

THE CHARTERED ASSOCIATION OF BUSINESS SCHOOLS

England & Wales · Charity number 1162854

Details

Status Registered

Legal form Other

Company number [RC000880](#)

Registered 2015-07-27

Register [View on the Charity Commission register](#)

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Activities

Objects: 2. THE INSTITUTION'S OBJECTS ('THE OBJECTS') ARE THE ADVANCEMENT OF EDUCATION FOR THE PUBLIC BENEFIT BY:2.1 ADVANCING THE EDUCATION OF THE PUBLIC IN BUSINESS AND MANAGEMENT IN PARTICULAR THROUGH THE PROMOTION OF BUSINESS AND MANAGEMENT EDUCATION, TRAINING AND DEVELOPMENT SO AS TO IMPROVE THE QUALITY AND EFFECTIVENESS OF THE PRACTICE OF MANAGEMENT IN THE UNITED KINGDOM;2.2 DESIGNING AND RUNNING AWARDS ('THE CHARTER AWARDS') PROVIDING PUBLIC RECOGNITION TO BUSINESS SCHOOLS (INCLUDING WITHOUT LIMITATION, BUSINESS SCHOOLS OPERATED BY UNIVERSITIES AND OTHER HIGHER OR EDUCATION INSTITUTIONS AND STANDALONE BUSINESS SCHOOLS) WHICH ASSIST SMALL BUSINESSES TO SUCCEED (AND FOR THESE PURPOSES A SMALL BUSINESS SHALL BE OF A TYPE AND SCALE DETERMINED BY THE MANAGEMENT BOARD (AS HEREINAFTER DEFINED) FROM TIME TO TIME) AND ASSISTANCE BY BUSINESS SCHOOLS TO SMALL BUSINESSES WHICH SHALL INCLUDE, WITHOUT LIMITATION, SUCH BUSINESS SCHOOLS OFFERING SUPPORT AND FACILITIES TO SUCH SMALL BUSINESSES, INCREASING THE FLOW OF STUDENTS AND GRADUATES IN TO SUCH SMALL BUSINESSES AND BUSINESS SCHOOLS HELPING THEIR STUDENTS TO SET UP THEIR OWN BUSINESS PROMOTE EFFECTIVE FORMS OF ORGANISATION ADMINISTRATION TEACHING AND RESEARCH WITHIN INSTITUTIONS DELIVERING UNDERGRADUATE POST-GRADUATE OR POST-EXPERIENCE BUSINESS AND MANAGEMENT EDUCATION AND SUCH OTHER INITIATIVES (?THE INITIATIVES?) APPROVED BY THE COUNCIL (AS DEFINED BELOW) TO SUPPORT SMALL BUSINESSES SUCCEEDING AS AFORESAID; 2.3 PROMOTE RESEARCH ORGANISATIONAL STRUCTURES AND COMMUNICATIONS BETWEEN MEMBERS AND THE PUBLIC AND GOVERNMENT TO ASSIST ITS MEMBERS IN THEIR CONTRIBUTIONS TO SOCIETY AT LARGE;2.4 PROVIDE A FORUM FOR THE EXCHANGE OF IDEAS AND STIMULATE DISCUSSION ON THE ROLE OF BUSINESS AND MANAGEMENT EDUCATION;2.5 ORGANISE AND FACILITATE THE DEVELOPMENT OF THE COMPETENCE OF ALL ACADEMIC AND ADMINISTRATIVE STAFF OF THE MEMBER ORGANISATIONS; AND 2.6 CARRY OUT ANY OTHER ROLE IN THE NATURE OF ASSISTANCE, PROMOTION, INVESTIGATION AND EXCHANGE OF INFORMATION ABOUT BUSINESS MANAGEMENT EDUCATION TRAINING AND DEVELOPMENT GENERALLY.

Activities: THE ADVANCEMENT OF EDUCATION FOR THE PUBLIC BENEFIT BY ADVANCING THE EDUCATION OF THE PUBLIC IN BUSINESS AND MANAGEMENT IN PARTICULAR THROUGH THE PROMOTION OF BUSINESS AND MANAGEMENT EDUCATION, TRAINING AND DEVELOPMENT SO AS TO IMPROVE THE QUALITY AND EFFECTIVENESS OF THE PRACTICE OF MANAGEMENT IN THE UNITED KINGDOM.

Classification

- **How:** Acts As An Umbrella Or Resource Body
- **What:** Education/training
- **Who:** The General Public/mankind

Geography

- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-06-30	£18,259,293	£18,722,296	£1,864,309	55
2024-06-30	£17,920,982	£17,834,513	£2,372,709	49
2023-06-30	£24,347,361	£24,144,783	£2,286,240	40
2022-06-30	£17,669,370	£17,456,161	£2,066,647	24
2021-06-30	£10,801,609	£10,412,251	£1,853,438	13

Trustees

Name	Role	Appointed
Professor Stewart Leslie Robinson	Chair	2023-11-13
PROFESSOR BABACK YAZDANI CCMI		2008-10-20
Professor Adam Philip Shore		2023-11-13
Professor Catherine Robinson		2024-11-04
Professor Conor Moss		2023-11-13
Professor Edgar Meyer		2024-11-04
Professor Fatima Annan-Diab		2024-11-04
Professor Hannah Holmes		2024-11-04
Professor Marian Garcia		2022-11-07
Professor Mohammad M Ali		2019-11-04
Professor Sankar Sivarajah		2022-11-07
Professor Steven Michael Wood		2025-11-10

THE CHARTERED ASSOCIATION OF BUSINESS SCHOOLS

England & Wales - Charity number 1162854

Accounts

**The Chartered Association
of Business Schools**

**Annual Report and Financial
Statements**

30 June 2025

Charity Registration Number 1162854

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Reference and administrative details

Members of the Council (Trustees)	Professor Mohammad Ali (Vice-Chair) Professor Fatima Annan-Diab Professor Julia Bennell Professor Marian Garcia Professor Hannah Holmes Professor Edgar Meyer Professor Conor Moss Professor Catherine Robinson Professor Stewart Robinson (Chair) Professor Adam Shore Professor Sankar Sivarajah (Treasurer) Professor Baback Yazdani
Secretary to the Council	Laura Paterson (until 30 September 2024) Dixa Patel (Appointed 2 June 2025)
Chief Executive	Flora Hamilton
Registered and operational office	3 rd Floor 40 Queen Street London EC4R 1DD
Telephone	020 7236 7678
E-mail	enquiries@charteredabs.org
website	www.charteredabs.org
Charity registration number	1162854
Auditor	Buzzacott Audit LLP 130 Wood Street London EC2V 6DL
Lawyers	Penningtons Manches Cooper LLP 125 Wood Street London EC2V 7AW

Reference and administrative details

Bankers

NatWest
38 The Strand
London
WC2N 5JB

CAF Bank Ltd
25 Kings Hill Avenue
Kings Hill
West Malling
Kent
ME19 4JQ

Investment managers

CCLA Investment Management
1 Angel Lane
London
EC4R 3AB

The Council presents its annual report and audited financial statements for the year ended 30 June 2025 for The Chartered Association of Business Schools (“the Charity” or “the Association”).

The financial statements have been prepared in accordance with the accounting policies set out on pages 26 to 30 of the attached financial statements and comply with the charity’s Royal Charter, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), effective from accounting periods commencing 1 January 2019 or later.

Introduction

The Chartered Association of Business Schools advances the education of the public in business and management in particular through the promotion of management education, training and development so as to improve the quality and effectiveness of management in the United Kingdom.

Objectives and activities

As articulated in the Royal Charter, the Association’s objective is the advancement of education for the public benefit by:

- ◆ advancing the education of the public in business and management in particular through the promotion of business and management education, training and development so as to improve the quality and effectiveness of the practice of management in the United Kingdom;
- ◆ designing and running awards (“the Charter Awards”) providing public recognition to business schools which assist small businesses to succeed;
- ◆ promoting research, organisational structures and communications between members and the public and Government to assist its members in their contributions to society at large;
- ◆ providing a forum for the exchange of ideas and stimulating discussion on the role of business and management education; and
- ◆ organising and facilitating the development of the competence of academic and administrative staff of the member organisations.

Our mission:

Supporting and championing business schools for the benefit of business and society.

The members of the Council confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Association's objectives and aims and in planning future activities.

We deliver our mission through:

Lobbying and Advocacy

Building relationships with key stakeholders to promote awareness of the economic and societal impact of business school research and education.

Developing Capacity

Creating spaces for members to develop talent and share experiences of best practice in business school research, teaching, knowledge exchange, and leadership.

Building Knowledge and Understanding

Gathering data, conducting impactful research and sharing insights that support our members to understand the world in which they operate.

Our priorities for 2025-26:

Securing the financial sustainability of the UK's business schools to ensure that they continue to drive positive impact on the economy and society: Supporting members and advocating for fit-for-purpose policy development to maintain the contribution of business schools.

Accelerating business productivity and growth for the benefit of the UK economy: Developing capacity and promoting the role business schools play in improving business performance, in particular SMEs.

Review of activities in 2024-2025

Lobbying and advocacy

In the past 12 months we have been actively lobbying and representing our members on our priorities following the general election and in response to numerous policies announced throughout the year.

Review of activities *(continued)*

Lobbying and advocacy *(continued)*

In our advocacy work around international students and immigration policy, we have had dialogue with the Secretary of State for Education and the Minister for Skills on our positions in support of the Graduate Route visa, with letters also sent to the Home Secretary, Business Secretary, and to education ministers in the devolved nations. We also wrote to No.10 to advocate for exemptions to the Dependents' visa ban. We have launched our International Students Taskforce to undertake a programme of research and advocacy which will deliver in the following year.

On apprenticeships and the Growth & Skills Levy, we worked with the CMI, CBI, UUK and large employers as part of the High Level Skills Working Group to lobby for exemptions to the level 7 cuts and defend level 6 apprenticeships. This included dialogue with Minister for Skills on the value of management apprenticeships to economic growth and social mobility.

We also responded to the Growth & Skills Apprenticeship Levy consultation advocating for the continuation of funding for level 7 apprenticeships.

This year we have also built positive relations with the Welsh Government and Skills Development Scotland, creating opportunities for engagement on issues specific to higher education in the devolved nations.

For our advocacy work around our priority on 'accelerating business productivity and growth for the benefit of the UK economy', we ran a national campaign connected to the tenth anniversary of the Small Business Charter. This included writing to every MP after the general election highlighting the value of SBC schools to local economic growth. 12 MPs visited their local SBC business school throughout the year and we've had frequent dialogue with the Minister for Small Business and with officials at the Department for Business & Trade (DBT). We convened a roundtable with DBT and SBC members on the role business schools can play in the Government's Small Business Plan.

We also delivered a new initiative – the Management Publication of the Year – in collaboration with the CMI and British Academy of Management. The prize was established to highlight research and thought leadership that can shape real-world change, and was won by Professor Elisabeth Kelan for her book "Men Stepping Forward: Leading Your Organization on the Path to Inclusion".

Development Programmes

Our Development Programmes remain popular because they are useful for both the individual participants and the member school. This year we launched two new programmes namely: the Development Programme for Directors of International and the Professional Services Leadership Programme.

In 2024-25 the Deans' & Directors' Development Programme (3DP) was facilitated by Professor Julia Clarke; the Leaders in Learning & Teaching Development Programme (LLT)

was facilitated by Professor Sally Everett; the Development Programme for Directors of Research (DPDOR) which is run in partnership with the British Academy of Management was facilitated by Professor Abigail Marks; and the Executive Education Leadership Programme (EELP) was facilitated by Tim Sellick. The Development Programme for Directors of International was facilitated by Scott Bambrick. The Professional Services Leadership Programme was facilitated by David Meech-Mazumdar, David Stannard and Merrill Jones. We are grateful to all our facilitators for the brilliant job they do in creating such stimulating environments for development.

Conferences

The 2024 Chartered ABS Annual Conference took place in London in November. As our flagship event, it brought together Deans and senior leaders from UK business schools alongside key stakeholders from government and industry. The conference continues to serve as an essential forum for strategic discussion and sector-wide collaboration. The Professional Managers Annual Conference (PMAC 2025) took place in Liverpool in February and brought together Heads of Professional Services and senior professional services staff working in, and for, UK business schools. The Learning, Teaching & Student Experience Conference (LTSE 2025) was held in Nottingham in May. The conference once again delivered an outstanding programme, with high-quality sessions and a uniquely supportive atmosphere that fosters open dialogue and the sharing of innovative practice.

Other events

While demand for smaller in-person events remained subdued in 2024/25 (largely due to continued budget constraints across member institutions) we delivered a number of impactful events that supported learning, discussion and connection across our community. These included the biannual Executive Education Symposia (December 2024 and June 2025), a dedicated event on REF 2029 for research leaders, and a symposium for international leads focused on emerging transnational education opportunities.

In June 2025, we hosted the Small Business Charter Annual Conference and Summer Reception, bringing together SBC-accredited schools to share best practice and explore future developments.

Alongside our paid-for events, we have continued to offer free online Community Meetings including Deans and the CMBE community. These remain an important vehicle for peer exchange and engagement across the membership.

Committee work

We currently support around 40 committee meetings each year, held by our thirteen committees and our Race Equality Action Group. Over 140 people representing over 80 of our member institutions sit on these groups, and each of the committees report into Council.

Review of activities *(continued)*

Publications

2024/25 saw the launch of our interactive Tableau Public dashboards to accompany our annual publications on Research Income for Business & Management and 'Graduate Outcomes' for Business & Management both of which use HESA data. These dashboards give users the opportunity to explore and interact with our published work in more depth and we intend to build on this initiative further next year to keep enhancing the benefits offered to members.

Also, in the year we continued with our 'Pulse Surveys' initiative which consists of a series of short policy-focused surveys looking at issues such as the impact of policy changes on international student recruitment and business school resourcing. These surveys along with our Annual Membership Survey have been instrumental in generating the evidence we need to lobby to Government on the policy issues which have greatest strategic impact on our members. We have also begun to track enrolments for programmes with a January start which offers members another useful insight.

Certified Management & Business Educator (CMBE)

In May 2025, the Certified Management & Business Educator (CMBE) scheme marked its sixth anniversary, with subscribers now in 80% of UK business schools and nearly 30 countries worldwide. More than 40 institutions globally hold an institutional subscription, reflecting strong and growing demand for structured CPD in business and management education. Recent developments include a refreshed value proposition, new international partnerships, and enhanced community support (backed by planned investment in a dedicated CMBE Community Manager in 2025-26). As the scheme evolves, the focus remains on strengthening engagement, showcasing impact, and supporting educators to develop their teaching practice and careers.

Small Business Charter

This year we celebrated the Charter's 10th anniversary with a campaign to support our mission - empowering small business success through our network of expert business schools.

Collaborating with our members across the nations, we invited government, policy makers and stakeholders to events in Belfast, Cardiff and Glasgow and hosted the second Lord Young Talk in Milton Keynes.

Activities concluded in June with SBC's inaugural Annual Conference and Summer Reception in London where we published the results of the SBC SME Alumni Survey, charting the impact member schools have on individual small businesses.

Schools were also encouraged to use the anniversary year to invite their local MPs to find out more about the valuable work they do with their local business communities.

Review of activities *(continued)*

Small Business Charter *(continued)*

Playing a key role in these activities was our newly appointed Chair Byron Dixon OBE, Founder and CEO of Micro-Fresh Ltd, who took over from outgoing Chair Michael Hayman MBE, in January.

Help to Grow: Management Course

The Chartered ABS is in its fifth year of delivering the Help to Grow: Management Course. The course is now available via 62 member schools with the Small Business Charter across the UK, widening access for small business leaders in all four nations.

By 31 March 2025, business schools had delivered, or started to deliver, a total of 617 cohorts. In data published by the Department for Business and Trade in May 2025, a total of 11,850 small business leaders had enrolled on the programme as of the 31 March 2025.

During 2024, the development and management of the Help to Grow: Management Alumni programme continued to grow. In 2024-25, Chartered ABS delivered the third annual Alumni conference, seven regional events for the alumni, and thirteen webinars.

Delivery of the Help to Grow: Management Course enables SBC accredited member schools to build relationships with small business leaders in the regions and nations where they operate. It also provides opportunities for further engagement through student placements, research positions and Knowledge Transfer Partnerships. In the most recent evaluation research produced by Ipsos, it was reported that 91% of small business leaders would recommend the course to a peer; an excellent endorsement of the quality of the curriculum and its delivery by SBC member business schools.

Help to Grow: Management Essentials

In April 2024 Chartered ABS launched Help to Grow: Management Essentials, a free, online small business leadership course available to every SME via the SBC website. There is no eligibility criteria so sole traders, aspiring leaders, and more experienced leaders can all access the self-guided course.

Developed by the team of SME experts that created the Help to Grow: Management Course, Essentials consists of 17 bite-sized videos and supporting resources to help participants think about the future of their business. The content is split into 3 modules. It starts by helping the business leader analyse their business and its potential, moves on to provide a foundation in the key business functions, and concludes with a focus on mindset and entrepreneurial leadership skills to support the business leader in setting and achieving their goals. Essentials provides an excellent introduction to the ideas explored more fully in the 12-week Help to Grow: Management Course.

Media coverage

The Chartered ABS, Small Business Charter and Help to Grow: Management has collectively been covered over 750 times in the press. The coverage includes our advocacy work in support of our priorities, as well as awareness-raising placement as part of the national campaign for the Help to Grow: Management course. Media titles have included the Financial Times, The Times, Daily Express, The Scotsman and Wonkhe.

Digital communications including website and newsletters

We have seen strong engagement and growth across our channels. Our webpages outside of the Academic Journal Guide received approximately 300,000 page views. Our LinkedIn channels have seen a considerable growth in reach with the Chartered ABS now having over 11,000 followers, the Small Business Charter 6,000 followers, and the new CMBE channel at 1,500 followers. Our database stands at around 100,000 contacts, representing a rich resource for engagement and advocacy in the UK and globally.

Academic Journal Guide

The 2024 edition of the Academic Journal Guide was published in autumn 2024. It is already on track to exceed the total number of registrations received for AJG 2021 which is a testament to the Guide's growing popularity. Its international user base is growing, accounting for over two-thirds of AJG 2024 registrations and is helping to generate global visitors to the Chartered ABS website. The 2024 edition of the AJG features significantly richer datasets on the journals listed than in previous editions, giving users more options in deciding which journals to read or to target for publication. This includes the extent to which a journal features content related to the UN Sustainable Development Goals or has had impact within the policy realm. We will seek feedback on these contextual metrics as we begin planning for the 2027 edition of the AJG.

Equity, Diversity and Inclusion

Equity, diversity and inclusion are important to us and we actively promote our strategic principles on inclusion. These principles are embedded in our work and activity and promoted to our members. Sessions and workshops on EDI have been a feature at all of our major conferences this year. Our jointly published "Guide to Running Inclusive Events" has influenced practice in other disciplines and continues to inform our approach to the events, programmes and meetings that we coordinate. Two Chartered ABS Fellowships were awarded to Professor Sally Everett of Kings College University and Dr Maria Hussain of the University of Leeds in recognition of their contribution to EDI within our membership.

Committee reports

Apprenticeships Committee

The Committee has provided invaluable support developing our policy positions and supporting our advocacy during a critical year for apprenticeships policy due to the Growth & Skills Levy reform and the defunding of Level 7 apprenticeships. The committee welcomed

some new members during the year and co-hosted a Symposium at the end of the year exploring plans for business schools beyond the Level 7.

Academic Journal Guide Management Committee

The AJG Management Committee provided guidance to the final stages of the assessment process for the AJG 2024 as per its governance remit. It also provided input to the dissemination activities for AJG 2024, plans for future innovations to the Guide, and reforms to further strengthen the governance around the Guide's operations.

Audit and Risk Committee

This new Committee was established by the Council towards the end of the financial year. They have been established to work with the leadership team to review key areas of risk (business continuity, revenue, reputation, operations, and unexpected costs) and report into the Council.

Equity, Diversity and Inclusion (EDI) Committee

The Committee monitored the development and supported the launch of the book partnership between Chartered ABS and Sage on Diversity, Equity and Inclusion in Business and Management in May 2025. It was also successful in securing the award of two Chartered ABS Fellowships to Professor Sally Everett of Kings College University and Dr Maria Hussain of the University of Leeds for their outstanding contributions to business schools in the field of equity, diversity and inclusion in May 2025. The Committee held its annual member workshop on Inclusive Curriculums in April 2025. Over the course of the year, the Committee also monitored the progress of the Chartered ABS funded research project into Equity & Inclusivity in Business Schools.

Executive Education Committee

The Committee organised one Symposia in November 2024 and co-hosted another in June 2025 with the Apprenticeships Committee. The committee's survey of SME clients' development needs was put in the field in June and will be written up into a report in the Autumn of 2025.

International Committee

The International Committee provided further input to the research and policy analysis of the Chartered ABS taskforce for international students which is designed to ensure that the UK's competitive position in the market for international students can be maintained and enhanced. The International Committee also published a policy statement with good practice principles for Transnational Education (TNE) partnerships which supports the wider work of the Chartered ABS in this area. Committee members also helped shape the new International Leads Development Programme which launched in October 2024 and the programme for the symposium event on International Student Mobility and TNE held in June 2025.

Committee reports *(continued)*

Learning, Teaching and Student Experience (LTSE) Committee

The LTSE Committee played a key role in shaping the 2025 LTSE conference (19-20 May, Nottingham), refining submission processes, reinstating poster presentations, and promoting student involvement. Members informed policy work on the Growth & Skills Levy and supported the Leaders in Learning and Teaching development programme. The committee also advised on broadening the Chartered ABS's engagement with the wider learning and teaching community.

Membership and Fellowships Committee

The Committee oversaw the applications and reviews of 3 new members. The Committee led the review of multiple nominations for Chartered ABS Fellowships. Five Fellowships were awarded at the Annual Conference (Robert MacIntosh, Catherine Cassell, Tim Vorley, Heather McLaughlin, Michael Hayman) and, for the first time, two were awarded at the LTSE Conference where Sally Everett and Maria Hussain were recognised for their contribution equity, diversity and inclusion.

Policy Committee

The Policy Committee has actively supported us to keep our policy positions up-to-date in a rapidly changing policy environment throughout the year. They have helped us to develop our pulse surveys which have become a key advocacy asset. The committee authored a draft supplement in response to Universities UK's Blueprint, which was published in the summer of 2025.

Professional Managers Committee

The Professional Managers Committee successfully launched the Professional Services Leadership Programme (PSLP), supporting 17 participants from across the UK. The committee shaped the PMAC 2025 conference, incorporating themes such as people development, AI, and cost-efficiency. It began planning for future iterations of the PSLP and considered launching functional networks to support specific roles across professional services.

Research Committee

The Research Committee shaped the programme of the Research Excellence Framework (REF) 2029 Symposium event held in York in March 2025 which featured sessions on the People, Culture and Environment pilot scheme, how to successfully lead interdisciplinary research projects, and guidance on people management during preparations for REF 2029. The committee continues to examine issues around research culture in business schools and how they can be more effective in articulating and demonstrating their capabilities in innovation and interdisciplinary research.

Committee reports *(continued)*

Remuneration Committee

The Remuneration Committee, which is responsible for, inter alia, the levels of salaries of the Chief Executive and other Chartered ABS staff, has conducted its business to enable it to consider all pertinent items in making its decisions this year.

Scholarships Committee

We did not tender any new commissioned research projects in 2024/25. Funds have been allocated to support the research of the International Students Taskforce which is likely to require external support.

Scottish Committee

The Committee functions as a valuable network for the Deans of the Scottish schools and a channel to develop understanding and positions on Scottish higher education funding and policy. The Committee met twice this year and helped facilitate a meeting with the Skills Development Scotland.

Financial review

Results for the period

A summary of the Association's results for the period is given in the statement of financial activities on page 23 of this annual report and financial statements.

The total income for the year was £18,259,293 compared to £17,875,573 in the prior year. The increase in the income is due to Government funded programmes delivered through the Help to Grow: Management, under restricted funds.

The total expenditure for the year was £18,722,296 compared to £17,834,513 in the prior year. This increase is due to increased expenditure under unrestricted expenditure driven by the expansion of middle management roles and increased investment in HR consultancy and professional services aimed at de-risking the organisation.

In addition to the above, investment loss of £45,397 (2024: gain of £45,409) were experienced, resulting in a planned deficit of £508,400 for the year (2024: surplus of £86,469), still leaving the Chartered ABS in a healthy financial position at year end

Financial position

The total net assets of the Chartered Association at 30 June 2025 were £1,864,309 (2024: £2,372,709), which were represented by unrestricted funds of £1,389,919 (2024: £1,693,738) and restricted funds of £474,390 (2024: £678,971).

Financial review *(continued)*

Reserves policy

The intention of the Council is for the Chartered ABS to have reserves to cover between nine and 12 months, preferably towards the higher end. In this calculation we exclude the Government funded programme costs, as these are fully funded through the programmes. However, the standard SBC activities are included within the policy. In essence this means we are looking to hold between £1.15m and £1.5m. As at 30 June 2025, the Association's free reserves were £1,167,696. The purpose of reserves is to ensure we are able to withstand any financial shocks and to provide funds to cover expenditure we are planning to make, especially in terms of staff and premises.

Council has determined to considerably increase the amount we spend on research through scholarships and commissioned work. We have expanded the research team internally and have plans to commission research into both Knowledge Exchange in business schools, and the effectiveness of activities around EDI within our member schools.

It is the intention for the SBC restricted funds to represent 75% to 100% of annual income, which we are now much closer to.

Fundraising

Charity did not undertake any fundraising activity during 2024-25 financial year and there were no complaints received during the period.

Investment Policy and Performance

In 2019 Council selected to place some of our reserves in a charity investment fund with CCLA.

The Chartered ABS will use the investment return to fund activities of the Association for the benefit of its members and in line with the strategy as determined by the Council. It is acknowledged that the principal risk to perpetual reserves such as these is inflation. The policy is to ensure the real value of our reserves are maintained as a minimum and the investment portfolio is actively measured against CPI.

Governance, structure and management

Governance

The Chartered Association of Business Schools is governed by a Council whose members are drawn from the voting members of our member business schools. Members are elected annually at the Chartered ABS Annual General Meeting, held in November, with approximately one third of the Council stepping down after their three-year terms each year. The Royal Charter and Bye-Laws of The Chartered Association of Business Schools, its incorporating document, lays down the powers, authorities and responsibilities of the Council.

