricted funds | | | |
| General fund | 796,273 | (924,384) | (128,111) |
| Restricted funds | | | |
| ANZAM/BAM Collaborative Research Fund | 3,000 | - | 3,000 |
| TOTAL FUNDS | <u>799,273</u> | <u>(924,384)</u> | <u>(125,111)</u> |

Comparatives for movement in funds

| | At 1.1.18 £ | Net movement in funds £ | At 31.12.18 £ |
|---------------------------|------------------|----------------------------------|---------------------|
| Unrestricted funds | | | |
| General fund | 1,001,690 | 54,267 | 1,055,957 |
| TOTAL FUNDS | <u>1,001,690</u> | <u>54,267</u> | <u>1,055,957</u> |

Comparative net movement in funds, included in the above are as follows:

| | Incoming resources £ | Resources expended £ | Movement in funds £ |
|---------------------------|----------------------------|----------------------------|---------------------------|
| Unrestricted funds | | | |
| General fund | 712,922 | (658,655) | 54,267 |
| TOTAL FUNDS | <u>712,922</u> | <u>(658,655)</u> | <u>54,267</u> |

**THE BRITISH ACADEMY OF MANAGEMENT
LIMITED**

**Notes to the Financial Statements - continued
for the Year Ended 31st December 2019**

17. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined position is as follows:

| | At 1.1.18 £ | Net movement in funds £ | At 31.12.19 £ |
|--|------------------|----------------------------------|---------------------|
| Unrestricted funds | | | |
| General fund | 1,001,690 | (73,844) | 927,846 |
| Restricted funds | | | |
| ANZAM/BAM Collaborative Research Fund | - | 3,000 | 3,000 |
| | <u>1,001,690</u> | <u>(70,844)</u> | <u>930,846</u> |
| TOTAL FUNDS | | | |

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

| | Incoming resources £ | Resources expended £ | Movement in funds £ |
|--|----------------------------|----------------------------|---------------------------|
| Unrestricted funds | | | |
| General fund | 1,509,195 | (1,583,039) | (73,844) |
| Restricted funds | | | |
| ANZAM/BAM Collaborative Research Fund | 3,000 | - | 3,000 |
| | <u>1,512,195</u> | <u>(1,583,039)</u> | <u>(70,844)</u> |
| TOTAL FUNDS | | | |

18. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31st December 2019 or 2018.