Members of the Council

Members of the Council (who are also trustees of The Chartered Association of Business Schools for the purposes of charity law) who served during the period and up to the date of this report were:

Professor Mohammad Ali	
Professor Fatima Annan-Diab	Appointed November 2024
Professor Julia Bennell	
Professor Catherine Cassell	Resigned September 2024
Professor Marian Garcia	
Professor Hannah Holmes	Appointed November 2024
Professor Robert MacIntosh	Resigned September 2024
Professor Edgar Meyer	Appointed November 2024
Professor Conor Moss	
Professor Eleanor Shaw	Resigned September 2024
Professor Kamil Omoteso	Resigned November 2024
Professor Catherine Robinson	Appointed November 2024
Professor Stewart Robinson	
Professor Sankar Sivarajah	
Professor Adam Shore	
Professor Baback Yazdani	

In addition to the above elected members, David Meech Mazumdar, Professor Yanguo Jing and Professor Shirley Rate serve as co-opted members.

Elections were held in October 2024 to fill the vacancies arising from the above end of terms of office of some members.

Governance, structure and management *(continued)*

Induction and training of Council members

Newly appointed Council members, whether elected or co-opted, are provided with an induction pack, which includes the Charter and Bye-Laws, the Charity Commission's guide to responsibilities of trustees ('The Essential Trustee (CC3)'), terms of reference and the latest minutes of the Council and the most recent annual report and financial statements.

All Council members have been provided with a copy of the SORP (FRS 102) which contains the reporting requirements applicable to the financial statements of charities. Council members also have open access to the Secretary to the Council and the senior staff for advice and information.

Governance arrangements

The Council has fourteen committees: Apprenticeships; Academic Journal Guide; Audit and Risk; Equality, Diversity and Inclusion; Executive Education; International; Learning, Teaching and Student Experience; Membership and Fellowship; Policy; Professional Managers; Research; Remuneration; Scholarships; and Scottish. The Council members receive reports of all committee activity and also the activities of the Race Equality Action Group. The terms of reference for all committees are established by the Council and available on the Chartered ABS website.

Small Business Charter (SBC)

The SBC has its own Management Board, although the annual budget is approved by Council. Within the financial statements the SBC funds are treated as restricted funds.

CMBE Professional Standards Board

The CMBE Professional Standards Board contributed to the implementation of the CMBE growth strategy, supported a value proposition review, and advised on subscriber engagement. The Board revised its Terms of Reference, welcomed new members, and began recruitment for additional academic and non-academic representatives. It provided feedback on CPD audit processes, subscriber communications, and plans to strengthen community engagement. The Board also considered international expansion, the development of ambassador roles, and improvements to the CPD platform.

Responsibilities of staff

The Chief Executive is appointed by the Council and has full executive authority for the management of the Association and its staff, as well as devising and recommending to Council suitable strategies and policies and implementing the plans and budgets approved by the Council.

Governance, structure and management *(continued)*

Key management personnel

Since July 2023, the key management personnel has comprised of Flora Hamilton as CEO, Barney Roe as Deputy CEO & Director of External Relations, Oliver Lowe as Director of Professional and Programme Development and Roxanne Nazrudeen as Help to Grow Management Programme Director.

Further details of transactions with Council members are disclosed in note 11.

Statement of responsibilities of Council members

The Council members, who are trustees under charity law, are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the Council to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the Council is required to:

- ◆ select suitable accounting policies and then apply them consistently;
- ◆ observe the methods and principles of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102);
- ◆ make judgments and estimates that are reasonable and prudent;
- ◆ state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements. In considering whether it is able to make this statement, in the light of the specificity of charity accounting requirements, Council takes advice from the management of The Chartered Association of Business Schools and the Auditor; and
- ◆ prepare the financial statements on a going concern basis unless it is inappropriate to assume that the Association will continue on that basis.

The Council members are responsible for keeping adequate accounting records that are sufficient to show and explain the Association's transactions and disclose with reasonable accuracy at any time the financial position of the Association and to enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008, and The Chartered Association of Business School's Charter and Bye-Laws. The Council is also responsible for safeguarding the assets of the Association and

hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Council is responsible for the maintenance and integrity of the financial information on the Association's website. Legislation in the United Kingdom governing the preparation and dissemination of the financial statements may differ from legislation in other jurisdictions.

The members of the Council confirm that as far as they are aware, there is no relevant audit information of which the Association's auditor is unaware. They have taken all the steps that they ought to have taken as Council members in order to make themselves aware of any relevant audit information and to establish that the Association's auditor is aware of that information.

Risk management

During Council meetings, the Council regularly assesses the major risks to which the Association is exposed, in particular those relating to business continuity, revenue, reputation, operations, and unexpected costs. The Council have also created an Audit & Risk Committee to provide further oversight and to work with the leadership team on the key risks such as the cessation of the Help to Grow: Management programme, poor staff retention, the CMBE subscription system, internal financial processes and the governance review for the Small Business Charter. The trustees believe that by monitoring reserve levels, by ensuring controls exist over key financial systems, and by examining the operational and business risks faced by the Association, they have established effective systems to mitigate those risks.

As in any membership organisation there is a risk of loss of membership income. Our exposure to this risk is heightened with mounting financial strain on institutions within the membership. Our public affairs activity, regular member engagement, high quality events and reports, as well as our growth strategy for the years ahead, are designed to support and retain existing members and mitigate against the risk of losing any members.

Approved by the Council and signed on its behalf by:



Professor Stewart Robinson
Chair

Approved by the Council on: 25 September 2025

Independent auditor's report to the members of The Chartered Association of Business Schools

Opinion

We have audited the accounts of The Chartered Association of Business Schools (the 'charity') for the year ended 30 June 2025 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, the principal accounting policies and the notes to the accounts. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- ◆ give a true and fair view of the state of the charity's affairs as at 30 June 2025 and of its incoming resources and application of resources for the year then ended;
- ◆ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ◆ have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the accounts section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the accounts in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the accounts, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the accounts is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the accounts are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, including the Report of the Council, other than the accounts and our auditor's report thereon. The Council Members are responsible for the other information contained within the annual report. Our opinion on the accounts does not cover the other information and we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the accounts or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the accounts themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report. We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- ◆ the information given in the report to the Council is inconsistent in any material respect with the accounts; or
- ◆ sufficient accounting records have not been kept; or
- ◆ the accounts are not in agreement with the accounting records; or
- ◆ we have not received all the information and explanations we require for our audit.

Responsibilities of Council members

As explained more fully in the statement of responsibilities of the Council members, the Council members are responsible for the preparation of the accounts and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of accounts that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Council members are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either

intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these accounts.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- We identified the laws and regulations applicable to the charity through discussions with management, and from our knowledge and experience of the sector;
- We focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charity, including the Charities Act 2011 and data protection legislation;
- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- The identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- Making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- Performed analytical procedures to identify any unusual or unexpected relationships;
- Tested journal entries to identify unusual transactions;
- Assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias; and
- Performed substantive testing of expenditure including authorisation thereof.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- Agreeing financial statement disclosures to underlying supporting documentation;
- Reading the minutes of Council meetings; and
- Enquiring of management as to actual and potential litigation and claims, including inspecting the relevant correspondence from regulators and advisors;

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the accounts is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Independent auditor's report Year ended 30 June 2025

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. 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 auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Buzzacott Audit LLP
Statutory Auditor
130 Wood Street
London
EC2V 6DL

Buzzacott Audit LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

29 September 2025

Statement of financial activities Year ended 30 June 2025

	Notes	Unrestricted funds £	Restricted funds £	2025 Total funds £
Income				
Charitable activities	1	1,556,592	16,650,998	18,207,590
Investment income		51,703	—	51,703
Total income		1,608,295	16,650,998	18,259,293
Expenditure				
Charitable activities	2	1,866,717	16,855,579	18,722,296
Total expenditure		1,866,717	16,855,579	18,722,296
Net expenditure before losses on investments		(258,422)	(204,581)	(463,003)
Losses on revaluation of investments	7	(45,397)	—	(45,397)
Net movement in funds		(303,819)	(204,581)	(508,400)
Reconciliation of funds				
Fund balances at 1 July 2024		1,693,738	678,971	2,372,709
Fund balances at 30 June 2025	18	1,389,919	474,390	1,864,309

The charity has no recognised gains and losses in the period other than those shown above.

	Notes	Unrestricted funds £	Restricted funds £	2024 Total funds £
Income				
Charitable activities	1	1,658,406	16,172,377	17,830,783
Investment income		44,790	—	44,790
Total income		1,703,196	16,172,377	17,875,573
Expenditure				
Charitable activities	2	1,792,006	16,042,507	17,834,513
Total expenditure		1,792,006	16,042,507	17,834,513
Net expenditure/income before gains on investments		(88,810)	129,870	41,060
Gains on revaluation of investments	7	45,409	—	45,409
Net movement in funds		(43,401)	129,870	86,469
Reconciliation of funds				
Fund balances at 1 July 2023		1,737,139	549,101	2,286,240
Fund balances at 30 June 2024	18	1,693,738	678,971	2,372,709

Balance sheet 30 June 2025

	Notes	2025 £	2024 £
Fixed assets			
Tangible fixed assets	6	41,002	43,798
Investments	7	1,053,115	1,098,512
		1,094,117	1,142,310
Current assets			
Debtors	8	2,001,776	3,971,067
Cash at bank and in hand		839,903	1,249,317
		2,841,679	5,220,384
Liabilities:			
Creditors: amounts falling due within one year	9	(2,071,487)	(3,989,985)
Net current assets		770,192	1,230,399
Total net assets		1,864,309	2,372,709
The funds of the charity:			
Unrestricted funds:			
. General funds		1,167,696	1,423,322
- Tangible fixed assets fund	14	41,002	43,798
. Designated funds	15	181,221	226,618
Restricted funds	13	474,390	678,971
	16	1,864,309	2,372,709

Approved by the Council
and signed on their behalf by:



Professor Stewart Robinson
Chair

Approved on: 25 September 2025

Statement of cash flows Year ended 30 June 2025

	Notes	2025 £	2024 £
Cash flows from operating activities:			
Net cash (used in) operating activities	A	(396,959)	(3,791,590)
Cash flows from investing activities:			
Purchase of fixed assets		(12,455)	(13,889)
Purchase of investments		—	(1,097,166)
Sale of investments		—	597,166
Net cash used in investing activities		(12,455)	(513,889)
Change in cash and cash equivalents in the year		(409,414)	(4,305,479)
Cash and cash equivalents at 1 July	B	1,249,317	5,554,796
Cash and cash equivalents at 30 June	B	839,903	1,249,317

Notes to the statement of cash flows for the year ended 30 June:

A Reconciliation of net movement in funds to net cash provided by operating activities

	2025 £	2024 £
Net movement in funds (as per the statement of financial activities)	(508,400)	86,469
Adjustments for:		
Depreciation charge	15,251	12,600
Gains on investments	45,397	(45,409)
(Increase)/decrease in debtors	1,969,291	(1,024,256)
(Decrease) in creditors	(1,918,498)	(2,820,994)
Net cash provided by (used in) operating activities	111,441	(3,878,059)

B Analysis of cash and cash equivalents

	2025 £	2024 £
Total cash and cash equivalents: Cash at bank and in hand	839,903	1,249,317

Analysis of changes in net debt

	At 1 July 2024 £	Cash flows £	At 30 June 2025 £
Cash at bank and in hand	1,249,317	(409,414)	839,903

Principal accounting policies Year ended 30 June 2025

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are laid out below.

Basis of preparation

These financial statements have been prepared for the year ended 30 June 2025 and are presented in sterling and rounded to the nearest pound.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS 102.

Critical accounting estimates and areas of judgement

Preparation of the financial statements requires the Council and management to make significant judgements and estimates.

The items in the financial statements where these judgements and estimates have been made include:

- estimating the useful economic life of tangible fixed assets for the purpose of determining the annual depreciation charge;
- allocating support costs across charitable activities; and
- estimating the value of gifts in kind received during the year.

Assessment of going concern

The Council have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The Council have made this assessment in respect to a period of one year from the date of approval of these financial statements.

The Government funded programme Help to Grow: Management provides significant cash flow, although does not have an impact on the bottom line as the majority of the funds flow through to the business schools delivering the course. Funds that remain within the Chartered ABS are only to cover our costs.

Assessment of going concern *(continued)*

The Council members have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. They are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due. The most significant areas of judgement that affect items in the financial statements are detailed above.

Income recognition

Income is recognised in the period in which the charity has entitlement to the income, the amount of income can be measured reliably and it is probable that the income will be received. Income is recognised on an accruals basis.

Income comprises membership fees, income from conferences and events in relation to the Small Business Charter, application and renewal fees, grant income and donations.

Grants are recognised when the charity has confirmation of both the amount and settlement date. In the event that a grant is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period. Where such grants are funded in arrears, the income is recognised when it is probable that those conditions will be fulfilled in the reporting period, being once the costs have been incurred.

Investment income from listed investments is recognised when received. Gifts in Kind are recognised at the market value of the service or product, being the value as advertised on third party websites. This usually consists of room hires, pro-bono work and salesforce licenses.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to make a payment to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

Expenditure comprises solely of expenditure on charitable activities, which consists of the costs of providing education training to members, running conferences and events, administering the Small Business Charter and running Government grant funded programmes.

Allocation of support and governance costs

Support costs, including governance costs, represent the indirect charitable expenditure incurred in carrying out the primary purposes of the charity. Such costs include the provision of office services and equipment and the public accountability of the charity (including audit costs).

Support costs are apportioned between charitable activities on the basis of staff time spent on each activity.

Pension costs

Retirement benefits to employees of the charity are provided by either the Teachers' Pension Scheme ('TPS'), a defined benefit scheme, or a defined contribution scheme provided by AVIVA. The TPS is closed to new employees.

The TPS is an unfunded scheme, and contributions are calculated so as to spread the cost of pensions over employees' working lives with the charity in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. TPS is a multi-employer scheme and as the charity is unable to identify its share of the underlying (notional) assets and liabilities of the scheme, it has taken advantage of the exemption in FRS 102 and has accounted for the contributions to the scheme as if it were a defined contribution scheme.

The contributions in respect of the defined contribution scheme with AVIVA are recognised in the financial statements in the year which they are payable to the scheme.

Tangible fixed assets

All assets costing more than £1,000 and with an expected useful life exceeding one year are capitalised. Depreciation is provided at the following annual rates in order to write off the cost of each asset over its estimated useful life:

- Office furniture - 5 years
- Furniture and fixtures - 4 years

Fixed asset investments

Listed investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price.

The charity does not acquire put options, derivatives or other complex financial instruments.

The main form of financial risk faced by the charity is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment

Principal accounting policies Year ended 30 June 2025

risk, and changes in sentiment concerning equities and within particular sectors or sub sectors.

Realised gains (or losses) on investment assets are calculated as the difference between disposal proceeds and their opening carrying value or their purchase value is acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value at that date. Realised and unrealised investment gains (or losses) are combined in the statement of financial activities and are credited (or debited) in the year in which they arise.

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition.

Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Fund structure

The charity has various types of funds for which it is responsible, and which require separate disclosure. These are as follows:

General funds

Funds which are expendable at the discretion of the Council in furtherance of the objects of the charity.

Designated funds

The Council have designated certain amounts for specific purposes.

Restricted funds

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The

Principal accounting policies Year ended 30 June 2025

costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Taxation

The Chartered Association of Business Schools is a registered charity and therefore is not liable for income tax or corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

1 Income from charitable activities

	Unrestricted funds £	Restricted funds £	2025 £
Membership and subscriptions	860,004	—	860,004
Conferences and events	453,831	—	453,831
Professional development	242,757	—	242,757
Small Business Charter	—	542,915	542,915
Government grant funded programmes . Help 2 Grow: Management (including Help 2 Grow: Management Essentials)	—	16,108,083	16,108,083
	<u>1,556,592</u>	<u>16,650,998</u>	<u>18,207,590</u>
	<i>Unrestricted funds £</i>	<i>Restricted funds £</i>	<i>2024 £</i>
<i>Membership and subscriptions</i>	<i>878,707</i>	<i>—</i>	<i>878,707</i>
<i>Conferences and events</i>	<i>513,929</i>	<i>—</i>	<i>513,929</i>
<i>Professional development</i>	<i>265,770</i>	<i>—</i>	<i>265,770</i>
<i>Small Business Charter</i>	<i>—</i>	<i>505,300</i>	<i>505,300</i>
<i>Government grant funded programmes . Help 2 Grow: Management (including Help 2 Grow: Management Essentials)</i>	<i>—</i>	<i>15,667,077</i>	<i>15,667,077</i>
	<u><i>1,658,406</i></u>	<u><i>16,172,377</i></u>	<u><i>17,830,783</i></u>

2 Expenditure on charitable activities

	Direct £	Support £	2025 £
Membership and subscriptions	67,586	78,458	146,044
Conferences and events	728,638	455,842	1,184,480
Professional development	154,373	90,130	244,503
Publications and Research	131,974	159,716	291,690
Small Business Charter	622,359	125,136	747,495
Government grant funded programmes			
. Help 2 Grow: Management (including Help 2 Grow: Management Essentials)	16,108,084	—	16,108,084
	17,813,014	909,282	18,722,296

	Direct £	Support £	2024 £
<i>Membership and subscriptions</i>	<i>(50,338)</i>	<i>84,402</i>	<i>34,064</i>
<i>Conferences and events</i>	<i>700,457</i>	<i>259,838</i>	<i>960,295</i>
<i>Professional development</i>	<i>185,276</i>	<i>89,689</i>	<i>274,965</i>
<i>Publications and Research</i>	<i>228,939</i>	<i>293,743</i>	<i>522,682</i>
<i>Small Business Charter</i>	<i>276,380</i>	<i>99,050</i>	<i>375,430</i>
Government grant funded programmes			
. Help 2 Grow: Management (including Help 2 Grow: Management Essentials)	15,646,752	20,325	15,646,752
	16,987,466	847,047	17,834,513

The above expenditure analysed by fund was:

	2025 £	2024 £
Unrestricted funds	1,866,717	1,792,006
Restricted funds	16,855,579	16,042,507
	18,722,296	17,834,513

Restricted funds expenditure relates to the programmes detailed in note 13.

3 Support costs

	2025	2024
	£	£
Premises costs	213,644	150,897
Administration	67,531	188,636
Staff costs	429,179	351,795
Travel	20,122	22,322
Depreciation	15,251	12,600
Other expenses	—	5,336
Governance	1,650	27,452
. Audit and accountancy fees	11,977	20,123
. Legal and professional fees	149,928	67,886
	909,282	847,047

4 Net expenditure

This is stated after charging:

	2025	2024
	£	£
Depreciation	15,251	12,600
Auditor's remuneration		
. Statutory audit - current year	17,445	15,000
. Statutory audit - prior year	7,750	10,280
. Other assurance	31,230	32,128
. Other services	—	2,340
Operating lease rentals		
. Land and buildings	140,772	127,399
. Office equipment	1,612	3,357

5 Staff costs, remuneration of key management and Council members' remuneration

	2025	2024
	£	£
Staff costs during the period were as follows:		
Wages and salaries	2,813,006	2,283,024
Social security costs	331,315	256,105
Other pension costs	306,509	218,460
	3,450,830	2,757,589

The average monthly number of employees during the year was:

	2025	2024
	No	No
Employees	55	49

5 Staff costs, remuneration of key management and Council members' remuneration
(continued)

The number of employees whose total remuneration was over £60,000 in the year were as follows:

	No. employees	
	2025	2024
£60,001 - £70,000	5	3
£70,001 – £80,000	4	1
£80,001 – £90,000	—	—
£90,001 – £100,000	1	2
£100,001 - £110,000	2	1

Key management personnel comprise the Council members, the Chief Executive, the Deputy Chief Executive & Director of External Relations, Director of Professional and Programme Development, and Director of Programmes. The total remuneration payable (including taxable benefits, employers pension contributions and employers social security costs) in respect to the key management personnel of the charity was £523,065 (2024 - £484,778).

No Council member received any emoluments during the year for services provided to the Chartered Association of Business Schools (2024 - none). Further transactions with Council members are disclosed within note 11.

6 Tangible fixed assets

	Office equipment £	Furniture and Fixtures £	Total £
Cost			
At 1 July 2024	56,694	7,352	64,046
Additions	12,455	—	12,455
Disposals	—	—	—
At 30 June 2025	69,149	7,352	76,501
Depreciation			
At 1 July 2024	17,184	3,064	20,248
Charge for year	13,413	1,838	15,251
Depreciation on disposals	—	—	—
At 30 June 2025	30,597	4,902	35,499
Net book values			
At 30 June 2024	39,510	4,288	43,798
At 30 June 2025	38,552	2,450	41,002

7 Listed investments

	2025 £	2024 £
Market value as at 1 July	1,098,512	553,103
Additions at cost	—	1,097,166
Disposals	—	(553,103)
Net (losses)/gains on revaluation	(45,397)	1,346
Market value as at 30 June	1,053,115	1,098,512
Cost as at 30 June	1,000,000	1,000,000

Listed investments held at 30 June comprised solely of units in the COIF Charities Ethical Investment Fund, a United Kingdom common investment fund managed by CCLA Investment Management Limited.

7 Listed investments (continued)

The accumulated unrealised gains on the above investments were as follows:

	2025 £	2024 £
Reconciliation of movements in unrealised gains on investment assets		
Accumulated unrealised gains at 1 July	98,512	53,103
Net gains arising on revaluation in period	(45,397)	45,409
Accumulated unrealised gains at 30 June	<u>53,115</u>	<u>98,512</u>

8 Debtors

	2025 £	2024 £
Trade debtors	267,574	304,662
Other debtors	93,442	93,442
Accrued income	1,476,387	3,444,366
Prepayments	164,373	128,597
	<u>2,001,776</u>	<u>3,971,067</u>

Accrued income includes Help to Grow claims for May and June £1,418,607 (2024: £3,094,041).

9 Creditors: amounts falling due within one year

	2025 £	2024 £
Trade creditors	701,787	2,486,135
Accruals	655,148	776,239
Deferred income	615,737	645,081
Other creditors	13,702	6,000
Social security & pension creditor	85,113	76,530
	<u>2,071,487</u>	<u>3,989,985</u>

Trade creditors above includes amounts due to Business Schools as part of the Government grant funded programmes. These amounts were settled post year end upon the receipt of the associated funding.

Accruals for 2025 related to Help to Grow expenditure for month of June 2025. These costs were posted in 2025 and the claim was received.

Deferred income relates to membership fees in advance and courses, events and conferences to be held after the year end. Movements on deferred income are shown below:

9 Creditors: amounts falling due within one year (continued)

	2025 £	2024 £
Balance as at 1 July	645,081	681,571
Amount released to income	(645,081)	(681,571)
Amount deferred in the year	615,737	645,081
Balance as at 30 June	615,737	645,081

10 Pension commitments

The charity participates in the Teachers' Pension Scheme and a defined contribution scheme provided by AVIVA. The Teachers' Pension Scheme is currently closed to new employees. Membership to the AVIVA scheme is available to all employees who are not contributing to the Teachers' Pension Scheme.

Teachers' Pension Scheme

Introduction

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pensions Regulations (2010) and, from 1 April 2014, by the Teachers' Pension Scheme Regulations 2014.

The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis – these contributions along with those made by employers are credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

Under the definitions set out in FRS 102 (28.11), the TPS is a multi-employer pension plan. The charity is unable to identify its share of the underlying assets and liabilities of the plan.

Accordingly, the charity has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined-contribution plan. The charity has set out above the information available on the plan and the implications for the charity in terms of the anticipated contribution rates.

Valuation of the Teachers' Pension Scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest completed actuarial valuation was published in October 2023, based on data at 31 March 2020 and now implemented from 1 April 2024. A copy of the valuation report and supporting documentation is on the Teachers' Pensions website.

The key elements of the valuation and subsequent consultation are:

- ♦ employer contribution rates remain at 23.68% of pensionable pay (including a 0.08% administration levy) from 1 April 2019, pending the implementation of any revised rate following the next valuation cycle.
- ♦ total scheme liabilities (pensions in payment and the estimated cost of future benefits for service to 31 March 2020) were assessed at approximately £262.0 billion, with the scheme being an unfunded arrangement backed by the Exchequer.
- ♦ the SCAPE rate, set by HMT, is used to determine the notional investment return. The current SCAPE rate was reduced from CPI + 2.4% to CPI + 1.7% in line with the latest valuation methodology. This represents the assumed real rate of return above CPI inflation. The rate of real earnings growth is assumed to be 1.8% per annum. The nominal rate of return, including assumed CPI inflation of 2.0% and earnings growth, is therefore approximately 3.7% per annum.

The next valuation result is due to be implemented from April 2027.

The employer's pension costs paid to TPS in the period amounted to £31,109 (2024: £27,172).

AVIVA Pension Scheme

This is a defined contribution scheme. Employer pension costs in respect of the scheme amounted to £306,509 (2023 - £218,460).

11 Related party transactions, including transactions with Council Members

No Council member received any emoluments during the period for services provided to The Chartered Association of Business Schools (2024 – none).

During the period, one Council member reimbursed expenses of £1,995 for travel costs (2024 – none).

The Council consists of members of senior management from member business schools. All Council members attended events and conferences hosted by the Association during the year (2024 - all). The fees for event attendance were charged on the same terms as for other members and were met by all of the Council member's respective employers except for the Chair.

Trustee indemnity insurance is held at a cost of £3,000,000 (2023/24: £3,000,000),

12 Financial commitments

At 30 June the Association had total commitments under non-cancellable leases as follows:

	2025		2024	
	Land and buildings £	Office equipment £	Land and buildings £	Office equipment £
Operating lease payable				
Within one year	104,701	2,136	230,341	3,069
Between 2 to 5 years	—	—	62,820	1,764

13 Restricted funds

	At 1 July 2024 £	Income £	Expenditure £	Transfers £	At 30 June 2025 £
Small Business Charter	678,971	542,915	(747,496)	—	474,390
Help to Grow: Management (including Help to Grow: Essentials)	—	16,108,083	(16,108,083)	—	—
	678,971	16,650,998	(16,855,579)	—	474,390

Small Business Charter

The Small Business Charter is an awards programme run by The Chartered Association of Business Schools but is governed by a separate Management Board. Income received in respect of the awards programme is not in itself subject to donor imposed restrictions; however the Bye-Laws of The Chartered Association of Business Schools stipulate that any surpluses on the awards programme are utilised in a manner approved by the Management Board. The Chair and senior management team of The Chartered Association of Business Schools are not voting members of the Management Board of the Small Business Charter.

While it is the intention that the Small Business Charter awards programme is self-funding, in the event that the programme becomes a drain on the resources of the charity, the Council have the right to close down the Small Business Charter. In such circumstances, any unspent balance on the fund will revert to unrestricted funds in accordance.

Help to Grow: Management

This relates to the BEIS sponsored programme announced in the Chancellor's budget in March 2021, originally commissioned for 4 years. The charity is commissioned for a fifth year until March 2026.

	At 1 July 2023 £	Income £	Expenditure £	Transfers £	At 30 June 2024 £
Small Business Charter	549,101	505,300	(375,430)	—	678,971
Help to Grow: Management (including Help to Grow: Essentials)	—	15,667,077	(15,667,077)	—	—
	549,101	16,172,377	(16,042,507)	—	678,971

14 Tangible fixed assets fund

The tangible fixed assets fund represents the net book value of the charity's tangible fixed assets. The fund recognises the fact that the assets are required for the day-to-day operation of the charity and are not available for other purposes or as a general reserve.

	At 1 July 2024 £	New designation £	Utilised/ released £	At 30 June 2025 £
Tangible fixed asset fund	43,798	12,455	(15,251)	41,002

	At 1 July 2023 £	New designation £	Utilised/ released £	At 30 June 2024 £
Tangible fixed asset fund	42,509	13,889	(12,600)	43,798

15 Designated funds

The unrestricted funds of the charity include the following funds designated for specific purposes.

	At 1 July 2024 £	New designation £	Utilised/ released £	At 30 June 2025 £
Scholarships fund	58,106	—	—	58,106
Property fund	70,000	—	—	70,000
Investment fund (note 7)	98,512	—	(45,397)	53,115
Total	226,618	—	(45,397)	181,221

	At 1 July 2023 £	New designation £	Utilised/ released £	At 30 June 2024 £
Scholarships fund	90,941	—	(32,835)	58,106
New projects fund	25,355	—	(25,355)	—
Property fund	70,000	—	—	70,000
Investment fund (note 7)	53,103	—	45,409	98,512
Total	239,399	—	(12,781)	226,618

Scholarships fund

This fund is to be used for Chartered ABS scholars to conduct research relevant for members. Whilst little has been used in the past year, the trustees have budgeted to significantly increase activity in this area in the year ahead.

15 Designated funds (*continued*)

New projects fund

This fund which was set up for the development of any new major projects the Association undertakes, has now been closed.

Property fund

This fund has been set aside to cover future property related costs.

Investment fund

This fund represents the cumulative unrealised gain on listed investments which cannot be applied towards charitable purposes without prior liquation of investments.

16 Net assets between funds

	General funds £	Tangible fixed assets fund £	Designated funds £	Restricted funds £	Total funds 2025 £
Tangible fixed assets	—	41,002	—	—	41,002
Investments	1,000,000	—	53,115	—	1,053,115
Current assets	1,236,706	—	128,106	1,476,867	2,841,679
Current liabilities	(1,069,010)	—	—	(1,002,477)	(2,071,487)
Total	1,167,696	41,002	181,221	474,390	1,864,309

	General funds £	Tangible fixed assets fund £	Designated funds £	Restricted funds £	Total funds 2024 £
Tangible fixed assets	—	43,798	—	—	43,798
Investments	1,000,000	—	98,512	—	1,098,512
Current assets	3,055,754	—	128,106	2,036,524	5,220,384
Current liabilities	(2,632,432)	—	—	(1,357,553)	(3,989,985)
Total	1,423,322	43,798	226,618	678,971	2,372,709

THE CHARTERED ASSOCIATION OF BUSINESS SCHOOLS

England & Wales - Charity number 1162854

Accounts

**The Chartered Association
of Business Schools**

**Annual Report and Financial
Statements**

30 June 2024

Charity Registration Number 1162854

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Reference and administrative details

Members of the Council (Trustees)	Professor Mohammad Ali (Vice-Chair) Professor Julia Bennell Professor Marian Garcia Professor Conor Moss Professor Kamil Omoteso Professor Stewart Robinson (Chair) Professor Adam Shore Professor Sankar Sivarajah (Treasurer) Professor Baback Yazdani
Secretary to the Council	Daniel Walsh (until 8 March 2024) Laura Paterson (Appointed on 20 May 2024)
Chief Executive	Flora Hamilton
Registered and operational office	3 rd Floor 40 Queen Street London EC4R 1DD
Telephone	020 7236 7678
E-mail	enquiries@charteredabs.org
website	www.charteredabs.org
Charity registration number	1162854
Auditor	Buzzacott LLP 130 Wood Street London EC2V 6DL
Lawyers	Penningtons Manches Cooper LLP 125 Wood Street London EC2V 7AW

Reference and administrative details

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London
WC2N 5JB

CAF Bank Ltd
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Kings Hill
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Investment managers

CCLA Investment Management
1 Angel Lane
London
EC4R 3AB

The Council presents its annual report and audited financial statements for the year ended 30 June 2024 for The Chartered Association of Business Schools (“the Charity” or “the Association”).

The financial statements have been prepared in accordance with the accounting policies set out on pages 26 to 30 of the attached financial statements and comply with the charity’s Royal Charter, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), effective from accounting periods commencing 1 January 2015 or later.

Introduction

The Chartered Association of Business Schools advances the education of the public in business and management in particular through the promotion of management education, training and development so as to improve the quality and effectiveness of management in the United Kingdom.

Objectives and activities

As articulated in the Royal Charter, the Association’s objective is the advancement of education for the public benefit by:

- ◆ advancing the education of the public in business and management in particular through the promotion of business and management education, training and development so as to improve the quality and effectiveness of the practice of management in the United Kingdom;
- ◆ designing and running awards (“the Charter Awards”) providing public recognition to business schools which assist small businesses to succeed;
- ◆ promoting research, organisational structures and communications between members and the public and Government to assist its members in their contributions to society at large;
- ◆ providing a forum for the exchange of ideas and stimulating discussion on the role of business and management education; and
- ◆ organising and facilitating the development of the competence of academic and administrative staff of the member organisations.

Our mission:

Supporting and championing business schools for the benefit of business and society.

The members of the Council confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Association's objectives and aims and in planning future activities.

We deliver our mission through:

Lobbying and Advocacy

Building relationships with key stakeholders to promote awareness of the economic and societal impact of business school research and education.

Developing Capacity

Creating spaces for members to develop talent and share experiences of best practice in business school research, teaching, knowledge exchange, and leadership.

Building Knowledge and Understanding

Gathering data, conducting impactful research and sharing insights that support our members to understand the world in which they operate.

Our priorities for 2024-25:

Securing the financial sustainability of the UK's business schools: supporting members and advocating for fit-for-purpose policy development to maintain the contribution of business schools to the UK's higher education sector and the economy.

Accelerating small business productivity and growth for the benefit of the UK economy: developing capacity and promoting the role business schools play in improving SME performance.

Review of activities

Lobbying and advocacy

Our focus for the year was to raise awareness of our priorities and engage with parliamentarians and our stakeholders in preparation for the general election.

Review of activities (continued)

Lobbying and advocacy (continued)

We had a number of engagements with government ministers and the shadow cabinet holding offices responsible for higher education, apprenticeships, and business.

In our advocacy work around international students, we made a submission to the MAC Review of the Graduate Route; we had dialogue with the Universities Minister on exemptions for dependents' visas; we engaged with the International Students All Party Parliamentary Group; and we collaborated with key bodies including Universities UK, the CBI, and UKCISA. We also developed and published critical data on student recruitment trends.

On apprenticeships, we made a successful submission to the Chancellor to defend higher level apprenticeships against levy reforms. We published our 'Bridging the Gap' report which demonstrated that management apprenticeships support social mobility. We also formed the Higher Level Skills Group with other stakeholders including the CMI, UVAC, the CBI and large employers.

We introduced a new Policy Committee that is steering our evolving policy positions in real time to reflect the needs of our members and help us to raise the voice of business schools.

In relation to our priority to 'accelerate small business productivity and growth for the benefit of the UK economy', we had numerous engagements with ministers, shadow ministers, and stakeholders advocating for the value of our network of Small Business Charter accredited business schools and their contribution to productivity and growth through programmes such as Help to Grow: Management.

Development Programmes

Our four Development Programmes remain popular because they are useful for both the individual participants and the member school.

In 2023-24 the Deans' and Directors' Development Programme (3DP) was facilitated by Professor Julia Clarke; the Leaders in Learning and Teaching Development Programme (LLT) was facilitated by Professor Sally Everett; the Development Programme for Directors of Research (DPDOR) which is run in partnership with the British Academy of Management was facilitated by Professor Natasha Mauthner; and the Executive Education Leadership Programme (EELP) was facilitated by Steve Ludlow. We are grateful to all our facilitators for the brilliant job they do in creating such stimulating environments for development.

Review of activities (continued)

Conferences

The 2023 Chartered ABS Annual Conference took place in London in November and was our largest gathering to date. It is our flagship conference and brings together the Deans and leaders of UK business schools and senior representatives of government and industry.

Our conference for the professional services community (PMAC 2024) once again was a blended event consisting of an in-person event held in Newcastle for senior professional services staff and an online event for the wider professional services community.

The Learning, Teaching & Student Experience conference (LTSE 2024) took place in Birmingham in May. We had a record number of participants and, as ever, the quality of the content and the supportive culture of the conference was outstanding.

Other events

Demand for smaller in-person events such as CMBE CPD workshops, SBC events and other events for the Chartered ABS community remained suppressed this year. This was due to a number of factors including budget pressures within our member schools. Notwithstanding a difficult market we ran several events which brought together different parts of the membership for learning, debate, and network building. For example, in November 2023 and again in June 2024, Directors of Executive Education gathered for the biannual Executive Education Symposia; and events were organised to the research community on the topic of REF 2029 and interdisciplinary research.

In June 2024 we hosted the Small Business Charter Summer Reception which included the inaugural SBC Leaders Forum and the second annual 'Small Business Charter Excellence Awards'.

Our paid-for events have been supplemented by our free online Community Meetings for distinct groups (such as Deans and the CMBE community) which we have continued since introducing them in 2020.

Committee work

We currently support around 40 committee meetings each year, held by our thirteen committees and our Race Equality Action Group. Over 140 people representing over 80 of our member institutions sit on these groups, and each of the committees report into Council. Our series of free, regular on-line community meetings, with topics and speakers chosen by the Committees continued where there was a demand for them.

Review of activities (continued)

Publications

During the preceding year we continued with our regular cycle of publications for members, which included the research income reports for Business & Management and Law, interactive spreadsheets and commentary on the NSS results for both fields, and an in-depth analysis of outcomes for graduates from 2019/20 using the latest dataset for the HESA 'Graduate Outcomes' survey. We also published a detailed analysis of student enrolments by country and domicile covering all providers offering Business & Management education in the UK. Our ad-hoc publications in 2022/23 included the first ever detailed look at approaches to resourcing professional services teams in UK business schools, which resulted from a collaboration with our Professional Managers Committee, and the launch of an interactive data visualization tool on the impact case studies submitted by business schools to the Research Excellence Framework (REF) 2021.

Also in the last year, we published the second edition of the LTSE Conference proceedings document based on submissions to the 2022 event, and several publications under our 'Dynamic Conversations' initiative which focuses on key issues related to Learning & Teaching, such as data literacy, and creativity and employability.

Certified Management & Business Educator (CMBE)

In May 2024 the CMBE celebrated its fifth anniversary, and its continued growth reflects the commitment that institutions and educators are making to the ongoing development of teaching practice and leadership. 1 in 20 academics in UK business schools hold the CMBE, and there are CMBEs in 80% of UK business schools and in nearly 30 countries worldwide. At an individual level, the CMBE supports educators ongoing development, career progression, and provides recognition of teaching practice. Moreover, an increasing number of our members are utilising the option of group subscriptions which is a terrific way for a business school to demonstrate, in tangible terms, its commitment to staff progression and development.

Small Business Charter

On 30 October 2023, Lord Karan Bilimoria CBE DL of Chelsea was appointed patron of the Small Business Charter. Lord Bilimoria is a crossbench peer, the founder of Cobra Beer, Chairman of the Cobra Beer Partnership - a joint venture with Molson Coors and the Chair of the UK Council for International Student Affairs.

He is a long-standing supporter of business schools and universities, having studied at Cranfield School of Management, London Business School and Harvard Business School, and is currently Chancellor of the University of Birmingham and studying for his doctorate at Cambridge Judge Business School.

Review of activities (continued)

Small Business Charter (continued)

We have seen a further increase in the number of schools with the Small Business Charter and there are now 67 business schools with the SBC.

On 18 June 2024, we celebrated the second year of the Small Business Charter Excellence Awards and convened our members for our first Small Business Leaders Forum. This event at BMA House kicked off the campaign to celebrate the 10th Anniversary of the Small Business Charter and to highlight to government, policy makers and stakeholders the role of the Small Business Charter business schools in empowering small business success.

Help to Grow: Management Course

The Chartered ABS is in its fourth year of delivering the Help to Grow: Management Course. The course is now available via 62 member schools with the small business charter across the UK, widening access for small business leaders in all four nations.

By 31 March 2024, business schools had delivered, or started to deliver, a total of 469 cohorts. In data published by the Department for Business and Trade in May 2024, a total of 9,140 small business leaders had enrolled on the programme as of the 31 March 2024.

During 2023, the development and management of the Help to Grow: Management Alumni programme continued to grow. In 2023-24, Chartered ABS delivered the second annual Alumni conference, nine regional events for the alumni, and ten webinars.

Delivery of the Help to Grow: Management Course enables member schools to build relationships with small business leaders in the regions and nations where they operate. It also provides opportunities for further engagement through student placements, research positions and Knowledge Transfer Partnerships. In the most recent evaluation research produced by Ipsos, it was reported that 93% of small business leaders would recommend the course to a peer; an excellent endorsement of the quality of the curriculum and its delivery by SBC member business schools.

Help to Grow: Management Essentials

In April 2024 Chartered ABS launched Help to Grow: Management Essentials, a free, online small business leadership course available to every SME via the SBC website. There is no eligibility criteria so sole traders, aspiring leaders, and more experienced leaders can all access the self-guided course.

Developed by the team of SME experts that created the Help to Grow: Management Course, Essentials consists of 17 bite-sized videos and supporting resources to help participants think about the future of their business. The content is split into 3 modules. It starts by helping the

Review of activities (continued)

Help to Grow: Management Essentials

business leader analyse their business and its potential, moves on to provide a foundation in the key business functions, and concludes with a focus on mindset and entrepreneurial leadership skills to support the business leader in setting and achieving their goals. Essentials provides an excellent introduction to the ideas explored more fully in the 12-week Help to Grow: Management Course.

Media coverage

The Chartered ABS, Small Business Charter and Help to Grow: Management has collectively been covered over 800 times in the press. There has been significant coverage of Help to Grow: Management across regional and trade press contributing to heightened awareness of the programme and schools delivering it. National coverage as part of Chartered ABS and SBC advocacy was secured in The Times, Independent, Evening Standard and Wonkhe.

Digital communications including website and newsletters

A continued increase in engagement from our membership and wider community is evidenced by the growth of our database, which has now expanded to 103,435 UK and international contacts. As such, our newsletters and website have tremendous reach within the global business school community and amongst our stakeholders.

The Chartered ABS website continues to see high traffic, with an average of 28,700 unique visitors engaging with the site every month. Since the relaunch of the Chartered ABS website, we have seen notable increases to several areas of the site, including the increased number of publications, reports and blogs that we produce.

We have continued to see an increase in engagement and following across all Chartered ABS and Small Business Charter social media, regularly surpassing our targets. We have recently launched a dedicated CMBE LinkedIn page, which has already gained a solid following and will support further expansion of CMBE numbers. High levels of engagement on the Small Business Charter social media are partially attributable to the nationwide Help to Grow: Management Course social campaigns.

Academic Journal Guide

At the time of writing, the 2024 edition of the Academic Journal Guide is close to publication and is keenly awaited by the global business school research community. The new edition will represent a significant step change, featuring interesting new contextual metrics on the journals listed within the Guide and an enhanced user interface. We will continue to obtain feedback from users of the AJG on future possible enhancements to ensure that we maintain and grow the user base. The launch of the new edition of AJG will also drive significant international traffic to the new Chartered ABS website.

Review of activities (continued)

Equity, Diversity and Inclusion

Equity, diversity and inclusion are important to us and we actively promote our strategic principles on inclusion. These principles are embedded in our work and activity and promoted to our members. Sessions and workshops on EDI have been a feature at all of our major conferences this year. Our jointly published “Guide to Running Inclusive Events” has influenced practice in other disciplines and continues to inform our approach to the events, programmes and meetings that we coordinate.

Committee reports

Apprenticeships Committee

The Committee published the report ‘Bridging the gap: How business schools are building pathways to success through degree apprenticeships’. The report was valuable in demonstrating the social mobility impacts of management degree apprenticeships and gained coverage in Times Higher Education. The Committee has worked extensively to develop our policy positions and consultation responses to support our advocacy work around the value of apprenticeships and the continuation of degree apprenticeships as part of any future Levy reform.

Academic Journal Guide Management Committee

In 2023/24 the AJG Management Committee provided oversight to the assessment process for AJG 2024. The Committee also helped steer the implementation of the strategic development plans for the AJG through the identification of additional contextual metrics and plans to further widen the international profile of the Guide.

Equity, Diversity and Inclusion (EDI) Committee

The Committee finalised its terms of reference in November 2023. They supported a submission to Council to fund a research project into Equity & Inclusivity In Business Schools, which was granted funding. The Committee developed the positioning for Chartered ABS on ethnicity pay gap reporting to support the work of Sandra Kerr CBE and Business in the Community. The Race Equality Action Group is now formally reporting into the Committee with both its Chair and Vice-Chair having joined as full committee members.

Executive Education Committee

The Committee organised two Symposia in November 2023 and June 2024. The second of these explored changing client needs in executive education. The committee have developed a survey of clients which will be the focus of their work in the coming year, leading towards a report on the Future Trends in Executive Education.

Committee reports (continued)

International Committee

The International Committee helped shape the objectives of the Chartered ABS taskforce for International Students which will engage in research and policy analysis into this crucial area for our members. The committee has also provided input to develop the Chartered ABS's lobbying and advocacy positions on related policy issues, including the ban on visas for dependents. Committee members also Chaired two sessions at our Annual Conference, one on Transnational Education and another on the lived experience of international students.

Learning, Teaching and Student Experience (LTSE) Committee

The 2024 LTSE Conference was held in Birmingham on 14-15 May and once again saw a record number of attendees in addition to a record number of conference submissions. LTSE Committee members helped shape the conference programme and review the submissions. The feedback process for the 2024 event was enhanced so that more participants could receive constructive feedback. Also during the year, the Committee contributed ideas for the growth strategy for the CMBE CPD programme, and hosted a '*Dynamic Conversations*' event on AI and learning experiences.

Membership and Fellowships Committee

The Committee approved membership applications UA92 Business School and EM Normandie Business School. Following an open call for Fellowships placed on the Chartered ABS website, the following five new Fellows were appointed in recognition of their contribution to the Chartered ABS mission: Dr Emm Barnes, Sandra Kerr CBE, Dr Cathy Minnett-Smith, James Norman, and Professor Adam Shore.

Policy Committee

The new Policy Committee was formed mid-year to provide input and direction into our advocacy work. In the run-up to the general election, their contribution has been invaluable in helping us to hone our policy positions on areas like international students, and respond with agility to developments such as the visa ban on students' dependents and the Migration Advisory Committee's recommendations.

Professional Managers Committee

A successful in-person PMAC was held in February 2024 in Newcastle followed by an online professional manager's conference in April. The committee is working on creating a Development Programme for professional services staff, and has updated and refreshed its Key Priorities and Projects for the year ahead.

Committee reports (continued)

Research Committee

The Research Committee supported the development of two research symposia during the year, one in January 2024 on arrangements for the Research Excellence Framework (REF) 2029 and another in June 2024 on Interdisciplinary Research. The committee continues to explore issues around research culture in business schools, including best practices and values. The Research Committee continues to oversee our commissioned piece of research on business schools and knowledge exchange which will complete in autumn 2024.

Remuneration Committee

The Remuneration Committee, which is responsible for, inter alia, the levels of salaries of the Chief Executive and other Chartered ABS staff, has conducted its business to enable it to consider all pertinent items in making its decisions this year.

Scholarships Committee

The Chartered ABS did not tender any new commissioned research projects in 2023/24. Following completion of the business schools and knowledge exchange project, the Scholarships Committee and the Chartered ABS will determine the future requirement for commissioned research in line with the strategic research objectives set by Council.

Scottish Committee

The Committee functions as a valuable network for the Deans of the Scottish schools and a channel to develop understanding and positions on Scottish higher education funding and policy. In May the majority of Scottish members were represented at a roundtable meeting which explored HE funding, apprenticeships and the role of business schools in Scotland's enterprise economy.

Financial review

Results for the period

A summary of the Association's results for the period is given in the statement of financial activities on page 23 of this annual report and financial statements.

The total income for the year was £17,875,573 compared to £24,347,361 in the prior year. The significant decrease was driven by Government funded programmes delivered through the Small Business Charter, under restricted funds.

The total expenditure for the year was £17,834,513 compared to £24,144,783 in the prior year. The significant decrease was likewise driven by Government funded programmes with funding being transferred to the SBC schools delivering the programmes.

Financial review (continued)

In addition to the above, investment gains of £45,409 (2023: £17,015) were experienced, resulting in a surplus for the year of £86,469 (2023: £219,593), leaving the Chartered ABS in a healthy financial position at year end.

Financial position

The total net assets of the Chartered Association at 30 June 2024 were £2,372,709 (2023: £2,286,240), which were represented by unrestricted funds of £1,693,738 (2023: £1,737,139) and restricted funds of £678,971 (2023: £549,101).

Reserves policy

The intention of the Council is for the Chartered ABS to have reserves to cover between nine and 12 months, preferably towards the higher end. In this calculation we exclude the Government funded programme costs, as these are fully funded through the programmes. However, the standard SBC activities are included within the policy. In essence this means we are looking to hold between £1.15m and £1.5m. As at 30 June 2024, the Association's free reserves were £1,423,322. The purpose of reserves is to ensure we are able to withstand any financial shocks and to provide funds to cover expenditure we are planning to make, especially in terms of staff and premises.

Council has determined to considerably increase the amount we spend on research through scholarships and commissioned work. We have expanded the research team internally and have plans to commission research into both Knowledge Exchange in business schools, and the effectiveness of activities around EDI within our member schools.

It is the intention for the SBC restricted funds to represent 75% to 100% of annual income, which we are now much closer to.

Investment Policy and Performance

In 2019 Council selected to place some of our reserves in a charity investment fund with CCLA.

The Chartered ABS will use the investment return to fund activities of the Association for the benefit of its members and in line with the strategy as determined by the Council. It is acknowledged that the principal risk to perpetual reserves such as these is inflation. The policy is to ensure the real value of our reserves are maintained as a minimum and the investment portfolio is actively measured against CPI.

Financial review (continued)

Investment Policy and Performance (continued)

In December 2023, the Council approved the transfer of investment funds to the CCLA COIF Ethical Fund and with the introduction of regular cash flow reporting a further £500,000 of reserves were invested into this fund in March 2024.

Governance, structure and management

Governance

The Chartered Association of Business Schools is governed by a Council whose members are drawn from the voting members of our member business schools. Members are elected annually at the Chartered ABS Annual General Meeting, held in November, with approximately one third of the Council stepping down after their three-year terms each year. The Royal Charter and Bye-Laws of The Chartered Association of Business Schools, its incorporating document, lays down the powers, authorities and responsibilities of the Council.

Members of the Council

Members of the Council (who are also trustees of The Chartered Association of Business Schools for the purposes of charity law) who served during the period and up to the date of this report were:

Professor Mohammad Ali	
Professor Julia Bennell	
Professor Catherine Cassell	Resigned September 2024
Professor Marian Garcia	
Professor Toni Hilton	Resigned November 2023
Professor Robert MacIntosh	Resigned September 2024
Professor Heather McLaughlin	Resigned November 2023
Professor Conor Moss	Appointed November 2023
Professor Eleanor Shaw	Resigned September 2024
Professor Kamil Omoteso	
Professor Stewart Robinson	Appointed November 2023
Professor Sankar Sivarajah	
Professor Adam Shore	Appointed November 2023
Professor Baback Yazdani	

In addition to the above elected members, David Meech Mazumdar and Professor Yanguo Jing serve as co-opted members.

Elections were held in October 2023 to fill the vacancies arising from the above end of terms of office of some members.

Governance, structure and management (continued)

Induction and training of Council members

Newly appointed Council members, whether elected or co-opted, are provided with an induction pack, which includes the Charter and Bye-Laws, the Charity Commission's guide to responsibilities of trustees ('The Essential Trustee (CC3)'), terms of reference and the latest minutes of the Council and the most recent annual report and financial statements.

All Council members have been provided with a copy of the SORP (FRS 102) which contains the reporting requirements applicable to the financial statements of charities. Council members also have open access to the Secretary to the Council and the senior staff for advice and information.

Governance arrangements

The Council has thirteen committees: Apprenticeships; Research; Learning, Teaching and Student Experience; Scottish; Professional Managers; Executive Education; International; Equality, Diversity and Inclusion; Academic Journal Guide; Membership; Policy; Awards and Fellowship; and Remuneration. The Council members receive reports of all committee activity and also the activities of the Race Equality Action Group. The terms of reference for all committees are established by the Council and available on the Chartered ABS website.

Small Business Charter (SBC)

The SBC has its own Management Board, although the annual budget is approved by Council. Within the financial statements the SBC funds are treated as restricted funds.

CMBE Professional Standards Board

The PSB oversees the professional standards of the CMBE scheme.

Responsibilities of staff

The Chief Executive is appointed by the Council and has full executive authority for the management of the Association and its staff, as well as devising and recommending to Council suitable strategies and policies and implementing the plans and budgets approved by the Council.

Key management personnel

From July 2023, the senior leadership team is comprised of Flora Hamilton as CEO, Barney Roe as Deputy CEO & Director of External Relations, Oliver Lowe as Director of Professional and Programme Development, Roxanne Nazrudeen as Help to Grow Management Programme Director and Angela Millward joined as Head of HR in August 2023.

Further details of transactions with Council members are disclosed in note 11.

Statement of responsibilities of Council members

The Council members, who are trustees under charity law, are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the Council to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the Council is required to: select suitable accounting policies and then apply them consistently;

- ◆ observe the methods and principles of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102);
- ◆ make judgments and estimates that are reasonable and prudent;
- ◆ state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements. In considering whether it is able to make this statement, in the light of the specificity of charity accounting requirements, Council takes advice from the management of The Chartered Association of Business Schools and the Auditor; and
- ◆ prepare the financial statements on a going concern basis unless it is inappropriate to assume that the Association will continue on that basis.

The Council members are responsible for keeping adequate accounting records that are sufficient to show and explain the Association's transactions and disclose with reasonable accuracy at any time the financial position of the Association and to enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008, and The Chartered Association of Business School's Charter and Bye-Laws. The Council is also responsible for safeguarding the assets of the Association and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Council is responsible for the maintenance and integrity of the financial information on the Association's website. Legislation in the United Kingdom governing the preparation and dissemination of the financial statements may differ from legislation in other jurisdictions.

The members of the Council confirm that as far as they are aware, there is no relevant audit information of which the Association's auditor is unaware. They have taken all the steps that they ought to have taken as Council members in order to make themselves aware of any

relevant audit information and to establish that the Association's auditor is aware of that information.

Risk management

During Council meetings, the Council regularly assesses the major risks to which the Association is exposed, in particular those relating to business continuity, revenue and operations. The trustees believe that by monitoring reserve levels, by ensuring controls exist over key financial systems, and by examining the operational and business risks faced by the Association, they have established effective systems to mitigate those risks.

As in any membership organisation there is a risk of loss of membership income. Our exposure to this risk is heightened with mounting financial strain on institutions within the membership. Our public affairs activity, regular member engagement, high quality events and reports, as well as our growth strategy for the years ahead, are designed to support and retain existing members and mitigate against the risk of losing any members.

The Help to Grow: Management programme delivered by the SBC members has government funding to 31 March 2025 and there is a risk that this could cease or be paused by the new government which would directly impact SBC membership income. To address this we have launched an active advocacy campaign as part of the 10th anniversary of the SBC promoting successes of this programme and how the SBC members are critical partners in driving up SME economic growth.

The Government funded programme – Help to Grow: Management continues to require significant staffing levels and the concern about our ability to attract and retain appropriate staff has been managed well. In light of the cost of the programme for Government, there is a risk of a review being conducted by the National Audit Office, which would bring huge disruption to business as usual.

Approved by the Council and signed on its behalf by:



Professor Stewart Robinson:

Chair

Approved by the Council on: 24 October 2024

Independent auditor's report to the members of The Chartered Association of Business Schools

Opinion

We have audited the accounts of The Chartered Association of Business Schools (the 'charity') for the year ended 30 June 2024 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, the principal accounting policies and the notes to the accounts. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- ◆ give a true and fair view of the state of the charity's affairs as at 30 June 2024 and of its incoming resources and application of resources for the year then ended;
- ◆ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ◆ have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the accounts section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the accounts in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the accounts, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the accounts is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the accounts are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, including the Report of the Council, other than the accounts and our auditor's report thereon. The Council Members are responsible for the other information contained within the annual report. Our opinion on the accounts does not cover the other information and we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the accounts or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the accounts themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- ◆ the information given in the trustees' report is inconsistent in any material respect with the accounts; or
- ◆ sufficient accounting records have not been kept; or
- ◆ the accounts are not in agreement with the accounting records; or
- ◆ we have not received all the information and explanations we require for our audit.

Responsibilities of Council members

As explained more fully in the statement of responsibilities of the Council members set out on pages 15-16, the Council members are responsible for the preparation of the accounts and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of accounts that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Council members are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either

intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these accounts.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- We identified the laws and regulations applicable to the charity through discussions with management, and from our knowledge and experience of the sector;
- We focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charity, including the Charities Act 2011 and data protection legislation;
- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- The identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- Making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and

Independent auditor's report Year ended 30 June 2024

- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- Performed analytical procedures to identify any unusual or unexpected relationships;
- Tested journal entries to identify unusual transactions;
- Assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias; and
- Performed substantive testing of expenditure including authorisation thereof.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- Agreeing financial statement disclosures to underlying supporting documentation;
- Reading the minutes of Council meetings; and
- Enquiring of management as to actual and potential litigation and claims, including inspecting the relevant correspondence from regulators and advisors;

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the accounts is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Independent auditor's report Year ended 30 June 2024

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. 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 auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Buzzacott LLP
Statutory Auditor
130 Wood Street
London
EC2V 6DL

Date: 20 November 2024

Buzzacott LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

Statement of financial activities Year ended 30 June 2024

	Notes	Unrestricted funds £	Restricted funds £	2024 Total funds £
Income from:				
Charitable activities	1	1,658,406	16,172,377	17,830,783
Other income		44,790	—	44,790
Total income		1,703,196	16,172,377	17,875,573
Expenditure on:				
Charitable activities	2	1,792,006	16,042,507	17,834,513
Total expenditure		1,792,006	16,042,507	17,834,513
Net income before losses on investments		(88,810)	129,870	41,060
Gains on revaluation of investments	7	45,409	—	45,409
Net income and net movement in funds		(43,401)	129,870	86,469
Reconciliations of funds				
Fund balances at 1 July 2023		1,737,139	549,101	2,286,240
Fund balances at 30 June 2024	18	1,693,738	678,971	2,372,709

The charity has no recognised gains and losses in the period other than those shown above.

	Notes	Unrestricted funds £	Restricted funds £	2023 Total funds £
Income from:				
Charitable activities	1	1,476,203	22,848,844	24,325,047
Other income		22,314	—	22,314
Total income		1,498,517	22,848,844	24,347,361
Expenditure on:				
Charitable activities	2	1,455,765	22,689,018	24,144,783
Total expenditure		1,455,765	22,689,018	24,144,783
Net income before gains on investments	7	42,752	159,826	202,578
Losses on revaluation of investments		17,015	—	17,015
Net income and net movement in funds		59,767	159,826	219,593
Reconciliations of funds				
Fund balances at 1 July 2022		1,677,372	389,275	2,066,647
Fund balances at 30 June 2023	18	1,737,139	549,101	2,286,240

Balance sheet 30 June 2024

	Notes	2024 £	2023 £
Fixed assets			
Tangible fixed assets	6	43,798	42,509
Investments	7	1,098,512	553,103
Current assets			
Debtors	8	3,971,067	2,946,811
Cash at bank and in hand		1,249,317	5,554,796
		5,220,384	8,501,607
Liabilities:			
Creditors: amounts falling due within one year	9	(3,989,985)	(6,810,979)
Net current assets		1,230,399	1,690,628
Total net assets		2,372,709	2,286,240
The funds of the charity:			
Unrestricted funds:			
. General funds		1,423,322	1,455,231
- Tangible fixed assets fund	14	43,798	42,509
. Designated funds	15	226,618	239,399
Restricted funds	13	678,971	549,101
	16	2,372,709	2,286,240

Approved by the Council
and signed on their behalf by:



Professor Stewart Robinson

Chair

Approved on: 24 October 2024

Statement of cash flows Year ended 30 June 2024

	Notes	2024 £	2023 £
Cash flows from operating activities:			
Net cash (used in) provided by operating activities	A	(3,791,590)	3,837,189
Cash flows from investing activities:			
Purchase of fixed assets		(13,889)	(37,273)
Purchase of investments		(1,097,166)	—
Sale of investments		597,166	—
Net cash used in investing activities		(513,889)	(37,273)
Change in cash and cash equivalents in the year		(4,305,479)	3,799,916
Cash and cash equivalents at 1 July	B	5,554,796	1,754,880
Cash and cash equivalents at 30 June	B	1,249,317	5,554,796

Notes to the statement of cash flows for the year ended 30 June:

A Reconciliation of net movement in funds to net cash provided by operating activities

	2024 £	2023 £
Net movement in funds (as per the statement of financial activities)	86,469	219,593
Adjustments for:		
Depreciation charge	12,600	6,253
Gains on investments	(45,409)	(17,015)
(Increase)/decrease in debtors	(1,024,256)	818,352
(Decrease)/increase in creditors	(2,820,994)	2,810,006
Net cash (used by)/provided by operating activities	(3,791,590)	3,837,189

B Analysis of cash and cash equivalents

	2024 £	2023 £
Total cash and cash equivalents: Cash at bank and in hand	1,249,317	5,554,796

Analysis of changes in net debt

	At 1 July 2023 £	Cash flows £	At 30 June 2024 £
Cash at bank and in hand	5,554,796	(4,305,479)	1,249,317

Principal accounting policies Year ended 30 June 2024

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are laid out below.

Basis of preparation

These financial statements have been prepared for the year ended 30 June 2024 and are presented in sterling and rounded to the nearest pound.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS 102.

Critical accounting estimates and areas of judgement

Preparation of the financial statements requires the Council and management to make significant judgements and estimates.

The items in the financial statements where these judgements and estimates have been made include:

- ◆ estimating the useful economic life of tangible fixed assets for the purpose of determining the annual depreciation charge;
- ◆ allocating support costs across charitable activities; and
- ◆ estimating the value of gifts in kind received during the year.

Assessment of going concern

The Council have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The Council have made this assessment in respect to a period of one year from the date of approval of these financial statements.

The Government funded programme Help to Grow: Management provides significant cash flow, although does not have an impact on the bottom line as the majority of the funds flow through to the business schools delivering the course. Funds that remain within the Chartered ABS are only to cover our costs.

Assessment of going concern (continued)

The Council members have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. They are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due. The most significant areas of judgement that affect items in the financial statements are detailed above.

Income recognition

Income is recognised in the period in which the charity has entitlement to the income, the amount of income can be measured reliably and it is probable that the income will be received. Income is recognised on an accruals basis.

Income comprises membership fees, income from conferences and events in relation to the Small Business Charter, application and renewal fees, grant income and donations.

Grants are recognised when the charity has confirmation of both the amount and settlement date. In the event that a grant is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period. Where such grants are funded in arrears, the income is recognised when it is probable that those conditions will be fulfilled in the reporting period, being once the costs have been incurred.

Investment income from listed investments is recognised when received. Gifts in Kind are recognised at the market value of the service or product, being the value as advertised on third party websites. This usually consists of room hires, pro-bono work and salesforce licenses.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to make a payment to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

Expenditure comprises solely of expenditure on charitable activities, which consists of the costs of providing education training to members, running conferences and events, administering the Small Business Charter and running Government grant funded programmes.

Allocation of support and governance costs

Support costs, including governance costs, represent the indirect charitable expenditure incurred in carrying out the primary purposes of the charity. Such costs include the provision of office services and equipment and the public accountability of the charity (including audit costs).

Support costs are apportioned between charitable activities on the basis of staff time spent on each activity.

Pension costs

Retirement benefits to employees of the charity are provided by either the Teachers' Pension Scheme ('TPS'), a defined benefit scheme, or a defined contribution scheme provided by AVIVA. The TPS is closed to new employees.

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the charity in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. TPS is a multi-employer scheme and as the charity is unable to identify its share of the underlying (notional) assets and liabilities of the scheme, it has taken advantage of the exemption in FRS 102 and has accounted for the contributions to the scheme as if it were a defined contribution scheme.

The contributions in respect of the defined contribution scheme with AVIVA are recognised in the financial statements in the year which they are payable to the scheme.

Tangible fixed assets

All assets costing more than £1,000 and with an expected useful life exceeding one year are capitalised. Depreciation is provided at the following annual rates in order to write off the cost of each asset over its estimated useful life:

- Office furniture - 5 years
- Furniture and fixtures - 4 years

Fixed asset investments

Listed investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price.

The charity does not acquire put options, derivatives or other complex financial instruments.

Fixed asset investments (continued)

The main form of financial risk faced by the charity is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub sectors.

Realised gains (or losses) on investment assets are calculated as the difference between disposal proceeds and their opening carrying value or their purchase value is acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value at that date. Realised and unrealised investment gains (or losses) are combined in the statement of financial activities and are credited (or debited) in the year in which they arise.

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition.

Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Fund structure

The charity has various types of funds for which it is responsible, and which require separate disclosure. These are as follows:

Principal accounting policies Year ended 30 June 2024

General funds

Funds which are expendable at the discretion of the Council in furtherance of the objects of the charity.

Designated funds

The Council have designated certain amounts for specific purposes.

Restricted funds

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

Taxation

The Chartered Association of Business Schools is a registered charity and therefore is not liable for income tax or corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

1 Income from charitable activities

	Unrestricted funds £	Restricted funds £	2024 £
Membership and subscriptions	878,707	—	878,707
Conferences and events	513,929	—	513,929
Professional development	265,770	—	265,770
Small Business Charter	—	505,300	505,300
Government grant funded programmes			
. Help 2 Grow: Management	—	15,332,928	15,332,928
Help 2 Grow: Management Essentials	—	334,149	334,149
	<u>1,658,406</u>	<u>16,172,377</u>	<u>17,830,783</u>

	Unrestricted funds £	Restricted funds £	2023 £
<i>Membership and subscriptions</i>	810,388	—	810,388
<i>Conferences and events</i>	417,215	—	417,215
<i>Professional development</i>	248,600	—	248,600
<i>Small Business Charter</i>	—	500,630	500,630
<i>Government grant funded programmes</i>			
<i>. Help 2 Grow: Management</i>	—	22,348,214	22,348,214
	<u>1,476,203</u>	<u>22,848,844</u>	<u>24,325,047</u>

2 Expenditure on charitable activities

	Direct £	Support £	2024 £
Membership and subscriptions	(50,338)	84,402	34,064
Conferences and events	700,457	259,838	960,295
Professional development	185,276	89,689	274,965
Publications and Research	228,939	293,743	522,682
Small Business Charter	276,380	99,050	375,430
Government grant funded programmes			
. Help 2 Grow: Management	15,312,603	20,325	15,332,928
. Help 2 Grow: Management Essentials	334,149	—	334,149
	<u>16,987,466</u>	<u>847,047</u>	<u>17,834,513</u>

	Direct £	Support £	2023 £
<i>Membership and subscriptions</i>	69,812	71,527	141,339
<i>Conferences and events</i>	543,526	221,731	765,257
<i>Professional development</i>	176,177	41,851	218,028
<i>Publications and Research</i>	126,989	203,318	330,307
<i>Small Business Charter</i>	244,872	95,932	340,804
<i>Government grant funded programmes</i>			
. <i>Help 2 Grow: Management</i>	<u>22,329,862</u>	<u>19,186</u>	<u>22,349,048</u>
	<u>23,491,238</u>	<u>653,545</u>	<u>24,144,783</u>

The above expenditure analysed by fund was:

	2024 £	2023 £
Unrestricted funds	1,792,006	1,455,765
Restricted funds	16,042,507	22,689,018
	<u>17,834,513</u>	<u>24,144,783</u>

Restricted funds expenditure relates to the programmes detailed in note 13.

3 Support costs

	2024 £	2023 £
Premises costs	150,897	134,274
Administration	188,636	152,310
Staff costs	351,795	173,886
Travel	22,322	9,486
Depreciation	12,600	6,253
Other expenses	5,336	106
Bad debt write off	—	39,362
Governance	27,452	21,316
. Audit and accountancy fees	20,123	18,498
. Legal and professional fees	67,886	98,055
	847,048	653,546

4 Net income

This is stated after charging:	2024 £	2023 £
Depreciation	12,600	6,253
Auditors' remuneration		
. Statutory audit current year	15,000	13,000
. Statutory audit prior year	10,280	—
. Other assurance	32,128	28,915
. Other services	2,340	640
Operating lease rentals		
. Land and buildings	127,399	133,663
. Office equipment	3,357	4,954

5 Staff costs, remuneration of key management and Council members' remuneration

	2024 £	2023 £
Staff costs during the period were as follows:		
Wages and salaries	2,283,024	1,894,333
Social security costs	256,105	125,743
Other pension costs	218,460	96,342
	2,757,589	2,116,418

The average monthly number of employees during the year was:

	2024 No	2023 No
Employees	49	40

5 Staff costs, remuneration of key management and Council members' remuneration
(continued)

The number of employees whose total remuneration was over £60,000 in the year were as follows:

	No. employees	
	2024	2023
£60,001 - £70,000	3	2
£70,001 - £80,000	1	—
£80,001 - £90,000	—	1
£90,001 - £100,000	2	3
£100,001 - £110,000	1	1
£130,000 - £140,000	—	1

Key management personnel comprise the Council members, the Chief Executive, the Director of Communications and External Relations and the Office Manager. The total remuneration payable (including taxable benefits, employers pension contributions and employers social security costs) in respect to the key management personnel of the charity was £311,874 (2023 - £275,349).

No Council member received any emoluments during the year for services provided to the Chartered Association of Business Schools (2023 – none). Further transactions with Council members are disclosed within note 11.

6 Tangible fixed assets

	Office equipment £	Furniture and Fixtures £	Total £
Cost			
At 1 July 2023	216,901	7,352	224,253
Additions	13,889	—	13,889
Disposals	(174,096)	—	(174,096)
	<u>56,694</u>	<u>7,352</u>	<u>64,046</u>
Depreciation			
At 1 July 2023	181,131	613	181,744
Charge for year	10,149	2,451	12,600
Depreciation on disposals	(174,096)	—	(174,096)
	<u>17,184</u>	<u>3,064</u>	<u>20,248</u>
Net book values			
At 30 June 2023	35,770	6,739	42,509
At 30 June 2024	<u>39,510</u>	<u>4,288</u>	<u>43,798</u>

7 Listed investments

	2024 £	2023 £
Market value as at 1 July	553,103	536,088
Additions at cost	1,097,166	—
Disposals (proceeds £597,166, realised gain £44,063)	(553,103)	—
Net gains on revaluation	1,346	17,015
Market value as at 30 June	<u>1,098,512</u>	<u>553,103</u>
Cost as at 30 June	<u>1,000,000</u>	<u>500,000</u>

Listed investments held at 30 June 2024 comprised solely of units in the COIF Charities Ethical Investment Fund, a United Kingdom common investment fund managed by CCLA Investment Management Limited (2023 the COIF Charities Investment Fund).

7 Listed investments (continued)

The accumulated unrealised gains on the above investments were as follows:

	2024 £	2023 £
Reconciliation of movements in unrealised gains on investment assets		
Accumulated unrealised gains at 1 July	53,103	36,088
Net gains arising on revaluation in period	45,409	17,015
Accumulated unrealised gains at 30 June	98,512	53,103

8 Debtors

	2024 £	2023 £
Trade debtors	304,662	429,808
Other debtors	93,442	93,442
Accrued income	3,444,366	2,302,505
Prepayments	128,597	121,056
	3,971,067	2,946,811

Accrued income includes Help to Grow claims for May and June £3,094,041 (2023 - £2,260,771).

9 Creditors: amounts falling due within one year

	2024 £	2023 £
Trade creditors	2,486,135	1,840,676
Accruals	776,239	4,228,354
Deferred income	645,081	681,571
Other creditors	6,000	—
Social security & pension creditor	76,530	60,378
	3,989,985	6,810,979

Trade creditors above includes amounts due to Business Schools as part of the Government grant funded programmes. These amounts were settled post year end upon the receipt of the associated funding.

Accruals for 2024 related to Help to Grow expenditure for month of June 2024, These costs were posted in 2024 and the claim was received.

Deferred income relates to membership fees in advance and courses, events and conferences to be held after the year end. Movements on deferred income are shown below:

9 Creditors: amounts falling due within one year (continued)

	2024 £	2023 £
Balance as at 1 July	681,571	572,148
Amount released to income	(681,571)	(572,148)
Amount deferred in the year	645,081	681,571
Balance as at 30 June	645,081	681,571

10 Pension commitments

The charity participates in the Teachers' Pension Scheme and a defined contribution scheme provided by AVIVA. The Teachers' Pension Scheme is currently closed to new employees. Membership to the AVIVA scheme is available to all employees who are not contributing to the Teachers' Pension Scheme.

Teachers' Pension Scheme

Introduction

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pensions Regulations (2010) and, from 1 April 2014, by the Teachers' Pension Scheme Regulations 2014.

The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis – these contributions along with those made by employers are credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

Under the definitions set out in FRS 102 (28.11), the TPS is a multi-employer pension plan. The charity is unable to identify its share of the underlying assets and liabilities of the plan.

Accordingly, the charity has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined-contribution plan. The charity has set out above the information available on the plan and the implications for the charity in terms of the anticipated contribution rates.

Valuation of the Teachers' Pension Scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2016. The valuation report was published by the Department for Education on 5 March 2019. A copy of the valuation report and supporting documentation is on the Teachers' Pensions website.)

The key elements of the valuation and subsequent consultation are:

10 Pension commitments (continued)

Teachers' Pension Scheme (continued)

- ♦ employer contribution rates set at 23.68% of pensionable pay (including a 0.08% administration levy)
- ♦ total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £218,100 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £196,100 million, giving a notional past service deficit of £22,000 u
- ♦ the SCAPE rate, set by HMT, is used to determine the notional investment return. The current SCAPE rate is 2.4% above the rate of CPI. The assumed real rate of return is 2.4% in excess of prices and 2% in excess of earnings. The rate of real earnings growth is assumed to be 2.2%. The assumed nominal rate of return including earnings growth is 4.45%.

The next valuation result is due to be implemented from 1 April 2024.

The employer's pension costs paid to TPS in the period amounted to £27,172 (2023: £31,625).

AVIVA Pension Scheme

This is a defined contribution scheme. Employer pension costs in respect of the scheme amounted to £218,460 (2023 - £96,342).

Transactions with Council Members

No Council member received any emoluments during the period for services provided to The Chartered Association of Business Schools (2023 – none).

During the period and the preceding year, no Council member was reimbursed for any expenses.

The Council consists of members of senior management from member business schools. All Council members attended events and conferences hosted by the Association during the year (2023 - all). The fees for event attendance were charged on the same terms as for other members and were met by all of the Council member's respective employers except for the Chair.

12 Financial commitments

At 30 June the Association had total commitments under non-cancellable leases as follows:

	2024		2023	
	Land and buildings £	Office equipment £	Land and buildings £	Office equipment £
Operating lease payable				
Within one year	230,341	3,069	217,022	3,069
Between 2 to 5 years	62,820	1,764	103,235	4,833

13 Restricted funds

	At 1 July 2023 £	Income £	Expenditure £	Transfers £	At 30 June 2024 £
Small Business Charter	549,101	505,300	(375,430)	—	678,971
Help to Grow: Management	—	15,332,928	(15,332,928)	—	—
Help to Grow: Essentials	—	334,149	(334,149)	—	—
	549,101	16,172,377	(16,042,507)	—	678,971

Small Business Charter

The Small Business Charter is an awards programme run by The Chartered Association of Business Schools but is governed by a separate Management Board. Income received in respect of the awards programme is not in itself subject to donor imposed restrictions; however the Bye-Laws of The Chartered Association of Business Schools stipulate that any surpluses on the awards programme are utilised in a manner approved by the Management Board. The Chair and senior management team of The Chartered Association of Business Schools are not voting members of the Management Board of the Small Business Charter.

While it is the intention that the Small Business Charter awards programme is self-funding, in the event that the programme becomes a drain on the resources of the charity, the Council have the right to close down the Small Business Charter. In such circumstances, any unspent balance on the fund will revert to unrestricted funds in accordance with the absence of conditions attached to the receipt of the associated income.

Help to Grow: Management

This relates to the BEIS sponsored programme announced in the Chancellor's budget in March 2021, with the aim of 30,000 supporting small businesses over three years. Our contract was signed in April 2021 and will run through to March 2025.

	At 1 July 2023 £	Income £	Expenditure £	Transfers £	At 30 June 2023 £
Small Business Charter	389,275	500,630	(340,804)	—	549,101
Help to Grow: Management	—	22,348,214	(22,348,214)	—	—
	389,275	22,848,844	(22,689,018)	—	549,101

14 Tangible fixed assets fund

The tangible fixed assets fund represents the net book value of the charity's tangible fixed assets. The fund recognises the fact that the assets are required for the day-to-day operation of the charity and are not available for other purposes or as a general reserve.

	At 1 July 2023 £	New designation £	Utilised/ released £	At 30 June 2024 £
Tangible fixed asset fund	42,509	13,889	(12,600)	43,798

	At 1 July 2022 £	New designation £	Utilised/ released £	At 30 June 2023 £
<i>Tangible fixed asset fund</i>	11,489	37,273	(6,253)	42,509

15 Designated funds

The unrestricted funds of the charity include the following funds designated for specific purposes.

	At 1 July 2023 £	New designation £	Utilised/ released £	At 30 June 2024 £
Scholarships fund	90,941	—	(32,835)	58,106
New projects fund	25,355	—	(25,355)	—
Property fund	70,000	—	—	70,000
Investment fund (note 7)	53,103	—	45,409	98,512
Total	239,399	—	(12,781)	226,618

	At 1 July 2022 £	New designation £	Utilised/ released £	At 30 June 2023 £
<i>Scholarships fund</i>	90,941	—	—	90,941
<i>New projects fund</i>	25,355	—	—	25,355
<i>Property fund</i>	70,000	—	—	70,000
<i>Investment fund (note 7)</i>	36,088	—	17,015	53,103
<i>Total</i>	222,384	—	17,015	239,399

Scholarships fund

This fund is to be used for Chartered ABS scholars to conduct research relevant for members. Whilst little has been used in the past year, the trustees have budgeted to significantly increase activity in this area in the year ahead.

15 Designated funds (continued)

New projects fund

This fund which was set up for the development of any new major projects the Association undertakes, has now been closed.

Property fund

This fund has been set aside to cover future property related costs.

Investment fund

This fund represents the cumulative unrealised gain on listed investments which cannot be applied towards charitable purposes without prior liquation of investments.

16 Net assets between funds

	General funds £	Designated funds £	Restricted funds £	Total funds 2024 £
Tangible fixed assets	—	43,798	—	43,798
Investments	1,000,000	98,512	—	1,098,512
Current assets	3,055,754	128,106	2,036,524	5,220,384
Current liabilities	(2,632,432)	—	(1,357,553)	(3,989,985)
Total	<u>1,423,322</u>	<u>270,416</u>	<u>678,971</u>	<u>2,372,709</u>

	General funds £	Designated funds £	Restricted funds £	Total funds 2023 £
Tangible fixed assets	—	42,509	—	42,509
Investments	500,000	53,103	—	553,103
Current assets	3,501,920	186,296	4,813,391	8,501,607
Current liabilities	(2,546,689)	—	(4,264,290)	(6,810,979)
Total	<u>1,455,231</u>	<u>281,908</u>	<u>549,101</u>	<u>2,286,240</u>

THE CHARTERED ASSOCIATION OF BUSINESS SCHOOLS

England & Wales - Charity number 1162854

Accounts

The Chartered Association of Business Schools

Annual Report and Financial Statements

30 June 2023

Charity Registration Number 1162854

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Reference and administrative details

Members of the Council (Trustees)	Professor Robert MacIntosh (Chair) Professor Sankar Sivarajah (Treasurer) Professor Mohammad Ali Professor Julia Bennell Professor Catherine Cassell (Vice Chair) Professor Marian Garcia Professor Toni Hilton Professor Heather McLaughlin Professor Kamil Omoteso Professor Eleanor Shaw Professor Baback Yazdani
Secretary to the Council	Daniel Walsh
Chief Executive	Flora Hamilton
Registered and operational office	3 rd Floor 40 Queen Street London EC4R 1DD
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E-mail	enquiries@charteredabs.org
website	www.charteredabs.org
Charity registration number	1162854
Auditor	Buzzacott LLP 130 Wood Street London EC2V 6DL
Lawyers	Penningtons Manches Cooper LLP 125 Wood Street London EC2V 7AW

Reference and administrative details

Bankers	Shawbrook Bank Lutea House Warley Hill Business Park Brentwood Essex CM13 3BE
	CAF Bank Ltd 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4JQ
Investment managers	CCLA Investment Managers Senator House 85 Queen Victoria Street London EC4V 4ET

Report of the Council Year ended 30 June 2023

The Council presents its annual report and audited financial statements for the year ended 30 June 2023 for The Chartered Association of Business Schools (“the Charity” or “the Association”).

The financial statements have been prepared in accordance with the accounting policies set out on pages 26 to 30 of the attached financial statements and comply with the charity’s Royal Charter, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), effective from accounting periods commencing 1 January 2015 or later.

Introduction

The Chartered Association of Business Schools advances the education of the public in business and management in particular through the promotion of management education, training and development so as to improve the quality and effectiveness of management in the United Kingdom.

Objectives and activities

As articulated in the Royal Charter, the Association’s objective is the advancement of education for the public benefit by:

- ◆ advancing the education of the public in business and management in particular through the promotion of business and management education, training and development so as to improve the quality and effectiveness of the practice of management in the United Kingdom;
- ◆ designing and running awards (“the Charter Awards”) providing public recognition to business schools which assist small businesses to succeed;
- ◆ promoting research, organisational structures and communications between members and the public and Government to assist its members in their contributions to society at large;
- ◆ providing a forum for the exchange of ideas and stimulating discussion on the role of business and management education; and
- ◆ organising and facilitating the development of the competence of academic and administrative staff of the member organisations.

Our mission:

Supporting and championing business schools for the benefit of business and society.

The members of the Council confirm that they have referred to the guidance contained in the Charity Commission’s general guidance on public benefit when reviewing the Association’s objectives and aims and in planning future activities.

We deliver our mission through:

Lobbying and Advocacy

Building relationships with key stakeholders, partnering effectively and promoting awareness of the scale, scope and impact of business school research and education.

Developing Capacity

Developing talent, sharing good practice, creating networks and celebrating excellence.

Building Knowledge and Understanding

Gathering data, conducting impactful research and sharing insights that support our members to understand and influence the world in which they operate.

We're mindful of significant changes in our operating environment:

The central importance of the **EDI agenda** and promoting dialogue to help member schools lead and shape the agenda by foregrounding EDI with our student communities, amongst our staff and in everything we do.

The opportunities to review **pedagogy** post-Pandemic as place, space and technology influence possibilities for learning in member schools.

The ways in which organisational change in the wider economy create **opportunities for business and management research, scholarship, knowledge exchange and leadership to have an impact.**

The availability of significant new multidisciplinary and challenge-led research funds creates new opportunities to **collaborate** both within and beyond business schools.

The increased pressures facing business school staff and students and **the need to nurture well-being and resilience** as a response to those pressures.

The changing nature of **international partnerships and student recruitment** for member schools.

The changing **expectations of employers and students** in relation to skills delivered in business schools.

The pervasive importance of **sustainability** and the growing use of **Generative AI**.

For the year ahead we will:

1. Build on the progress we have made in embedding EDI in our core activities. We will enhance our EDI activities by highlighting innovation and good practice and sharing this both within and beyond our membership.
2. Creating spaces for members to better understand, and respond to, the rapidly changing regulatory environment for HE and the post-pandemic landscape by sharing experiences of the models and practice in research, knowledge exchange, pedagogy and leadership which work for business schools.
3. Support member schools as they pursue the sustainability agenda in curricular terms, in our operations, and through the practices and insights we embed in the full range of organisations with which business schools work.

Review of activities

Lobbying and advocacy

Our deeper connections and influence within government and other stakeholders continues to grow. There were two significant achievements in particular this year.

The first was that the Chartered ABS was a lead partner in a successful bid for £5m Research England funding for a project to develop the business awareness of doctoral and early career researchers, with the aim of improving the exchange of expertise between universities and industry. The project, based at the University of Exeter Business School, started in July 2023 will work initially with a group of five partner business schools to develop a range of training and networking opportunities. Other business schools will also be invited to bid for funds to develop their own initiatives, with the full range of activities and resources evaluated to identify a sustainable national programme of activity.

The second was to secure the continuation of the Help to Grow: Management programme funding against a background of largescale government cuts in spending. The programme is highly valued by the government, which is a huge testament to the quality of the programme being delivered by member business schools and the impact it is evidently having on small businesses. We will be working hard to try to consolidate the programme's role as a valuable asset for the next government and to secure future funding beyond 2025.

Across the Chartered ABS, the messaging in our external relations has focused on deepening the understanding of the scale and breadth the business school sector and the impact of its activities across the economy and society.

Our consultation responses have included: UKRI - Future of Research Assessment; OfS - potential changes to the NSS; QAA - revised subject benchmark statements; and the IfATE - updates to the criteria for mandatory qualifications in apprenticeships.

We are actively trying to create the best possible conditions for our business schools to flourish and are engaged with the Department for Business & Trade, HMT, Home Office, ESRC, BCC, FSB, BAM, UUK, British Academy, AACSB, and NatWest, among many others.

Review of activities (continued)

Development Programmes

Our four Development Programmes remain popular because they are so useful for both the individual participants and the member school.

In 2022-23 the Deans' and Directors' Development Programme (3DP) was facilitated by Professor Simon Collinson; the Leaders in Learning and Teaching Development Programme (LLT) was facilitated by Dr Cathy Minett-Smith; the Development Programme for Directors of Research (DPDOR) which is run in partnership with the British Academy of Management was facilitated by Professor Natasha Mauthner; and the Executive Education Leadership Programme (EELP) was facilitated by Steve Ludlow. We are grateful to all our facilitators for the brilliant jobs they do in creating such stimulating environments for development.

Conferences

The 2022 Chartered ABS Annual Conference took place in November and was our largest gathering to date. It is our flagship conference and brings together the Deans and leaders of UK business schools and senior representatives of government and industry.

Our conference for the professional services community (PMAC 2023) once again was a blended event consisting of an in-person event for senior professional services staff in February, and an online event for the wider professional services community in April. This successfully gave everyone an opportunity to be part of the community of professional managers.

The Annual Research Conference took place in Warwick in March. Attendance was down on previous years, but the quality of the conversations and networking remained as good as ever.

The Learning, Teaching & Student Experience conference (LTSE 2023) took place in Newport in May. We had a record number of participants and, as ever, the quality of the content and the supportive culture of the conference was outstanding.

Other events

Demand for smaller in-person events such as CMBE CPD workshops, SBC events and other events for the Chartered ABS community remained suppressed this year. This was due to a number of factors including the impact of rail strikes and budget pressures within our member schools. Notwithstanding a difficult market we ran several events which brought together different parts of the membership for learning, debate, and network building. For example, in November 2022 and again in June 2023, Directors of Executive Education gathered for the biannual Executive Education Symposia.

In June 2023 we hosted the Small Business Charter Summer Reception at the House of Lords at which the inaugural 'Small Business Charter Excellence Awards' were announced. We have also continued our SBC events that enable knowledge exchange between SBC member institutions; and to support schools through their (re)accreditation journey.

Review of activities (continued)

Other events (continued)

Our series of CMBE CPD workshops offer support for teaching faculty to develop their teaching practice and over the year we have continued to deliver several online events for the CMBE community.

Our paid-for events have been supplemented by our free online Community Meetings for distinct groups (such as Deans or Directors of Research) which we have continued since introducing them in 2020.

Committee work

We currently support around 40 committee meetings each year, held by our twelve committees and our Race Equality Action Group. Over 140 people representing over 80 of our member institutions sit on these groups, and each of the committees reports into Council. Our series of free, regular on-line community meetings, with topics and speakers chosen by the Committees continued where there was a demand for them.

Publications

During the preceding year we continued with our regular cycle of publications for members, which included the research income reports for Business & Management and Law, interactive spreadsheets and commentary on the NSS results for both fields, and an in-depth analysis of outcomes for graduates from 2019/20 using the latest dataset for the HESA 'Graduate Outcomes' survey. We also published a detailed analysis of student enrolments by country and domicile covering all providers offering Business & Management education in the UK. Our ad-hoc publications in 2022/23 included the first ever detailed look at approaches to resourcing professional services teams in UK business schools, which resulted from a collaboration with our Professional Managers Committee, and the launch of an interactive data visualization tool on the impact case studies submitted by business schools to the Research Excellence Framework (REF) 2021.

Also in the last year we published the second edition of the LTSE Conference proceedings document based on submissions to the 2022 event, and several publications under our 'Dynamic Conversations' initiative which focuses on key issues related to Learning & Teaching, such as data literacy, and creativity and employability.

Certified Management & Business Educator (CMBE)

In May 2023 the CMBE celebrated its fourth anniversary, and its continued growth is a wonderful reflection of the commitment that institutions and educators are making to the ongoing development of teaching practice and leadership. 1 in 20 academics in UK business schools hold the CMBE, and there are CMBEs in 80% of UK business schools and in nearly 30 countries worldwide. At an individual level, the CMBE supports educators ongoing development, career progression, and provides recognition of teaching practice. Moreover, an increasing number of our members are utilising the option of group subscriptions which is a terrific way of a business school to demonstrate, in tangible terms, its commitment to staff progression and development.

Review of activities (continued)

Small Business Charter

On 9 December, we received the sad news that Lord Young, inaugural Patron of the Small Business Charter passed away. Whilst serving as Enterprise Adviser to the Prime Minister he was instrumental in the establishment of the Small Business Charter. Lord Young drew on his vast experience of entrepreneurship, business leadership and policymaking to act as an influential advocate for the great potential of business schools' support for small businesses and local economic growth. The SBC Board has started its search for a new Patron.

We have seen a further increase in the number of schools with the Small Business Charter, directly as a result of the Government-funded programmes which contractually can only be delivered by holders of the SBC. There are now 64 business schools with the SBC.

In early 2023 the Small Business Charter Excellence Awards were launched. These awards are the opportunity for business schools that hold the SBC accreditation to demonstrate their to supporting, championing and connecting small businesses with our academic communities, influential business networks and our students and graduates. They also raise the profile of business schools offering tangible influence, partnership and impact in the categories aligned with the SBC assessment.

The Awards ceremony took place at the SBC Summer Reception at the House of Lords on 22 June 2023. Of the 39 entries, three winners and two highly commendations were awarded by the Judging Panel, which was chaired by Michael Hayman, Chair of the Small Business Charter Board.

Help to Grow: Management Course

The Chartered ABS is in its third year of delivering the Help to Grow: Management Course. The course is now available via 60 member schools with the small business charter across the UK, widening access for small business leaders in all four nations.

By 31 March 2023, business schools had delivered, or started to deliver, a total of 322 cohorts. In [data published by the Department for Business and Trade in May 2023](#), a total of 5,395 small business leaders had enrolled on the programme as of the 28th February 2023.

From 1 April 2023, the Department for Business and Trade (DBT) passed responsibility to the Chartered ABS for all awareness and demand generation activity for Help to Grow: Management. This has resulted in the development of a sophisticated CRM system with access for all Help to Grow: Management business schools which has also integrated Help to Grow: Management within the new Small Business Charter website.

During 2022, Chartered ABS picked up the responsibility for the development and management of the Help to Grow: Management Alumni programme. In 2022-23, we delivered the first year annual conference, seven regional events for the alumni, and nine webinars. In June 2023 we launched the Alumni Network Hub where alumni can find content to further their learning and details of our events and webinars.

Review of activities (continued)

Help to Grow: Management Course (continued)

Delivery of the Help to Grow: Management Course enables member schools to build relationships with small business leaders in their region, and provides opportunities for further engagement through student placements, research positions and Knowledge Transfer Partnerships. In the most recent evaluation research produced by Ipsos, it was reported that 90% of small business leaders would recommend the course to a peer; an excellent endorsement of the quality of the curriculum and its delivery by SBC member business schools.

Media coverage

The Chartered ABS and Small Business Charter have continued to see a rise in media coverage over the last 12 months, including positive articles in outlets such as The Times, The Financial Times and City AM. As a result of the ongoing publicity surrounding the Help to Grow: Management Course, we have experienced a reach of over 50 million this year, with several articles widely syndicated across a number of outlets.

Digital communications including website and newsletters

Increased engagement with our membership and wider community is evidenced in the continued growth of our database, which has expanded to over 77,000 UK and global contacts. As such, our newsletters and website have tremendous reach within the global business school community and our stakeholders.

The Chartered ABS website continues to see high traffic, with an average of 30,000 unique visitors engaging with the site every month, with notable increases to our publications and blogs.

Due to a redevelopment of our social media strategy and diversification of content, we have seen an increase in engagement across both the Chartered ABS and Small Business Charter social media channels, with the latter receiving increased traffic as a result of the nationwide Help to Grow: Management Course campaigns.

Academic Journal Guide

The stature of the Academic Journal Guide continues to grow amongst the business school research community, particularly globally where there is now increased awareness and usage of the Guide by researchers in many different countries. The total registrations for the 2021 edition of the AJG has now greatly exceeded the total for the 2018 edition. The 2024 edition of the AJG is in development at time of writing and will include new data on the journals listed so that the value of the Guide is further enhanced for users. The first ever meeting of users of the Guide was held online in March 2023 to gather feedback on the type of data that the community would like to see in future editions of the AJG.

Review of activities (continued)

Equality, Diversity and Inclusion

Equality, diversity and inclusion are important to us and we actively promote our strategic principles on diversity. These principles are embedded in our work and activity and promoted to our members. Sessions and workshops on EDI have been a feature of our major conferences this year.

Committee reports

Apprenticeships Committee

The Committee appointed seven new members following an open call. Two new research streams were progressed by members of the committee: a HESA data working group, and the further development of the social mobility research project with a survey completed, interviews planned and the aim to present a paper at the Annual Conference in November. The committee heard presentations on initiatives to recruit/market the CMDA and SL programmes, and on how to prepare for an Ofsted inspection. Following this a one-day workshop on Ofsted inspections is being developed for the Autumn of 2023. The committee is refreshing its Key Priorities and will present them to Council for approval later this year.

Academic Journal Guide Management Committee

Over the last year the AJG Management Committee has been focused on the strategic development of the AJG, which will include progressively enriching the data included in the Guide, starting from the 2024 edition onwards. The committee has also developed plans to widen the international user base of the Guide and to host content on the Chartered ABS website to generate more debate on the issues surrounding journal guides.

Equality, Diversity and Inclusion (EDI) Committee

The Committee appointed a new Chair and six new members during the year. Three members chaired or facilitated sessions on EDI at the Annual Conference in November. In 2022 the Committee drafted a letter to the Secretary of State for Education and the Minister for Higher and Further Education, expressing their concerns at the Minister's comments regarding the REC and other benchmarks. The letter was signed by the Chartered ABS Chair and the CEO. The Committee introduced a regular update from members as to the outcome-based measures for EDI at their respective schools. This was initially in response to the UUK Report 'Closing the Gap' but has become a standing item with a view to creating a database for the website. An EDI Committee one-day workshop on *Inclusive Leadership* is being planned for Autumn 2023. The Committee continues have oversight of the Race Equality Action Group.

Committee reports (continued)

Executive Education Committee

The Committee organised two Symposia in June and November 2022, at UCLAN and Strathclyde respectively. A white paper entitled *The future is now: redefining executive education for turbulent times* was drafted by committee members and presented at the June 2023 symposium in central London. The paper was subsequently published on the Chartered ABS website. The Committee is developing a 'train the trainer' workshop/event for executive education practitioners, to sit in the CMBE portfolio. A research paper entitled *Personalised learning, micro-credentials and scalable offers* was presented to the committee and it was agreed to develop one of the proposals in it with the CABS Research Team. The Committee appointed a new Chair and Vice Chair.

International Committee

The Committee appointed six new members and a new Vice Chair during the year. It continued to publish a series of blogs, written by committee members, under the general heading of *physical v virtual mobility* as well as a series of well received free online webinars for the international education community on the subjects of 'TNE' and 'internationalisation through networks'. The Committee organised two well attended sessions on international education issues at the Annual Conference in November 2022, and the committee meetings hosted some guest speakers including Dr Vangelis Tsiligkiris of Nottingham Trent University, and Marine Condette, Senior Accreditation Manager at AACSB International.

Learning, Teaching and Student Experience (LTSE) Committee

The 2023 LTSE Conference was held at the ICC Wales in Newport on 22-23 May and had 456 attendees which was the largest ever turn-out for the event. The conference also received its highest ever number of submissions which is a testament to the value the learning and teaching community places on being able to showcase their work at the event. The LTSE Committee once again showed dedication in helping the Chartered ABS put together a great conference by reviewing and providing feedback on the submissions. Also in the last year, the committee held more 'Dynamic Conversations' panel discussions in which key learning and teaching issues were reviewed and continued to progress its key projects on exploring pathways to professorship for learning and teaching academics, and how business schools can engage with PSRBs on issues connected to learning and teaching. The committee also provided valuable input to several consultation responses, including the OfS consultations on TEF and regulating student outcomes.

Membership and Fellowships Committee

In terms of membership, the Committee approved applications from the Faculty of Business at the Atlantic Technological University Donegal Letterkenny; Bucks New University; and Leeds Trinity University Business School. As regards Fellowships, following an open call placed on the Chartered ABS website, the following five new Fellows were appointed: Anne Kiem, Professor Georgina Andrews, Professor Julia Clarke, Dr Andrew Glanfield and Professor Mark Hart.

Committee reports (continued)

Professional Managers Committee

The Committee appointed a new Chair and four new members, and published a very well received research piece *Exploring professional services models in UK business schools*, available on the Chartered ABS website. A successful in-person PMAC was held in February 2023 at a venue in Leeds, with 140 registrants, followed by an online professional manager's conference in April. The committee is working on creating a Development Programme for professional services staff, and has updated and refreshed its Key Priorities and Projects for the year ahead.

Research Committee

The Annual Research Conference was held on 23 March 2023 in Warwick and was the first fully in-person gathering of our research community since 2019 given that the previous year's event had to be held in hybrid mode due to coinciding with the train strikes. The Annual Research Conference was not held in-person in 2020 and 2021 due to Covid-19. Throughout the year the committee provided input to shape our offering of research events to ensure it remains attractive to the wider community. It continues to take forward its key project on how research environments in business schools can be improved and how research culture impacts upon EDI. A sub-group of the Research Committee is providing important oversight to our strategic research project on business schools and knowledge exchange to ensure the final outputs are of high quality and represent good value for money.

Race Equality Action Group

The Group appointed a new Vice Chair and two more members. After a review, the Group reduced the number of sub-groups to four to provide more focus. Members of the group facilitated sessions at the Annual Conference in November 2022 as well as a well received session at the LTSE Conference in 2023 on *Evaluating decolonisation*. One of the Group's research projects *EDI in UK business schools capturing good practice and impact* was approved in principle by Council and work on it is due to start later in 2023.

Remuneration Committee

The Remuneration Committee, which is responsible for, inter alia, the levels of salaries of the Chief Executive and other Chartered ABS staff, has conducted its business to enable it to consider all pertinent items in making its decisions this year.

Scholarships Committee

The Scholarships Committee provided oversight to the tender process and subsequent implementation of the business schools and knowledge exchange research project which was awarded to a joint proposal by two Chartered ABS member schools. The committee and the Chartered ABS will work together to deliver further commissioned research projects in line with the strategic interests set by Council.

Committee reports (continued)

Scottish Committee

The committee held a breakfast meeting at the Annual Conference on 8 November 2022. In February 2023 they met to hear from two guest speakers: Ross Tuffee, Chair of Scotland's Digital Technologies Skills Group, and Joe Little, Professor of Entrepreneurship, Stirling Management School to discuss the Entrepreneurial Campus – part of Scotland's National Economic Transformation Strategy. The Scottish Deans Dinner was held at The Dome, Edinburgh in April 2023.

Financial review

Results for the period

A summary of the Association's results for the period is given in the statement of financial activities on page 23 of this annual report and financial statements.

The total income for the year was £24,347,361 compared to £17,712,057 in the prior year. The significant increase was driven by Government funded programmes delivered through the Small Business Charter, under restricted funds.

The total expenditure for the year was £24,144,783 compared to £17,456,161 in the prior year. The significant increase was likewise driven by Government funded programmes with funding being transferred to the SBC schools delivering the programmes.

In addition to the above, investment gains of £17,015 (2022 losses: £42,687) were experienced, resulting in a surplus for the year of £219,593 (2022: £213,209), leaving the Chartered ABS in a healthy financial position at year end.

Financial position

The total net assets of the Chartered Association at 30 June 2023 were £2,286,240 (2022: £2,066,647), which were represented by unrestricted funds of £1,737,139 (2022: £1,677,372) and restricted funds of £549,101 (2022: £389,275).

Reserves policy

The intention of the Council is for the Chartered ABS to have reserves to cover between nine and 12 months, preferably towards the higher end. In this calculation we exclude the Government funded programme costs, as these are fully funded through the programmes. However, the standard SBC activities are included within the policy. In essence this means we are looking to hold between £1.15m and £1.5m. As at 30 June 2023, the Association's free reserves were £1,455,231. The purpose of reserves is to ensure we are able to withstand any financial shocks and to provide funds to cover expenditure we are planning to make, especially in terms of staff and premises.

Financial review (continued)

Reserves policy (continued)

Council has determined to considerably increase the amount we spend on research through scholarships and commissioned work. We have expanded the research team internally and have plans to commission research into both Knowledge Exchange in business schools, and the effectiveness of activities around EDI within our member schools.

It is the intention for the SBC restricted funds represent 75% to 100% of annual income, which we are now much closer to.

Investment Policy and Performance

In 2019 Council selected to place some of our reserves in a charity investment fund with CCLA. This is a long-term investment which inevitably has resulted in notional losses recently, in line with the general performance of investment portfolios.

The Chartered ABS will use the investment return to fund activities of the Association for the benefit of its members and in line with the strategy as determined by the Council. It is acknowledged that the principal risk to perpetual reserves such as these is inflation. The policy is to ensure the real value of our reserves are maintained as a minimum. The plan is to distribute 3-4% in perpetuity, and therefore an appropriate medium level of risk will be tolerated.

The trustees are able to tolerate volatility of the capital value of the investment, as long as the Association is able to meet its short-term funding needs through either income or liquid capital assets. Continual underperformance against benchmark will trigger an acceleration of the review of the fund manager. The Association's assets can be invested widely and may be diversified by asset class, by manager and by security. Assets should be invested in line with the aims of the Association and should be made in an ethical and sustainable way and should, for example, exclude investments in gambling, tobacco, controversial weapons, and adult entertainment.

We had a gain of £17,015 from investment in 22/23.

Governance, structure and management

Governance

The Chartered Association of Business Schools is governed by a Council whose members are voting members from our member business schools. Members are elected annually at the Chartered ABS Annual General Meeting, held in November, with approximately one third of the Council stepping down after their three-year terms each year. The Royal Charter and Bye-Laws of The Chartered Association of Business Schools, its incorporating document, lays down the powers, authorities and responsibilities of the Council.

In 2022, Council sought to amend the Bye-Laws to further strengthen our governance arrangements by adding a process whereby Council and Board members, and Council Officers, could be removed from office in certain circumstances. The suggested amendments

Report of the Council Year ended 30 June 2023

were fully approved by the Privy Council and its Legal Adviser and became effective in March 2023.

Members of the Council

Members of the Council (who are also trustees of The Chartered Association of Business Schools for the purposes of charity law) who served during the period and up to the date of this report were:

Professor Mohammad Ali	
Professor Julia Bennell	Appointed November 2022
Professor Catherine Cassell	
Professor Marian Garcia	Appointed November 2022
Professor Toni Hilton	
Professor Robert MacIntosh	
Professor Duncan Angwin	Resigned February 2023
Professor Eleanor Shaw	
Professor Heather McLaughlin	
Professor Kamil Omoteso	
Professor Sankar Sivarajah	Appointed November 2022
Professor Baback Yazdani	

In addition to the above elected members, David Meech Mazumdar serves as a co-opted member.

Elections were held in October 2023 to fill the vacancies arising from the above resignation and the end of terms of office of some members.

Induction and training of Council members

Newly appointed Council members, whether elected or co-opted, are provided with an induction pack, which includes the Charter and Bye-Laws, the Charity Commission's guide to responsibilities of trustees ('The Essential Trustee (CC3)'), terms of reference and the latest minutes of the Council and the most recent annual report and financial statements.

All Council members have been provided with a copy of the SORP (FRS 102) which contains the reporting requirements applicable to the financial statements of charities. Council members also have open access to the Secretary to the Council and the senior staff for advice and information.

Governance arrangements

The Council has twelve committees: Apprenticeships; Research; Learning, Teaching and Student Experience; Scottish; Professional Managers; Executive Education; International; Equality, Diversity and Inclusion; Academic Journal Guide; Membership; Awards and Fellowship; and Remuneration. The Council members receive reports of all committee activity

and also the activities of the Race Equality Action Group. The terms of reference for all committees are established by the Council and available on the Chartered ABS website.

Small Business Charter

The Small Business Charter (SBC) has its own Management Board, although the annual budget is approved by Council. Within the financial statements the SBC funds are treated as restricted funds.

CMBE Professional Standards Board

The PSB oversees the running of the CMBE, especially in regards to the standards of admission and compliance within the scheme.

Responsibilities of staff

The Chief Executive is appointed by the Council and has full executive authority for the management of the Association and its staff, as well as devising and recommending to Council suitable strategies and policies and implementing the plans and budgets approved by the Council.

Key management personnel

In December 2022 we said goodbye to Anne Kiem who had been Chief Executive of the Chartered ABS since 2014. Following an extensive selection process, in February 2023 we appointed Flora Hamilton as our new Chief Executive, and Flora took up the role on 2 May 2023. Council approved the appointment of a new senior leadership team, to take effect from 1 July 2023, consisting of a Deputy CEO & Director of External Relations, a Director of Professional and Programme Development, the Help to Grow Management Programme Director and a HR Manager.

The Council consider that they, together with the Chief Executive and the senior leadership team, comprise the key management personnel of the Association. None of the Council members receive any remuneration from the Association for serving on the Council. The annual pay of all members of staff, including the Chief Executive, is set by the Remuneration Committee and approved by the Council. See note 7 for further details on staff costs.

Further details of transactions with Council members are disclosed in note 13.

Statement of responsibilities of Council members

The Council members, who are trustees under charity law, are required to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Association at the balance sheet date and of the income and expenditure for that period.

In preparing those financial statements Council is required to:

- ◆ select suitable accounting policies and then apply them consistently;

- ◆ observe the methods and principles of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102);
- ◆ make judgments and estimates that are reasonable and prudent;
- ◆ state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements. In considering whether it is able to make this statement, in the light of the specificity of charity accounting requirements, Council takes advice from the management of The Chartered Association of Business Schools and the Auditor; and
- ◆ prepare the financial statements on a going concern basis unless it is inappropriate to assume that the Association will continue on that basis.

The Council members are responsible for keeping adequate accounting records that are sufficient to show and explain the Association's transactions and disclose with reasonable accuracy at any time the financial position of the Association and to enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008, and The Chartered Association of Business School's Charter and Bye-Laws. The Council is also responsible for safeguarding the assets of the Association and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Council is responsible for the maintenance and integrity of the financial information on the Association's website. Legislation in the United Kingdom governing the preparation and dissemination of the financial statements may differ from legislation in other jurisdictions.

The members of the Council confirm that as far as they are aware, there is no relevant audit information of which the Association's auditor is unaware. They have taken all the steps that they ought to have taken as Council members in order to make themselves aware of any relevant audit information and to establish that the Association's auditor is aware of that information.

Risk management

During Council meetings, the Council regularly assesses the major risks to which the Association is exposed, in particular those relating to business continuity, revenue and operations. The trustees believe that by monitoring reserve levels, by ensuring controls exist over key financial systems, and by examining the operational and business risks faced by the Association, they have established effective systems to mitigate those risks.

As in any membership organisation there is a risk of loss of membership income; however, with an active member engagement strategy and providing events and reports that are of value to members, this should be mitigated, as far as possible.

The Help to Grow: Management programme delivered by the SBC members has secured government funding to 31 March 2025 and there is a risk that this could cease or be paused

by the next government which would directly impact SBC membership income. To address this we have launched an active advocacy campaign promoting successes of this programme and how the SBC members are critical partners in driving up SME economic growth. Other financial risks relate to the impact of inflation on net income generation from conferences and events. There are risks around the inflationary impact on reserves investments as well as a rising operational cost base. To address this we have improved our monthly management account process as well as reviewing the investment strategy of the organisation's reserves.

The Government funded programme – Help to Grow: Management continues to require significantly staffing levels and there is a concern about our ability to attract and retain appropriate staff. In light of the cost of the programme for Government, there is a risk of a review being conducted by the National Audit Office, which would bring huge disruption to business as usual.

The migration of the IT systems to Microsoft 365 and cloud services commenced in Spring 2023 and is due for full completion in the autumn. A full overhaul of financial and IT processes and systems were commenced in June 2023 by the new CEO following a fraud incident in May 2023.

A full review of HR processes will be required to reduce the number of cases where single points of contacts are working on distinct areas of the organisation.

Approved by the Council and signed on its behalf by:



Professor Robert MacIntosh

Chair

Approved by the Council on: 8 November 2023

Independent auditor's report to the members of The Chartered Association of Business Schools

Opinion

We have audited the financial statements of The Chartered Association of Business Schools (the 'charity') for the year ended 30 June 2023 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- ◆ give a true and fair view of the state of the charity's affairs as at 30 June 2023 and of its income and expenditure for the year then ended;
- ◆ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ◆ have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Council Members' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Council Members with respect to going concern are described in the relevant sections of this report.

Other information

The Council members are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities Act 2011 requires us to report to you if, in our opinion:

- ◆ the information given in the Report of the Council is inconsistent in any material respect with the financial statements; or
- ◆ sufficient accounting records have not been kept; or
- ◆ the financial statements are not in agreement with the accounting records; or
- ◆ we have not received all the information and explanations we require for our audit.

Responsibilities of Council members

As explained more fully in the statement of responsibilities of the Council members, the Council members are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Council members determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Council members are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Council members either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- We identified the laws and regulations applicable to the charity through discussions with management, and from our knowledge and experience of the sector;
- We focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charity, including the Charities Act 2011 and data protection legislation;
- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- The identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- Making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- Performed analytical procedures to identify any unusual or unexpected relationships;
- Tested journal entries to identify unusual transactions;
- Assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias; and
- Performed substantive testing of expenditure including authorisation thereof.

Independent auditor's report Year ended 30 June 2023

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- Agreeing financial statement disclosures to underlying supporting documentation;
- Reading the minutes of Council meetings; and
- Enquiring of management as to actual and potential litigation and claims, including inspecting the relevant correspondence from regulators and advisors;

As a result of our procedures we did not identify any key audit matters relating to irregularities.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the Council members, as a body, in accordance with section 144 of the Charities Act 2011 and with regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the Council members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the Council members, as a body, for our audit work, for this report, or for the opinions we have formed.



Buzzacott LLP
Statutory Auditor
130 Wood Street
London
EC2V 6DL

Date: 10 November 2023

Buzzacott LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

Statement of financial activities Year ended 30 June 2023

	Notes	Unrestricted funds £	Restricted funds £	2023 Total funds £
Income from:				
Charitable activities	1	1,476,203	22,848,844	24,325,047
Other income		22,314	—	22,314
Total income		1,498,517	22,848,844	24,347,361
Expenditure on:				
Charitable activities	2	1,455,765	22,689,018	24,144,783
Total expenditure		1,455,765	22,689,018	24,144,783
Net income before losses on investments		42,752	159,826	202,578
Gains on revaluation of investments	7	17,015	—	17,015
Net income and net movement in funds		59,767	159,826	219,593
Reconciliations of funds				
Fund balances at 1 July 2022		1,677,372	389,275	2,066,647
Fund balances at 30 June 2023	18	1,737,139	549,101	2,286,240

The charity has no recognised gains and losses in the period other than those shown above.

	Notes	Unrestricted funds £	Restricted funds £	2022 Total funds £
Income from:				
Charitable activities	1	1,246,290	16,450,337	17,696,627
Other income		15,430	—	15,430
Total income		1,261,720	16,450,337	17,712,057
Expenditure on:				
Charitable activities	2	1,214,002	16,242,159	17,456,161
Total expenditure		1,214,002	16,242,159	17,456,161
Net income before gains on investments	7	47,718	208,178	255,896
Losses on revaluation of investments		(42,687)	—	(42,687)
Net income and net movement in funds		5,031	208,178	213,209
Reconciliations of funds				
Fund balances at 1 July 2021		1,672,341	181,097	1,853,438
Fund balances at 30 June 2022	18	1,677,372	389,275	2,066,647

Balance sheet 30 June 2023

	Notes	2023 £	2022 £
Fixed assets			
Tangible fixed assets	6	42,509	11,489
Investments	7	553,103	536,088
Current assets			
Debtors	8	2,946,811	3,765,163
Cash at bank and in hand		5,554,796	1,754,880
		8,501,607	5,520,043
Liabilities:			
Creditors: amounts falling due within one year	9	(6,810,979)	(4,000,973)
Net current assets		1,690,628	1,519,070
Total net assets		2,286,240	2,066,647
The funds of the charity:			
Unrestricted funds:			
. General funds		1,455,231	1,443,499
- Tangible fixed assets fund	16	42,509	11,489
. Designated funds	17	239,399	222,384
Restricted funds	15	549,101	389,275
	18	2,286,240	2,066,647

Approved by the Council
and signed on their behalf by:

R. MacIntosh

Professor Robert MacIntosh

Chair

Approved on: 08 November 2023

Statement of cash flows Year ended 30 June 2023

	Notes	2023 £	2022 £
Cash flows from operating activities:			
Net cash provided by (used in) operating activities	A	3,837,189	(220,544)
Cash flows from investing activities:			
Purchase of fixed assets		(37,273)	(13,935)
Purchase of investments		—	(250,000)
Net cash used in investing activities		(37,273)	(263,935)
Change in cash and cash equivalents in the year		3,799,916	(484,479)
Cash and cash equivalents at 1 July	B	1,754,880	2,239,359
Cash and cash equivalents at 30 June	B	5,554,796	1,754,880

Notes to the statement of cash flows for the year ended 30 June:

A Reconciliation of net movement in funds to net cash provided by operating activities

	2023 £	2022 £
Net movement in funds (as per the statement of financial activities)	219,593	213,209
Adjustments for:		
Depreciation charge	6,253	1,484
Loss on disposal	—	962
(Gains)/Losses on investments	(17,015)	42,687
Decrease/(increase) in debtors	818,352	(2,869,846)
(Decrease)/increase in creditors	2,810,006	2,390,960
Net cash (used by)/provided by operating activities	3,837,189	(220,544)

B Analysis of cash and cash equivalents

	2023 £	2022 £
Total cash and cash equivalents: Cash at bank and in hand	5,554,796	1,754,880

Analysis of changes in net debt

	At 1 July 2022 £	Cash flows £	At 30 June 2023 £
Cash at bank and in hand	1,754,880	3,799,916	5,554,796

Principal accounting policies Year ended 30 June 2023

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are laid out below.

Basis of preparation

These financial statements have been prepared for the year ended 30 June 2023 and are presented in sterling and rounded to the nearest pound.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS 102.

Critical accounting estimates and areas of judgement

Preparation of the financial statements requires the Council and management to make significant judgements and estimates.

The items in the financial statements where these judgements and estimates have been made include:

- ◆ estimating the useful economic life of tangible fixed assets for the purpose of determining the annual depreciation charge;
- ◆ allocating support costs across charitable activities; and
- ◆ estimating the value of gifts in kind received during the year.

Assessment of going concern

The Council have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The Council have made this assessment in respect to a period of one year from the date of approval of these financial statements.

The Government funded programme Help to Grow: Management provides significant cash flow, although does not have an impact on the bottom line as the majority of the funds flow through to the business schools delivering the course. Funds that remain within the Chartered ABS are only to cover our costs.

The Council members have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. They are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due. The most significant areas of judgement that affect items in the financial statements are detailed above.

Income recognition

Income is recognised in the period in which the charity has entitlement to the income, the amount of income can be measured reliably and it is probable that the income will be received. Income is recognised on an accruals basis.

Income comprises membership fees, income from conferences and events in relation to the Small Business Charter, application and renewal fees, grant income and donations.

Grants are recognised when the charity has confirmation of both the amount and settlement date. In the event that a grant is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period. Where such grants are funded in arrears, the income is recognised when it is probable that those conditions will be fulfilled in the reporting period, being once the costs have been incurred.

Investment income from listed investments is recognised when received. Gifts in Kind are recognised at the market value of the service or product, being the value as advertised on third party websites. This usually consists of room hires, pro-bono work and salesforce licenses.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to make a payment to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

Principal accounting policies Year ended 30 June 2023

Expenditure comprises solely of expenditure on charitable activities, which consists of the costs of providing education training to members, running conferences and events, administering the Small Business Charter and running Government grant funded programmes.

Allocation of support and governance costs

Support costs, including governance costs, represent the indirect charitable expenditure incurred in carrying out the primary purposes of the charity. Such costs include the provision of office services and equipment and the public accountability of the charity (including audit costs).

Support costs are apportioned between charitable activities on the basis of staff time spent on each activity.

Pension costs

Retirement benefits to employees of the charity are provided by either the Teachers' Pension Scheme ('TPS'), a defined benefit scheme, or a defined contribution scheme provided by AVIVA. The TPS is closed to new employees.

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the charity in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. TPS is a multi-employer scheme and as the charity is unable to identify its share of the underlying (notional) assets and liabilities of the scheme, it has taken advantage of the exemption in FRS 102 and has accounted for the contributions to the scheme as if it were a defined contribution scheme.

The contributions in respect of the defined contribution scheme with AVIVA are recognised in the financial statements in the year which they are payable to the scheme.

Tangible fixed assets

All assets costing more than £1,000 and with an expected useful life exceeding one year are capitalised. Depreciation is provided at the following annual rates in order to write off the cost of each asset over its estimated useful life:

- Office furniture - 5 years
- Furniture and fixtures - 4 years

Fixed asset investments

Listed investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price.

Principal accounting policies Year ended 30 June 2023

The charity does not acquire put options, derivatives or other complex financial instruments.

The main form of financial risk faced by the charity is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub sectors.

Realised gains (or losses) on investment assets are calculated as the difference between disposal proceeds and their opening carrying value or their purchase value is acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value at that date. Realised and unrealised investment gains (or losses) are combined in the statement of financial activities and are credited (or debited) in the year in which they arise.

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition.

Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Fund structure

The charity has various types of funds for which it is responsible, and which require separate disclosure. These are as follows:

General funds

Funds which are expendable at the discretion of the Council in furtherance of the objects of the charity.

Principal accounting policies Year ended 30 June 2023

Designated funds

The Council have designated certain amounts for specific purposes.

Restricted funds

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

Taxation

The Chartered Association of Business Schools is a registered charity and therefore is not liable for income tax or corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

Notes to the financial statements Year ended 30 June 2023

1 Income from charitable activities

	Unrestricted funds £	Restricted funds £	2023 £
Membership and subscriptions	810,388	—	810,388
Conferences and events	417,215	—	417,215
Professional development	248,600	—	248,600
Small Business Charter	—	500,630	500,630
Government grant funded programmes			
. Help 2 Grow: Management	—	22,348,214	22,348,214
	1,476,203	22,848,844	24,325,047

	Unrestricted funds £	Restricted funds £	2022 £
<i>Membership and subscriptions</i>	<i>674,900</i>	<i>—</i>	<i>674,900</i>
<i>Conferences and events</i>	<i>329,683</i>	<i>—</i>	<i>329,683</i>
<i>Professional development</i>	<i>241,707</i>	<i>—</i>	<i>241,707</i>
<i>Small Business Charter</i>	<i>—</i>	<i>437,580</i>	<i>437,580</i>
<i>Government grant funded programmes</i>			
<i>. Help 2 Grow: Management</i>	<i>—</i>	<i>16,012,757</i>	<i>16,012,757</i>
	1,246,290	16,450,337	17,696,627

Notes to the financial statements Year ended 30 June 2023

2 Expenditure on charitable activities

	Direct £	Support £	2023 £
Membership and subscriptions	69,812	71,527	141,339
Conferences and events	543,526	221,731	765,257
Professional development	176,177	41,851	218,028
Publications and Research	126,989	203,318	330,307
Small Business Charter	244,872	95,932	340,804
Government grant funded programmes			
. Help 2 Grow: Management	22,329,862	19,186	22,349,048
	<u>23,491,238</u>	<u>653,545</u>	<u>24,144,783</u>

	Direct £	Support £	2022 £
<i>Membership and subscriptions</i>	61,335	49,338	110,673
<i>Conferences and events</i>	514,821	114,199	629,020
<i>Professional development</i>	119,256	41,998	161,254
<i>Publications and Research</i>	87,837	138,627	226,464
<i>Small Business Charter</i>	172,723	56,679	229,402
<i>Government grant funded programmes</i>			
. <i>Small Business Leadership Programme</i>	5,521	—	5,521
. <i>Help 2 Grow: Management</i>	16,082,491	11,336	16,093,827
	<u>17,043,984</u>	<u>412,177</u>	<u>17,456,161</u>

The above expenditure analysed by fund was:

	2023 £	2022 £
Unrestricted funds	1,455,765	1,214,002
Restricted funds	22,689,018	16,242,159
	<u>24,144,783</u>	<u>17,456,161</u>

Restricted funds expenditure relates to the programmes detailed in note 15.

Notes to the financial statements Year ended 30 June 2023

3 Support costs

	2023 £	2022 £
Premises costs	134,274	120,844
Administration	152,310	83,517
Staff costs	173,886	128,777
Travel	9,486	1,852
Depreciation	6,253	1,484
Other expenses	38,791	1,077
Bad debt write off	677	48
Governance	21,316	16,270
. Audit and accountancy fees	18,498	16,800
. Legal and professional fees	98,055	41,508
	653,546	412,177

*the increase in administration costs in 2023 is due to expenditure on the new SBC website and initial expenditure on the new Chartered ABS website.

4 Net income

This is stated after charging:

	2023 £	2022 £
Depreciation	6,253	1,484
Loss on disposal of fixed assets	—	962
Auditors' remuneration		
. Statutory audit	13,000	10,335
. Other assurance	28,915	29,165
. Other services	640	1,950
Operating lease rentals		
. Land and buildings	111,710	133,663
. Office equipment	31,471	4,954

5 Staff costs, remuneration of key management and Council members' remuneration

	2023 £	2022 £
Staff costs during the period were as follows:		
Wages and salaries	1,894,333	1,061,903
Social security costs	125,743	121,947
Other pension costs	96,342	95,797
	2,116,418	1,279,647

The average monthly number of employees during the year was:

	2023 No	2022 No
Employees	40	24

Notes to the financial statements Year ended 30 June 2023

The number of employees whose total remuneration was over £60,000 in the year were as follows:

	No. employees	
	2023	2022
£60,001 - £70,000	2	—
£70,001 – £80,000	—	1
£80,001 – £90,000	1	2
£90,001 – £100,000	3	1
£100,001 - £110,000	1	—
£130,000 – £140,000	1	1

Key management personnel comprise the Council members, the Chief Executive, the Director of Communications and External Relations and the Office Manager. The total remuneration payable (including taxable benefits, employers pension contributions and employers social security costs) in respect to the key management personnel of the charity was £275,349 (2022 - £307,276).

No Council member received any emoluments during the year for services provided to the Chartered Association of Business Schools (2022 – none). Further transactions with Council members are disclosed within note 13.

Notes to the financial statements Year ended 30 June 2023

6 Tangible fixed assets

	Office equipment £	Furniture and Fixtures £	Total £
Cost			
At 1 July 2022	186,980	—	186,980
Additions	29,921	7,352	37,273
Disposals	—	—	—
	216,901	7,352	224,253
Depreciation			
At 1 July 2022	175,491	—	175,491
Charge for year	5,640	613	6,253
Depreciation on disposals	—	—	—
	181,131	613	181,744
Net book values			
At 30 June 2022	11,489	—	11,489
At 30 June 2023	35,770	6,739	42,509

7 Listed investments

	2023 £	2022 £
Market value as at 1 July	536,088	328,775
Additions at cost	—	250,000
Net (losses)/gains/ on revaluation	17,015	(42,687)
Market value as at 30 June	553,103	536,088
Cost as at 30 June	500,000	500,000

Listed investments held at 30 June 2023 and 30 June 2022 comprised solely of units in the COIF Charities Investment Fund, a United Kingdom common investment fund managed by CCLA Investment Management Limited.

The accumulated unrealised gains on the above investments were as follows:

	2023 £	2022 £
Reconciliation of movements in unrealised gains on investment assets		
Accumulated unrealised gains at 1 July	36,088	78,775
Net(losses)/ gains/ arising on revaluation in period	17,015	(42,687)
Accumulated unrealised gains at 30 June	53,103	36,088

Notes to the financial statements Year ended 30 June 2023

8 Debtors

	2023 £	2022 £
Trade debtors	429,808	241,602
Other debtors	93,442	93,440
Accrued income	2,302,505	3,373,248
Prepayments	121,056	56,873
	2,946,811	3,765,163

Accrued income includes Help to Grow claims for May and June £2,260,771 (2022 - £3,346,515). These claims have been received in July.

Notes to the financial statements Year ended 30 June 2023

9 Creditors: amounts falling due within one year

	2023 £	2022 £
Trade creditors	1,840,676	1,300,088
Accruals	4,228,354	2,085,756
Deferred income	681,571	572,148
Social security & pension creditor	60,378	42,981
	6,810,979	4,000,973

Trade creditors above includes amounts due to Business Schools as part of the Government grant funded programmes. These amounts were settled post year end upon the receipt of the associated funding.

Accruals for 2023 related to Help to Grow expenditure incurred during FY2023 but not invoiced as at 30th June 2023.

Deferred income relates to membership fees in advance and courses, events and conferences to be held after the year end. Movements on deferred income are shown below:

	2023 £	2022 £
Balance as at 1 July	572,148	451,646
Amount released to income	(572,148)	(451,646)
Amount deferred in the year	681,571	572,148
Balance as at 30 June	681,571	572,148

10 Pension commitments

The charity participates in the Teachers' Pension Scheme and a defined contribution scheme provided by AVIVA. The Teachers' Pension Scheme is currently closed to new employees. Membership to the AVIVA scheme is available to all employees who are not contributing to the Teachers' Pension Scheme.

Teachers' Pension Scheme

Introduction

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pensions Regulations (2010) and, from 1 April 2014, by the Teachers' Pension Scheme Regulations 2014.

The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis – these contributions along with those made by employers are credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

Under the definitions set out in FRS 102 (28.11), the TPS is a multi-employer pension plan. The charity is unable to identify its share of the underlying assets and liabilities of the plan.

12 Pension commitments (continued)

Teachers' Pension Scheme (continued)

Accordingly, the charity has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined-contribution plan. The charity has set out above the information available on the plan and the implications for the charity in terms of the anticipated contribution rates.

Valuation of the Teachers' Pension Scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2016. The valuation report was published by the Department for Education on 5 March 2019. A copy of the valuation report and supporting documentation is on the Teachers' Pensions website.)

The key elements of the valuation and subsequent consultation are:

- ♦ employer contribution rates set at 23.68% of pensionable pay (including a 0.08% administration levy)
- ♦ total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £218,100 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £196,100 million, giving a notional past service deficit of £22,000 million
- ♦ the SCAPE rate, set by HMT, is used to determine the notional investment return. The current SCAPE rate is 2.4% above the rate of CPI. The assumed real rate of return is 2.4% in excess of prices and 2% in excess of earnings. The rate of real earnings growth is assumed to be 2.2%. The assumed nominal rate of return including earnings growth is 4.45%.

The next valuation result is due to be implemented from 1 April 2024.

The employer's pension costs paid to TPS in the period amounted to £31,625 (2022: £48,670).

AVIVA Pension Scheme

This is a defined contribution scheme. Employer pension costs in respect of the scheme amounted to £38,877 (2022 - £47,317).

Notes to the financial statements Year ended 30 June 2023

13 Transactions with Council Members

No Council member received any emoluments during the period for services provided to The Chartered Association of Business Schools (2022 – none).

During the period and the preceding year, no Council member was reimbursed for any expenses.

The Council consists of members of senior management from member business schools. All Council members attended events and conferences hosted by the Association during the year (2022 - all). The fees for event attendance were charged on the same terms as for other members and were met by all of the Council member's respective employers except for the Chair.

14 Financial commitments

At 30 June the Association had total commitments under non-cancellable leases as follows:

	2023		2022	
	Land and buildings £	Office equipment £	Land and buildings £	Office equipment £
Operating lease payable				
Within one year	217,022	3,069	230,634	3,069
Between 2 to 5 years	103,235	4,833	320,257	7,902

15 Restricted funds

	At 1 July 2022 £	Income £	Expenditure £	Transfers £	At 30 June 2023 £
Small Business Charter	389,275	500,630	(340,804)	—	549,101
Help to Grow: Management	—	22,348,214	(22,348,214)	—	—
	389,275	22,848,844	(22,689,018)	—	549,101

Small Business Charter

The Small Business Charter is an awards programme run by The Chartered Association of Business Schools but is governed by a separate Management Board. Income received in respect of the awards programme is not in itself subject to donor imposed restrictions; however the Bye-Laws of The Chartered Association of Business Schools stipulate that any surpluses on the awards programme are utilised in a manner approved by the Management Board. The Chair and senior management team of The Chartered Association of Business Schools are not voting members of the Management Board of the Small Business Charter.

While it is the intention that the Small Business Charter awards programme is self-funding, in the event that the programme becomes a drain on the resources of the charity, the Council have the right to close down the Small Business Charter. In such circumstances, any unspent balance on the fund will revert to unrestricted funds in accordance with the absence of conditions attached to the receipt of the associated income.

Notes to the financial statements Year ended 30 June 2023

15 Restricted funds (continued)

Help to Grow: Management

This relates to the BEIS sponsored programme announced in the Chancellor's budget in March 2021, with the aim of 30,000 supporting small businesses over three years. Our contract was signed in April 2021 and will run through to March 2025.

	At 1 July 2021 £	Income £	Expenditure £	Transfers £	At 30 June 2022 £
<i>Small Business Charter</i>	181,097	437,580	(229,402)	—	389,275
<i>Help to Grow: Management</i>	—	16,012,757	(16,012,757)	—	—
	<u>181,097</u>	<u>16,450,337</u>	<u>(16,242,159)</u>	<u>—</u>	<u>389,275</u>

16 Tangible fixed assets fund

The tangible fixed assets fund represents the net book value of the charity's tangible fixed assets. The fund recognises the fact that the assets are required for the day-to-day operation of the charity and are not available for other purposes or as a general reserve.

	At 1 July 2022 £	New designation £	Utilised/ released £	At 30 June 2023 £
<i>Tangible fixed asset fund</i>	11,489	37,273	(6,253)	42,509

	At 1 July 2021 £	New designation £	Utilised/ released £	At 30 June 2022 £
<i>Tangible fixed asset fund</i>	—	13,935	(2,446)	11,489

Notes to the financial statements Year ended 30 June 2023

17 Designated funds

The unrestricted funds of the charity include the following funds designated for specific purposes.

	At 1 July 2022 £	New designation £	Utilised/ released £	At 30 June 2023 £
Scholarships fund	90,941	—	—	90,941
New projects fund	25,355	—	—	25,355
Property fund	70,000	—	—	70,000
Investment fund (note 18)	36,088	—	17,015	53,103
Total	222,384	—	17,015	239,399

	At 1 July 2021 £	New designation £	Utilised/ released £	At 30 June 2022 £
<i>Scholarships fund</i>	90,941	—	—	90,941
<i>New projects fund</i>	25,355	—	—	25,355
<i>Property fund</i>	70,000	—	—	70,000
<i>Investment fund (note 18)</i>	78,775	—	(42,687)	36,088
<i>Total</i>	265,071	—	(42,687)	222,384

Scholarships fund

This fund is to be used for Chartered ABS scholars to conduct research relevant for members. Whilst little has been used in the past year, the trustees have budgeted to significantly increase activity in this area in the year ahead.

New projects fund

This fund is to be used towards the development of any new major projects the Association undertakes.

Property fund

This fund has been set aside to cover future property related costs.

Investment fund

This fund represents the cumulative unrealised gain on listed investments which cannot be applied towards charitable purposes without prior liquation of investments.

Notes to the financial statements Year ended 30 June 2023

18 Net assets between funds

	General funds £	Designated funds £	Restricted funds £	Total funds 2023 £
Tangible fixed assets	42,509	—	—	42,509
Investments	500,000	53,103	—	553,103
Current assets	3,501,920	186,296	4,813,391	8,501,607
Current liabilities	(2,546,689)	—	(4,264,290)	(6,810,979)
Total	1,497,740	239,399	549,101	2,286,240

	General funds £	Designated funds £	Restricted funds £	Total funds 2022 £
<i>Tangible fixed assets</i>	<i>11,489</i>	<i>—</i>	<i>—</i>	<i>11,489</i>
<i>Investments</i>	<i>500,000</i>	<i>36,088</i>	<i>—</i>	<i>536,088</i>
<i>Current assets</i>	<i>1,987,232</i>	<i>186,296</i>	<i>3,346,515</i>	<i>5,520,043</i>
<i>Current liabilities</i>	<i>(1,043,733)</i>	<i>—</i>	<i>(2,957,240)</i>	<i>(4,000,973)</i>
Total	1,454,988	222,384	389,275	2,066,647

THE CHARTERED ASSOCIATION OF BUSINESS SCHOOLS

England & Wales - Charity number 1162854

Accounts

The Chartered Association of Business Schools

Annual Report and Financial Statements

30 June 2022

Charity Registration Number 1162854

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Reference and administrative details

Members of the Council (Trustees)	Professor Robert MacIntosh (Chair) Professor Baback Yazdani (Treasurer) Professor Duncan Angwin Professor Eleanor Shaw Professor Kamil Omoteso Professor Stewart Robinson Professor Mohammad Ali Professor Catherine Cassell Professor Toni Hilton Professor Heather McLaughlin
Secretary to the Council	Daniel Walsh
Chief Executive	Anne Kiem
Registered and operational office	3 rd Floor 40 Queen Street London EC4R 1DD
Telephone	020 7236 7678
E-mail	enquiries@charteredabs.org
website	www.charteredabs.org
Charity registration number	1162854
Auditor	Buzzacott LLP 130 Wood Street London EC2V 6DL
Lawyers	Penningtons Manches Cooper LLP 125 Wood Street London EC2V 7AW

Reference and administrative details

Bankers	Shawbrook Bank Lutea House Warley Hill Business Park Brentwood Essex CM13 3BE
	CAF Bank Ltd 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4JQ
Investment managers	CCLA Investment Managers Senator House 85 Queen Victoria Street London EC4V 4ET

Report of the Council Year ended 30 June 2022

The Council presents its annual report and audited financial statements for the year ended 30 June 2022 for The Chartered Association of Business Schools (“the Charity” or “the Association”).

The financial statements have been prepared in accordance with the accounting policies set out on pages 24 to 27 of the attached financial statements and comply with the charity’s Royal Charter, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), effective from accounting periods commencing 1 January 2015 or later.

Introduction

The Chartered Association of Business Schools advances the education of the public in business and management in particular through the promotion of management education, training and development so as to improve the quality and effectiveness of management in the United Kingdom.

Objectives and activities

As articulated in the Royal Charter, the Association’s objective is the advancement of education for the public benefit by:

- ◆ advancing the education of the public in business and management in particular through the promotion of business and management education, training and development so as to improve the quality and effectiveness of the practice of management in the United Kingdom;
- ◆ designing and running awards (“the Charter Awards”) providing public recognition to business schools which assist small businesses to succeed;
- ◆ promoting research, organisational structures and communications between members and the public and Government to assist its members in their contributions to society at large;
- ◆ providing a forum for the exchange of ideas and stimulating discussion on the role of business and management education; and
- ◆ organising and facilitating the development of the competence of academic and administrative staff of the member organisations.

Our mission:

Supporting and championing business schools for the benefit of business and society.

The members of the Council confirm that they have referred to the guidance contained in the Charity Commission’s general guidance on public benefit when reviewing the Association’s objectives and aims and in planning future activities.

We deliver our mission through:

Lobbying and Advocacy

Building relationships with key stakeholders, partnering effectively and promoting awareness of the scale, scope and impact of business school research and education.

Developing Capacity

Developing talent, sharing good practice, creating networks and celebrating excellence.

Building Knowledge and Understanding

Gathering data, conducting impactful research and sharing insights that support our members to understand and influence the world in which they operate.

We're mindful of significant changes in our operating environment:

The central importance of the **EDI agenda** and promoting dialogue to help member schools lead and shape the agenda by foregrounding EDI with our student communities, amongst our staff and in everything we do.

The opportunities to review **pedagogy** post-Pandemic as place, space and technology influence possibilities for learning in member schools.

The ways in which organisational change in the wider economy create **opportunities for business and management research, scholarship, knowledge exchange and leadership to have an impact**.

The availability of significant new multidisciplinary and challenge-led research funds creates new opportunities to **collaborate** both within and beyond business schools.

The increased pressures facing business school staff and students and **the need to nurture well-being and resilience** as a response to those pressures.

The changing nature of **international partnerships and student recruitment** for member schools.

The changing **expectations of employers and students** in relation to skills delivered in business schools.

The pervasive importance of **sustainability**.

For the year ahead we will:

1. Build on the progress we have made in embedding EDI in our core activities. We will enhance our EDI activities by highlighting innovation and good practice and sharing this both within and beyond our membership.
2. Creating spaces for members to better understand, and respond to, the rapidly changing regulatory environment for HE and the post-pandemic landscape by sharing experiences of the models and practice in research, knowledge exchange, pedagogy and leadership which work for business schools.
3. Support member schools as they pursue the sustainability agenda in curricular terms, in our operations, and through the practices and insights we embed in the full range of organisations with which business schools work.

Review of activities and future plans

The impact of Covid-19

Covid continued to have an impact on our work, although much less than in the previous two years. We have returned to in-person gatherings, but that hasn't been without risk. We have returned to the office but remain vigilant about ensuring people with Covid do not come in and spread it amongst colleagues.

Having learnt to work effectively online, our plan is that staff will work in the office two days per week, and the other days as agreed with line managers. This ensures the team culture is nurtured whilst also giving greater flexibility to team members in where they work. Likewise, committees have chosen to reduce the number of in person meetings, whilst maintaining the regular flow of meetings. It is expected that this rhythm will continue to be the new normal.

We have returned to in-person Development Programmes, including holding final session in-person for those who had missed the opportunity during the Covid years.

Free to attend online community meetings have continued although on a less frequent basis. It is clear that our members find value in these meetings and where demand.

Government funded programmes

The Small Business Leadership Programme (SBLP) ended in 2021 and was replaced by the much larger Help to Grow: Management programme. The timeframe has been extended and will now run until the end of March 2025. Over 50 SBC schools are now contracted to delivery the programme and more schools are expected to come on board. The programme is now being delivered in all four nations.

We are working with other partners, such as NatWest, to raise the profile of the programme and to encourage small business leaders to sign up. Evidence suggests that the programme is being effective in supporting SME leaders and their businesses. This is great for the businesses, great for the UK economy and raises the profile of the great work that our member schools do.

The team required by the Chartered ABS to deliver the programme is significant. The additional staff has necessitated the renting of an additional floor in our current building to accommodate the additional staff.

Lobbying and advocacy

There has been a wide-ranging collection of consultations to which we have responded on behalf of our members. These have included the REF, the TEF, the KEF, EDI matters, quality standards, degree apprenticeships and student outcomes. We know that this is an area of work that is widely appreciated by our members, and by those agencies to whom we respond. This will remain a key element of our work.

We were delighted to welcome the Minister for Small Business as keynote speaker at our Annual Conference in November. He was also the keynote at our Grow Your Own Way event celebrating year one of Help to Grow: Management. The Secretary of State for Business has agreed to be a keynote in our Annual Conference this coming November.

The Scottish Committee has continued to attract high profile and well-connected speakers at their regular online deans meetings and we hope to hold an in person meeting in the coming months. We held an excellent meeting in Belfast with NI government and agency representatives with the deans of both business schools speaking of their support for small businesses in Northern Ireland.

We maintain close connections with our key partners, which include: British Academy of Management; British Academy; Department for Business, Energy and Industrial Strategy; Confederation of British Industry; the Federation of Small Businesses; British Council; and the Association to Advance Collegiate Schools of Business.

Development programmes

With the addition of the new Executive Education Leadership Programme, we now have four development programmes. This year they migrated back to in-person delivery, which for these intense courses is the most effective mode. Our development programmes remain popular because they are so successful for both the individuals and the member school.

The Deans' and Directors' Development Programme is facilitated by Professor Simon Collinson; the Leaders in Learning and Teaching Development Programme is facilitated by Dr Cathy Minett-Smith; the Development Programme for Directors of Research (run in partnership with BAM) is facilitated by Professor Natasha Mauthner; and the Executive Education Leadership Programme is facilitated by Steve Ludlow. We are grateful to all our facilitators for the brilliant jobs they do in creating such stimulating environments for development.

Conferences

The Annual Conference in November 2021 returned in-person for an excellent line-up of speakers. The event was very well attended and, after two years away, the collegiate atmosphere was at its best.

We experimented with our Professional Managers Conference and split it into two parts. The first part was held face-to-face for the more senior managers, and a week later we held a more developmental version online. This successfully gave everyone an opportunity be part of the community of professional managers.

Two years later than expected we were finally able to deliver the Learning, Teaching & Student Experience conference in Belfast. We had a record number of participants and, as ever, the quality of the content and the supportive culture of the conference was outstanding.

The Research Conference was disrupted by train strikes so, at the last minute, had to be delivered as a hybrid event. We were delighted to have David Sweeney from UKRI and Professor Robert Blackburn, Chair of the Business and Management Unit of Assessment for the REF, among an excellent line-up of speakers.

CPD workshops and joint events

Most of our smaller events continued online during 2021-22, with some events returning in-person towards the end of the year. Our events have also been supplemented by our online Community Meetings for distinct groups (such as Deans or Directors of Research) which we have continued since introducing them at the start of the pandemic.

Our series of CMBE CPD workshops offer support for teaching faculty to develop their teaching practice. We have appointed a CMBE CPD Review Board who will peer review CPD submissions from the CMBE community. They are working with us on the calendar of workshops for 2022-23 which will be a mix of online and in-person.

We have also continued our SBC events that enable knowledge exchange between SBC member institutions.

Committee work

We currently support twelve committees that report into Council, including a new Apprenticeships Committee, along with the specialist working group on Race Equality, reflecting the importance of this area in the Council's priorities. We are delighted that over 140 people representing over 80 of our member institutions sit on these groups, many of whom were able to meet in-person this year for the first time since 2020. Our series of free, regular on-line community meetings, with topics and speakers chosen by the Committees, remained very popular and were continued throughout the year.

Publications

In the last year we published a range of reports for members, both new and regular publications. Outside of our regular annual reports we published an analysis of the REF 2021 results for Business & Management, the first ever LTSE Conference Proceedings document, and an analysis of the role of Directors of Research which was commissioned by our Research Committee. We also published a detailed analysis of student enrolments by country and domicile. Our regular annual cycle of reports again featured the NSS results for Business & Management and Law, the research income reports for both fields, and an analysis of the second wave of the HESA Graduate Outcomes survey.

The two final reports from the latest round of our scholarships programme were also published. These were focused on EDI issues in Business Schools (University of Bedfordshire Business School and University of Greenwich Business School), and developing a framework for student experience management (Nottingham Business School, Nottingham Trent University). During the year we also launched the new 'Dynamic Conversations' initiative, which is an interactive version of our 'Perspectives On' series of publications on Learning & Teaching, and has featured publications in the form of blogs and videos.

Certified Management & Business Educator (CMBE)

After three years of the CMBE, one in twenty business school academics in the UK now hold the CMBE. Collectively, individuals that hold the CMBE have committed to undertake over 50,000 hours of development in past year. Its continued growth is a wonderful reflection of the commitment that institutions and educators are making to the ongoing development of teaching practice and leadership. There are CMBEs in 80% of UK business schools and in 34 countries worldwide. A growing number of business schools are supporting faculty to become CMBEs.

Small Business Charter

We welcomed Michael Hayman MBE DL as the new Chair of the SBC Management Board. He comes with a wealth of experience in the SME world and we have felt the benefits of his contacts and creativity.

We have seen a significant increase in the number of schools with the Small Business Charter, directly as a result of the Government-funded programmes which contractually can only be delivered by holders of the SBC. There are now over 60 business schools with the SBC and the numbers continue to grow. We are delighted to see so many fabulous schools publicly committing to support small businesses and to face scrutiny on the success of their work in this area.

We have updated the application form to enhance the clarity of the expectations and to ensure we stay up to date in what we are looking for. We are also looking to introduce annual awards which will replace the current exemplars. We believe this will be more valuable to SBC holding schools and other stakeholders and will provide an opportunity to celebrate success.

Media coverage

The Chartered ABS and Small Business Charter have been cited in the mainstream press a number of times this year. Our profile continues to rise as we have benefited from the halo effect of publicity for the Help to Grow: Management Course. We have generated a number of positive articles about business schools, our work, and Help to Grow in the Times and the Financial Times.

Digital communications including website and newsletters

Traffic to the Chartered ABS website had another record breaking year. Our page views outside of the Academic Journal Guide are up 30% and reached approximately 500,000; these numbers are far higher when the AJG is allowed for. This has been made possible by our higher profile and the high levels of engagement with our membership and wider community, as evidenced by our growing database of 68,000 UK and global contacts. It is also testament to the quality of our reports and articles, many of which are made possible by contributions from our members.

Engagement in Small Business Charter channels have seen a significant increase due to the nationwide campaigns for the Help to Grow programme.

Academic Journal Guide

The Academic Journal Guide continues to grow in usage amongst the business and management research community and the 2021 edition is on track to receive a higher number of registrations than the 2018 edition. The international reach of the Guide has also expanded with increased growth in the number of international users. Work will soon commence on the 2024 edition with a view to including new forms of data to provide further value to the research community.

Equality, Diversity and Inclusion

Equality, diversity and inclusion are important to us and we actively promote our strategic principles on diversity. These principles are embedded in our work and activity and promoted to our members. In the past year we amended the Terms of Reference and the Membership Criteria of all our standing committees to include a clear statement that acknowledges each committee's role and responsibility for being diverse and inclusive, and gives due consideration to university mission group, geographic location, career stage, career pathways and other facets of organisational diversity.

Committee reports

Research Committee

The Annual Research Conference was held in London on 21 June 2022 to coincide with the publication of the results for the 2021 Research Excellence Framework. Due to the train strikes it was delivered as a hybrid event so that participants could join online. During the year, the committee helped to shape the development of our research proposal on the subject of business schools and knowledge exchange, and informed our responses to consultations on the future of research assessment in the UK, and the UKRI's draft strategy for Equality, Diversity, and Inclusion. The committee has continued to monitor the impact of the pandemic on certain types of researchers, including those with childcare responsibilities and early career researchers.

Learning, Teaching and Student Experience (LTSE) Committee

The first in-person LTSE Conference for three years was held in Belfast on 24-25 May 2022. The event had 400 attendees which was a tremendous turn-out given the on-going travel disruption. The feedback was very positive with much appreciation of the opportunity for the community to gather again in-person in a collegiate and supportive environment. In addition to supporting the development of the conference, the committee held two panel discussions under the new 'Dynamic Conversations' initiative focused on key learning and teaching issues, led the development of the first ever conference proceedings for the 2021 LTSE Conference, and informed our responses to several OfS consultations related to TEF and regulating student outcomes.

Professional Managers Committee

The committee appointed a new Chair and four new members, and began work on its research project to evidence the impact of centralisation of services on business school professional services teams. A highly successful Professional Managers Annual Conference (PMAC) was held as both an in-person event at Aston University in March 2022, and as an online event the following week, allowing the widest range of professional services staff to attend.

Executive Education Committee

The committee organised two Symposia, one of which took place in June at UCLAN, on the topic of Embedding Sustainability. The second is scheduled to take place in Scotland later in the year. The committee made progress on its collaboration with the Research Committee/KEF Working Group to consider how business schools work with the KEF. It has also created an Executive Education Development Programme, is planning a 'train the trainer' workshop, and three members are drafting a White Paper on 'how executive education can meet the needs of business students'. Nine new members were appointed to the committee.

International Committee

The committee refreshed its Key Priorities and appointed a number of new members. It continued with a series of well attended online community meetings for Directors of International as well as leading a session at the Annual Conference, chaired by the CEO of UKCISA on 'international student mobility in a changing world'. Continuing this theme, the committee's members have been publishing a series of blogs on the Chartered ABS website on 'sustainability vs international mobility', which will lead into a position paper later in the year.

Equality, Diversity and Inclusion (EDI) Committee

The committee led on a Keynote Panel discussion at the Annual Conference on 'Tackling Inequalities and Improving Inclusion'. It also appointed five new members, agreed a joint BAM/CABS guidance document on organising inclusive events, and planned a range of initiatives including podcasts and toolkits for the website. The committee also continued to have oversight of the Race Equality Action Group.

Scottish Committee

The committee were able to meet in-person at the Annual Conference and continued their series of online meetings with interesting speakers including the Chair of the Latin America Network, UUK International; the Chair of the Asia Scotland Institute and the CEO of Rubicon Intelligence. The committee agreed to develop a bank of case studies.

Membership and Fellowships Committee

In terms of membership, the committee approved applications from Oxford Business College, Bucks New University, Suffolk Business School, and the Institute of Management, University of Bolton. As regards Fellowships, following an open call placed on the Chartered ABS website, the following five new Fellows were appointed: Alistair Bruce, Jane Harrington, Tim Mescon, Michelle Ovens, and Paula Whitehouse.

Scholarships Committee

The Scholarships Committee met informally throughout the year and oversaw the publication of reports on student experience management and EDI in business schools. It is planning for other commissioned projects, reflecting our strategic interests.

Academic Journal Guide Management Committee

In the last year the committee has been developing plans to expand the data included in the 2024 edition of the Guide to provide the academic community with richer information about business and management journals.

Remuneration Committee

The Remuneration Committee, which is responsible for, inter alia, the levels of salaries of the Chief Executive and other Chartered ABS staff, has conducted its business to enable it to consider all pertinent items in making its decisions this year.

Apprenticeships Committee

Council agreed that the Apprenticeships Working Group could become the Apprenticeships Committee as there remained a lot to do in the degree apprenticeships space. The committee appointed seven new members and in addition to continuing consultations with IfATE and ESFA, the committee is producing a paper on degree apprenticeships and social mobility.

Race Equality Action Group

The Group has formed four sub-groups to focus in on the areas of research, workshops and resources. The specific tasks including creation of a database of business school EDI Leads, research on the editorial boards of journals, an event at the Annual Conference, and organising a workshop for later in the year.

Financial review

Results for the period

A summary of the Association's results for the period is given in the statement of financial activities on page 21 of this annual report and financial statements.

The total income for the year was £17,712,057 compared to £10,759,116 in the prior year. The significant increase was driven by Government funded programmes delivered through the Small Business Charter, under restricted funds.

The total expenditure for the year was £17,456,161 compared to £10,412,251 in the prior year. The significant increase was likewise driven by Government funded programmes with funding being transferred to the SBC schools delivering the programmes.

In addition to the above, investment losses of £42,687 (2021 gains: £42,493) were experienced, resulting in a surplus for the year of £213,209 (2021: £389,358), leaving the Chartered ABS in a healthy financial position at year end.

Financial position

The total net assets of the Chartered Association at 30 June 2022 were £2,066,647 (2021: £1,853,438), which were represented by unrestricted funds of £1,677,372 (2021: £1,672,341) and restricted funds of £389,275 (2021: £181,097).

Reserves policy

The intention of the Council is for the Chartered ABS to have reserves to cover between nine and 12 months, preferably towards the higher end. In this calculation we exclude the Government funded programme costs, as these are fully funded through the programmes. However, the standard SBC activities are included within the policy. In essence this means we are looking to hold between £1.15m and £1.5m. As at 30 June 2022, the Association's free reserves were £1,443,499. The purpose of reserves is to ensure we are able to withstand

any financial shocks and to provide funds to cover expenditure we are planning to make, especially in terms of scholarships and premises.

Council has determined to considerably increase the amount we spend on research through scholarships and commissioned work. We have expanded the research team internally and have plans to commission research into both Knowledge Exchange in business schools, and the effectiveness of activities around EDI within our member schools.

As our team has grown, we have expanded our premises. Most, although not all, of the costs of this will be met through the Government funding for Help to Grow: Management as the expansion was needed to accommodate the additional staff required by us to deliver the programme. Our current reserves will be used to cover the shortfall and to cover the costs of improved IT and AV facilities.

It is the intention for the SBC restricted funds represent 75% to 100% of annual expenditure, which we are now much closer to.

Investment Policy and Performance

In 2019 Council selected to place some of our reserves in a charity investment fund with CCLA. This is a long-term investment which inevitably has resulted in notional losses recently, in line with the general performance of investment portfolios.

The Chartered ABS will use the investment return to fund activities of the Association for the benefit of its members and in line with the strategy as determined by the Council. It is acknowledged that the principal risk to perpetual reserves such as these is inflation. The policy is to ensure the real value of our reserves are maintained as a minimum. The plan is to distribute 3-4% in perpetuity, and therefore an appropriate medium level of risk will be tolerated.

The trustees are able to tolerate volatility of the capital value of the investment, as long as the Association is able to meet its short-term funding needs through either income or liquid capital assets. Continual underperformance against benchmark will trigger an acceleration of the review of the fund manager. The Association's assets can be invested widely and may be diversified by asset class, by manager and by security. Assets should be invested in line with the aims of the Association and should be made in an ethical and sustainable way and should, for example, exclude investments in gambling, tobacco, controversial weapons, and adult entertainment.

During the course of the year, the prevailing economic environment has resulted in a loss on investments which almost exactly mirror the gains over the previous year. The trustees are satisfied with the current performance, but will continue to monitor it to ensure the performance does not underperform similar investments and to determine if the investment will, in the longer term, meet our objectives.

Governance, structure and management

Governance

The Chartered Association of Business Schools is governed by a Council whose members are voting members from our member business schools. Members are elected annually at the Chartered ABS Annual General Meeting, held in November, with approximately one third of the Council stepping down after their three-year terms each year. The Royal Charter and Bye-Laws of The Chartered Association of Business Schools, its incorporating document, lay down the powers, authorities and responsibilities of the Council.

Members of the Council

Members of the Council (who are also trustees of The Chartered Association of Business Schools for the purposes of charity law) who served during the period and up to the date of this report were:

Professor Gloria Agyemang	Resigned August 2022
Professor Mohammad Ali	
Professor Martin Broad	Resigned August 2022
Professor Catherine Cassell	
Professor Toni Hilton	
Professor Robert MacIntosh	
Professor Duncan Angwin	Appointed November 2021
Professor Eleanor Shaw	
Professor Steven McGuire	Resigned November 2021
Professor Heather McLaughlin	
Professor Kamil Omoteso	
Professor Stewart Robinson	
Professor Baback Yazdani	

In addition to the above elected members, Dr Janine Ellis was a co-opted member until June 2022.

Elections will be held in Sep-Oct 2022 to fill the vacancies above and co-opt a new member.

Induction and training of Council members

Newly appointed Council members, whether elected or co-opted, are provided with an induction pack, which includes the Charter and Bye-Laws, the Charity Commission's guide to responsibilities of trustees ('The Essential Trustee (CC3)'), terms of reference and the latest minutes of the Council and the most recent annual report and financial statements.

All Council members have been provided with a copy of the SORP (FRS 102) which contains the reporting requirements applicable to the financial statements of charities. Council members also have open access to the Secretary to the Council and the senior staff for advice and information.

Governance arrangements

The Council has twelve committees: Apprenticeships; Research; Learning, Teaching and Student Experience; Scottish; Professional Managers; Executive Education; International; Equality, Diversity and Inclusion; Academic Journal Guide; Membership; Awards and Fellowship; and Remuneration. The Council members receive reports of all committee activity and also the activities of the Race Equality Action Group. The terms of reference for all committees are established by the Council and available on the Chartered ABS website.

Small Business Charter

The Small Business Charter (SBC) has its own Management Board, although the annual budget is approved by Council. Within the financial statements the SBC funds are treated as restricted funds.

CMBE Professional Standards Board

The PSB oversees the running of the CMBE, especially in regards to the standards of admission and compliance within the scheme.

Responsibilities of staff

The Chief Executive is appointed by the Council and has full executive authority for the management of the Association and its staff, as well as devising and recommending to Council suitable strategies and policies and implementing the plans and budgets approved by the Council.

Key management personnel

The Council consider that they, together with the Chief Executive, and the Director of Communications and External Relations, comprise the key management personnel of the Association. None of the Council members receive any remuneration from the Association for serving on the Council. The annual pay of all members of staff, including the Chief Executive, is set by the Remuneration Committee and approved by the Council. See note 7 for further details on staff costs.

Further details of transactions with Council members are disclosed in note 13.

Statement of responsibilities of Council members

The Council members, who are trustees under charity law, are required to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Association at the balance sheet date and of the income and expenditure for that period.

In preparing those financial statements Council is required to:

- ◆ select suitable accounting policies and then apply them consistently;
- ◆ observe the methods and principles of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102);
- ◆ make judgments and estimates that are reasonable and prudent;
- ◆ state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements. In considering whether it is able to make this statement, in the light of the specificity of charity accounting requirements, Council takes advice from the management of The Chartered Association of Business Schools and the Auditor; and
- ◆ prepare the financial statements on a going concern basis unless it is inappropriate to assume that the Association will continue on that basis.

The Council members are responsible for keeping adequate accounting records that are sufficient to show and explain the Association's transactions and disclose with reasonable accuracy at any time the financial position of the Association and to enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008, and The Chartered Association of Business School's Charter and Bye-Laws. The Council is also responsible for safeguarding the assets of the Association and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Council is responsible for the maintenance and integrity of the financial information on the Association's website. Legislation in the United Kingdom governing the preparation and dissemination of the financial statements may differ from legislation in other jurisdictions.

The members of the Council confirm that as far as they are aware, there is no relevant audit information of which the Association's auditor is unaware. They have taken all the steps that they ought to have taken as Council members in order to make themselves aware of any relevant audit information and to establish that the Association's auditor is aware of that information.

Risk management

During Council meetings, the Council regularly assesses the major risks to which the Association is exposed, in particular those relating to reputation, operations, finances and delivery of value to the membership. The trustees believe that by monitoring reserve levels, by ensuring controls exist over key financial systems, and by examining the operational and business risks faced by the Association, they have established effective systems to mitigate those risks.

Report of the Council Year ended 30 June 2022

As in any membership organisation there is a risk of loss of membership income; however, with an active member engagement strategy and providing events and reports that are of value to members, this should be mitigated, as far as possible.

There remains financial risks related to Covid-19 and the possible impact on in-person events. There is a risk associated with organising events that later need to be cancelled, and the risk that any event impacts the spread of the virus amongst staff and participants. This is mitigated with careful planning, contracting and insurances.

The Government funded programmes have required a rapid increase in the number of staff. There is a concern about our ability to attract and retain appropriate staff. This is mitigated by ensuring we offer attractive working conditions. There is also a concern about the impact of these programmes on cashflow. There is a regular meeting between the Officers of the Council and the Senior Management to review cashflow to ensure the risks are contained.

Earlier in the year there was an egress of water in our premises, that has still to be resolved. We have temporarily had to vacate the third floor of 40 Queen Street while remedial works take place. There is a risk around the delay in remedial work to the third floor of 40 Queen Street will delay the full return to the office. This is mitigated by the work undertaken on the 4th floor and taking temporary space in Five Kings House.

Approved by the Council and signed on its behalf by:

Professor Robert MacIntosh

Chair

Approved by the Council on: 15th September 2022

Independent auditor's report to the members of The Chartered Association of Business Schools

Opinion

We have audited the financial statements of The Chartered Association of Business Schools (the 'charity') for the year ended 30 June 2022 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- ◆ give a true and fair view of the state of the charity's affairs as at 30 June 2022 and of its income and expenditure for the year then ended;
- ◆ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ◆ have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Council Members' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Council Members with respect to going concern are described in the relevant sections of this report.

Other information

The Council members are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities Act 2011 requires us to report to you if, in our opinion:

- ◆ the information given in the Report of the Council is inconsistent in any material respect with the financial statements; or
- ◆ sufficient accounting records have not been kept; or
- ◆ the financial statements are not in agreement with the accounting records; or
- ◆ we have not received all the information and explanations we require for our audit.

Responsibilities of Council members

As explained more fully in the statement of responsibilities of the Council members, the Council members are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Council members determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Council members are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Council members either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- We identified the laws and regulations applicable to the charity through discussions with management, and from our knowledge and experience of the sector;
- We focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charity, including the Charities Act 2011 and data protection legislation;
- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- The identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- Making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- Performed analytical procedures to identify any unusual or unexpected relationships;
- Tested journal entries to identify unusual transactions;
- Assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias; and
- Performed substantive testing of expenditure including authorisation thereof.

Independent auditor's report Year ended 30 June 2022

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- Agreeing financial statement disclosures to underlying supporting documentation;
- Reading the minutes of Council meetings; and
- Enquiring of management as to actual and potential litigation and claims, including inspecting the relevant correspondence from regulators and advisors;

As a result of our procedures we did not identify any key audit matters relating to irregularities.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the Council members, as a body, in accordance with section 144 of the Charities Act 2011 and with regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the Council members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the Council members, as a body, for our audit work, for this report, or for the opinions we have formed.

Shachi Blakemore
Buzzacott LLP
Statutory Auditor
130 Wood Street
London
EC2V 6DL

Date: 21 September 2022

Buzzacott LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

Statement of financial activities Year ended 30 June 2022

	Notes	Unrestricted funds £	Restricted funds £	2022 Total funds £
Income from:				
Donations	1	—	—	—
Charitable activities	2	1,246,290	16,450,337	17,696,627
Other income		15,430	—	15,430
Total income		1,261,720	16,450,337	17,712,057
Expenditure on:				
Raising funds	3	—	—	—
Charitable activities	4	1,214,002	16,242,159	17,456,161
Total expenditure		1,214,002	16,242,159	17,456,161
Net income before losses on investments		47,718	208,178	255,896
Losses on revaluation of investments	9	(42,687)	—	(42,687)
Net income and net movement in funds		5,031	208,178	213,209
Reconciliations of funds				
Fund balances at 1 July 2021		1,672,341	181,097	1,853,438
Fund balances at 30 June 2022	18	1,677,372	389,275	2,066,647

The charity has no recognised gains and losses in the period other than those shown above.

	Notes	Unrestricted funds £	Restricted funds £	2021 Total funds £
<i>Income from:</i>				
<i>Donations</i>	1	12,676	—	12,676
<i>Charitable activities</i>	2	940,949	9,792,538	10,733,487
<i>Other income</i>		12,953	—	12,953
<i>Total income</i>		966,578	9,792,538	10,759,116
<i>Expenditure on:</i>				
<i>Raising funds</i>	3	12,676	—	12,676
<i>Charitable activities</i>	4	673,292	9,726,283	10,399,575
<i>Total expenditure</i>		685,968	9,726,283	10,412,251
<i>Net income before gains on investments</i>		280,610	66,255	346,865
<i>Gains on revaluation of investments</i>	9	42,493	—	42,493
<i>Net income and net movement in funds</i>		323,103	66,255	389,358
<i>Reconciliations of funds</i>				
<i>Fund balances at 1 July 2020</i>		1,349,238	114,842	1,464,080
<i>Fund balances at 30 June 2021</i>	18	1,672,341	181,097	1,853,438

Balance sheet 30 June 2022

	Notes	2022 £	2021 £
Fixed assets			
Tangible fixed assets	8	11,489	—
Investments	9	536,088	328,775
Current assets			
Debtors	10	3,765,163	895,316
Cash at bank and in hand		1,754,880	2,239,359
		5,520,043	3,134,675
Liabilities:			
Creditors: amounts falling due within one year	11	(4,000,973)	(1,610,012)
Net current assets		1,519,070	1,524,663
Total net assets		2,066,647	1,853,438
The funds of the charity:			
Unrestricted funds:			
. General funds		1,443,499	1,407,270
- Tangible fixed assets fund		11,489	—
. Designated funds	17	222,384	265,071
Restricted funds	15	389,275	181,097
	18	2,066,647	1,853,438

Approved by the Council
and signed on their behalf by:

Professor Robert MacIntosh
Chair

Approved on: 15th September 2022

Statement of cash flows Year ended 30 June 2022

	Notes	2022 £	2021 £
Cash flows from operating activities:			
Net cash (used in) provided by operating activities	A	(220,544)	748,631
Cash flows from investing activities:			
Purchase of fixed assets		(13,935)	—
Purchase of investments		(250,000)	—
Net cash used in investing activities		(263,935)	—
Change in cash and cash equivalents in the year		(484,479)	748,631
Cash and cash equivalents at 1 July	B	2,239,359	1,490,728
Cash and cash equivalents at 30 June	B	1,754,880	2,239,359

Notes to the statement of cash flows for the year ended 30 June:

A Reconciliation of net movement in funds to net cash provided by operating activities

	2022 £	2021 £
Net movement in funds (as per the statement of financial activities)	213,209	389,358
Adjustments for:		
Depreciation charge	1,484	—
Loss on disposal	962	—
Losses (gains) on investments	42,687	(42,493)
Increase in debtors	(2,869,846)	(552,544)
Increase in creditors	2,390,960	954,310
Net cash (used in) provided by operating activities	(220,544)	748,631

B Analysis of cash and cash equivalents

	2022 £	2021 £
Total cash and cash equivalents: Cash at bank and in hand	1,754,880	2,239,359

Analysis of changes in net debt

	At 1 July 2021 £	Cash flows £	At 30 June 2022 £
Cash at bank and in hand	2,239,359	(484,479)	1,754,880

Principal accounting policies Year ended 30 June 2022

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are laid out below.

Basis of preparation

These financial statements have been prepared for the year ended 30 June 2022 and are presented in sterling and rounded to the nearest pound.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS 102.

Critical accounting estimates and areas of judgement

Preparation of the financial statements requires the Council and management to make significant judgements and estimates.

The items in the financial statements where these judgements and estimates have been made include:

- ◆ estimating the useful economic life of tangible fixed assets for the purpose of determining the annual depreciation charge;
- ◆ allocating support costs across charitable activities; and
- ◆ estimating the value of gifts in kind received during the year.

Assessment of going concern

The Council have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The Council have made this assessment in respect to a period of one year from the date of approval of these financial statements.

In making this assessment the Council has considered the gradual recovery from the impacts of the Covid-19 pandemic, which may continue to have an impact on members budgets. We have returned to in-person events, although our Research Conference was impacted by the train and tube strike. We have otherwise been very pleased with the number of people attending our events.

The Government funded programme Help to Grow: Management provides significant cash flow, although does not have an impact on the bottom line as the majority of the funds flow through to the business schools delivering the course. Funds that remain within the Chartered ABS are only to cover our costs.

Principal accounting policies Year ended 30 June 2022

The Council members have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. They are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due. The most significant areas of judgement that affect items in the financial statements are detailed above.

Income recognition

Income is recognised in the period in which the charity has entitlement to the income, the amount of income can be measured reliably and it is probable that the income will be received. Income is recognised on an accruals basis.

Income comprises membership fees, income from conferences and events in relation to the Small Business Charter, application and renewal fees, grant income and donations.

Grants are recognised when the charity has confirmation of both the amount and settlement date. In the event that a grant is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period. Where such grants are funded in arrears, the income is recognised when it is probable that those conditions will be fulfilled in the reporting period, being once the costs have been incurred.

Investment income from listed investments is recognised when received. Gifts in Kind are recognised at the market value of the service or product, being the value as advertised on third party websites. This usually consists of room hires, pro-bono work and salesforce licenses.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to make a payment to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

Expenditure comprises solely of expenditure on charitable activities, which consists of the costs of providing education training to members, running conferences and events, administering the Small Business Charter and running Government grant funded programmes.

Allocation of support and governance costs

Support costs, including governance costs, represent the indirect charitable expenditure incurred in carrying out the primary purposes of the charity. Such costs include the provision of office services and equipment and the public accountability of the charity (including audit costs).

Support costs are apportioned between charitable activities on the basis of staff time spent on each activity.

Pension costs

Retirement benefits to employees of the charity are provided by either the Teachers' Pension Scheme ('TPS'), a defined benefit scheme, or a defined contribution scheme provided by AVIVA. The TPS is closed to new employees.

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the charity in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. TPS is a multi-employer scheme and as the charity is unable to identify its share of the underlying (notional) assets and liabilities of the scheme, it has taken advantage of the exemption in FRS 102 and has accounted for the contributions to the scheme as if it were a defined contribution scheme.

The contributions in respect of the defined contribution scheme with AVIVA are recognised in the financial statements in the year which they are payable to the scheme.

Tangible fixed assets

All assets costing more than £1,000 and with an expected useful life exceeding one year are capitalised. Depreciation is provided at the following annual rates in order to write off the cost of each asset over its estimated useful life:

- Office furniture - 5 years

Fixed asset investments

Listed investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price.

The charity does not acquire put options, derivatives or other complex financial instruments.

The main form of financial risk faced by the charity is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub sectors.

Realised gains (or losses) on investment assets are calculated as the difference between disposal proceeds and their opening carrying value or their purchase value is acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value at that date. Realised and unrealised investment gains (or losses) are combined in the statement of financial activities and are credited (or debited) in the year in which they arise.

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

Principal accounting policies Year ended 30 June 2022

Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition.

Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Fund structure

The charity has various types of funds for which it is responsible, and which require separate disclosure. These are as follows:

General funds

Funds which are expendable at the discretion of the Council in furtherance of the objects of the charity.

Designated funds

The Council have designated certain amounts for specific purposes.

Restricted funds

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

Taxation

The Chartered Association of Business Schools is a registered charity and therefore is not liable for income tax or corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

Notes to the financial statements Year to 30 June 2022

1 Donations and legacies

	Unrestricted funds	
	2022 £	2021 £
Donations in kind (see note 3)	—	12,676

2 Income from charitable activities

	Unrestricted funds £	Restricted funds £	2022 £
Membership and subscriptions	674,900	—	674,900
Conferences and events	329,683	—	329,683
Professional development	241,707	—	241,707
Small Business Charter	—	437,580	437,580
Government grant funded programmes			
. Leading to grow programme	—	—	—
. Small Business Leadership Programme	—	—	—
. Help 2 Grow: Management	—	16,012,757	16,012,757
	1,246,290	16,450,337	17,696,627

	Unrestricted funds £	Restricted funds £	2021 £
<i>Membership and subscriptions</i>	<i>706,142</i>	<i>—</i>	<i>706,142</i>
<i>Conferences and events</i>	<i>166,734</i>	<i>—</i>	<i>166,734</i>
<i>Professional development</i>	<i>68,073</i>	<i>—</i>	<i>68,073</i>
<i>Small Business Charter</i>	<i>—</i>	<i>268,740</i>	<i>268,740</i>
<i>Government grant funded programmes</i>			
<i>. Leading to grow programme</i>	<i>—</i>	<i>101,839</i>	<i>101,839</i>
<i>. Small Business Leadership Programme</i>	<i>—</i>	<i>8,772,116</i>	<i>8,772,116</i>
<i>. Help 2 Grow: Management</i>	<i>—</i>	<i>649,843</i>	<i>649,843</i>
	940,949	9,792,538	10,733,487

3 Raising funds

	Unrestricted funds	
	2022 £	2021 £
Donations in kind (see note 1)	—	12,676

4 Expenditure on charitable activities

	Direct £	Support £	2022 £
Membership and subscriptions	61,335	49,338	110,673
Conferences and events	514,821	114,199	629,020
Professional development	119,256	41,998	161,254
Publications and Research	87,837	138,627	226,464
Small Business Charter	172,723	56,679	229,402
Government grant funded programmes			
. Leading to grow programme	—	—	—
. Small Business Leadership Programme	5,521	—	5,521
. Help 2 Grow: Management	16,082,491	11,336	16,093,827
	17,043,984	412,177	17,456,161

	Direct £	Support £	2021 £
<i>Membership and subscriptions</i>	<i>68,664</i>	<i>62,223</i>	<i>130,887</i>
<i>Conferences and events</i>	<i>167,429</i>	<i>83,424</i>	<i>250,853</i>
<i>Professional development</i>	<i>39,623</i>	<i>34,141</i>	<i>73,764</i>
<i>Publications and Research</i>	<i>71,788</i>	<i>107,159</i>	<i>178,947</i>
<i>Small Business Charter</i>	<i>145,122</i>	<i>57,363</i>	<i>202,485</i>
Government grant funded programmes			
. Leading to grow programme	97,271	4,568	101,839
. Small Business Leadership Programme	8,810,730	—	8,810,730
. Help 2 Grow: Management	638,597	11,473	650,070
	10,039,224	360,351	10,399,575

The above expenditure analysed by fund was:

	2022 £	2021 £
Unrestricted funds	1,214,002	673,292
Restricted funds	16,242,159	9,726,283
	17,456,161	10,399,575

Restricted funds expenditure relates to the programmes detailed in note 15.

5 Support costs

	2022 £	2021 £
Premises costs	120,844	148,175
Administration	83,517	52,074
Staff costs	128,777	73,536
Travel	1,852	1,687
Depreciation	1,484	—
Other expenses	1,125	224
Governance	16,270	24,112
. Audit and accountancy fees	16,800	19,320
. Legal and professional fees	41,508	41,223
	412,177	360,351

Notes to the financial statements Year to 30 June 2022

6 Net income

This is stated after charging:

	2022 £	2021 £
Depreciation	1,484	—
Loss on disposal of fixed assets	962	—
Auditors' remuneration		
. Statutory audit	10,335	9,750
. Other assurance	29,165	24,840
. VAT and taxation	—	2,220
. Other services	1,950	2,850
Operating lease rentals		
. Land and buildings	133,663	104,465
. Office equipment	4,954	6,635

7 Staff costs, remuneration of key management and Council members' remuneration

	2022 £	2021 £
Staff costs during the period were as follows:		
Wages and salaries	1,061,903	618,072
Social security costs	121,947	69,936
Other pension costs	95,797	77,104
	1,279,647	765,112

The average monthly number of employees during the year was:

	2022 No	2021 No
Employees	24	13

The number of employees whose total remuneration was over £60,000 in the year were as follows:

	No. employees	
	2022	2021
£70,001 – £80,000	1	1
£80,001 – £90,000	2	—
£130,000 – £140,000	1	1

Key management personnel comprise the Council members, the Chief Executive, the Director of Communications and External Relations and the Office Manager. The total remuneration payable (including taxable benefits, employers pension contributions and employers social security costs) in respect to the key management personnel of the charity was £307,276 (2021 - £328,322).

No Council member received any emoluments during the year for services provided to the Chartered Association of Business Schools (2021 – none). Further transactions with Council members are disclosed within note 13.

8 Tangible fixed assets

	Office equipment £
Cost	
At 1 July 2021	174,595
Additions	13,935
Disposals	(1,550)
	186,980
Depreciation	
At 1 July 2021	174,595
Charge for year	1,484
Depreciation on disposals	(588)
	175,491
Net book values	
At 30 June 2021	—
At 30 June 2022	11,489

9 Listed investments

	2022 £	2021 £
Market value as at 1 July	328,775	286,282
Additions at cost	250,000	—
Net (losses)/gains/ on revaluation	(42,687)	42,493
Market value as at 30 June	536,088	328,775
Cost as at 30 June	500,000	250,000

Listed investments held at 30 June 2022 and 30 June 2021 comprised solely of units in the COIF Charities Investment Fund, a United Kingdom common investment fund managed by CCLA Investment Management Limited.

10 Debtors

	2022 £	2021 £
Trade debtors	241,602	389,994
Other debtors	93,440	31,544
Accrued income	3,373,248	399,170
Prepayments	56,873	74,608
	3,765,163	895,316

Accrued income as at 30 June 2022 includes Help to Grow claims for May of £1,309,806 and June of £2,036,709. These claims have been received in July and August respectively.

11 Creditors: amounts falling due within one year

	2022 £	2021 £
Trade creditors	1,300,088	1,071,843
Accruals and deferred income	2,657,904	518,632
Social security & pension creditor	42,981	19,537
	4,000,973	1,610,012

Trade creditors above includes amounts due to Business Schools as part of the Government grant funded programmes. These amounts were settled post year end upon the receipt of the associated funding.

Accruals and deferred income includes £2,085,756 of accruals. The majority of these relate to Help to Grow expenditure for month of June 2022. These amounts were settled post year end upon the receipt of the associated funding.

Deferred income relates to membership fees in advance and courses, events and conferences to be held after the year end. Movements on deferred income are shown below:

	2022 £	2021 £
Balance as at 1 July	451,646	552,057
Amount released to income	(451,646)	(552,057)
Amount deferred in the year	572,148	451,646
Balance as at 30 June	572,148	451,646

12 Pension commitments

The charity participates in the Teachers' Pension Scheme and a defined contribution scheme provided by AVIVA. The Teachers' Pension Scheme is currently closed to new employees. Membership to the AVIVA scheme is available to all employees who are not contributing to the Teachers' Pension Scheme.

Teachers' Pension Scheme

Introduction

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pensions Regulations (2010) and, from 1 April 2014, by the Teachers' Pension Scheme Regulations 2014.

The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis – these contributions along with those made by employers are credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

Under the definitions set out in FRS 102 (28.11), the TPS is a multi-employer pension plan. The charity is unable to identify its share of the underlying assets and liabilities of the plan.

12 Pension commitments (continued)

Teachers' Pension Scheme (continued)

Accordingly, the charity has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined-contribution plan. The charity has set out above the information available on the plan and the implications for the charity in terms of the anticipated contribution rates.

Valuation of the Teachers' Pension Scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2016. The valuation report was published by the Department for Education on 5 March 2019. A copy of the valuation report and supporting documentation is on the Teachers' Pensions website.)

The key elements of the valuation and subsequent consultation are:

- employer contribution rates set at 23.68% of pensionable pay (including a 0.08% administration levy)
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £218,100 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £196,100 million, giving a notional past service deficit of £22,000 million
- the SCAPE rate, set by HMT, is used to determine the notional investment return. The current SCAPE rate is 2.4% above the rate of CPI. The assumed real rate of return is 2.4% in excess of prices and 2% in excess of earnings. The rate of real earnings growth is assumed to be 2.2%. The assumed nominal rate of return including earnings growth is 4.45%.

The next valuation result is due to be implemented from 1 April 2024.

The employer's pension costs paid to TPS in the period amounted to £48,670 (2021: £53,268).

AVIVA Pension Scheme

This is a defined contribution scheme. Employer pension costs in respect of the scheme amounted to £47,317 (2021 - £23,834).

13 Transactions with Council Members

No Council member received any emoluments during the period for services provided to The Chartered Association of Business Schools (2021 – none).

During the period, one Council member was reimbursed £99 for expenses for travel and subsistence (2021 – £nil).

The Council consists of members of senior management from member business schools. All Council members attended events and conferences hosted by the Association during the year (2021 - all). The fees for event attendance were charged on the same terms as for other members and were met by 8 of the Council member's respective employers. 2 were unpaid.

14 Financial commitments

At 30 June the Association had total commitments under non-cancellable leases as follows:

	2022		2021	
	Land and buildings £	Office equipment £	Land and buildings £	Office equipment £
Operating lease payable				
Within one year	230,634	3,069	127,399	3,069
Between 2 to 5 years	320,257	7,902	241,186	10,971

15 Restricted funds

	At 1 July 2021 £	Income £	Expenditure £	Transfers £	At 30 June 2022 £
Small Business Charter	181,097	437,580	(229,402)	—	389,275
Help to Grow: Management	—	16,012,757	(16,012,757)	—	—
	181,097	16,450,337	(16,242,159)	—	389,275

Small Business Charter

The Small Business Charter is an awards programme run by The Chartered Association of Business Schools but is governed by a separate Management Board. Income received in respect of the awards programme is not in itself subject to donor imposed restrictions; however the Bye-Laws of The Chartered Association of Business Schools stipulate that any surpluses on the awards programme are utilised in a manner approved by the Management Board. The Chair and senior management team of The Chartered Association of Business Schools are not voting members of the Management Board of the Small Business Charter.

While it is the intention that the Small Business Charter awards programme is self-funding, in the event that the programme becomes a drain on the resources of the charity, the Council have the right to close down the Small Business Charter. In such circumstances, any unspent balance on the fund will revert to unrestricted funds in accordance with the absence of conditions attached to the receipt of the associated income.

15 Restricted funds (continued)

Help to Grow: Management

This relates to the BEIS sponsored programme announced in the Chancellor's budget in March 2021, with the aim of 30,000 supporting small businesses over three years. Our contract was signed in April 2021 and will run through to March 2025.

	At 1 July 2020 £	Income £	Expenditure £	Transfers £	At 30 June 2021 £
<i>Small Business Charter</i>	114,842	268,740	(202,485)	—	181,097
<i>Leading to grow programme</i>	—	101,839	(101,839)	—	—
<i>Small Business Leadership Programme</i>	—	8,772,116	(8,772,116)	—	—
<i>Help to Grow: Management</i>	—	649,843	(649,843)	—	—
	114,842	9,792,538	(9,726,283)	—	181,097

Small Business Leadership Programme

This relates to the BEIS sponsored programme to help 2,000 small businesses survive the economic turmoil caused by Covid. It ran from August 2020 to May 2021.

16 Tangible fixed assets fund

The tangible fixed assets fund represents the net book value of the charity's tangible fixed assets. The fund recognises the fact that the assets are required for the day-to-day operation of the charity and are not available for other purposes or as a general reserve.

	At 1 July 2021 £	New designation £	Utilised/ released £	At 30 June 2022 £
Tangible fixed asset fund	—	13,935	(2,446)	11,489

	At 1 July 2020 £	New designation £	Utilised/ released £	At 30 June 2021 £
<i>Tangible fixed asset fund</i>	—	—	—	—

17 Designated funds

The unrestricted funds of the charity include the following funds designated for specific purposes.

	At 1 July 2021 £	New designation £	Utilised/ released £	At 30 June 2022 £
Scholarships fund	90,941	—	—	90,941
New projects fund	25,355	—	—	25,355
Property fund	70,000	—	—	70,000
Investment fund (note 18)	78,775	—	(42,687)	36,088
Total	265,071	—	(42,687)	222,384

	At 1 July 2020 £	New designation £	Utilised/ released £	At 30 June 2021 £
<i>Scholarships fund</i>	91,451	—	(510)	90,941
<i>New projects fund</i>	25,355	—	—	25,355
<i>Property fund</i>	70,000	—	—	70,000
<i>Investment fund (note 18)</i>	36,282	42,493	—	78,775
<i>Total</i>	223,088	42,493	(510)	265,071

Scholarships fund

This fund is to be used for Chartered ABS scholars to conduct research relevant for members. Whilst little has been used in the past year, the trustees have budgeted to significantly increase activity in this area in the year ahead.

New projects fund

This fund is to be used towards the development of any new major projects the Association undertakes. In the coming year the recently announced project on creating business aware academics will make use of this fund.

Property fund

This fund has been set aside to cover future property related costs. The refurbishment of the 3rd floor of 40 Queen Street will make use of these funds in the coming months.

Investment fund

This fund represents the cumulative unrealised gain on listed investments which cannot be applied towards charitable purposes without prior liquation of investments.

18 Net assets between funds

	General funds £	Designated funds £	Restricted funds £	Total funds 2022 £
Tangible fixed assets	11,489	—	—	11,489
Investments	500,000	36,088	—	536,088
Current assets	1,987,232	186,296	3,346,515	5,520,043
Current liabilities	(1,043,733)	—	(2,957,240)	(4,000,973)
Total	<u>1,454,988</u>	<u>222,384</u>	<u>389,275</u>	<u>2,066,647</u>

	General funds £	Designated funds £	Restricted funds £	Total funds 2021 £
<i>Tangible fixed assets</i>	—	—	—	—
<i>Investments</i>	250,000	78,775	—	328,775
<i>Current assets</i>	2,549,209	186,296	399,170	3,134,675
<i>Current liabilities</i>	(1,391,939)	—	(218,073)	(1,610,012)
<i>Total</i>	<u>(1,407,270)</u>	<u>265,071</u>	<u>181,097</u>	<u>1,853,438</u>

The above funds include accumulated unrealised gains on listed investments as follows:

	2022 £	2021 £
Reconciliation of movements in unrealised gains on investment assets		
Accumulated unrealised gains at 1 July	78,775	36,282
Net (losses) gains arising on revaluation in period	(42,687)	42,493
Accumulated unrealised gains at 30 June	<u>36,088</u>	<u>78,775</u>

THE CHARTERED ASSOCIATION OF BUSINESS SCHOOLS

England & Wales - Charity number 1162854

Accounts

The Chartered Association of Business Schools

Annual Report and Financial Statements

30 June 2021

Charity Registration Number 1162854

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Reference and administrative details

Members of the Council (Trustees)	Professor Robert MacIntosh (Chair) Professor Martin Broad (Vice Chair) Professor Baback Yazdani (Treasurer) Professor Gloria Agyemang Professor Mohammad Ali Professor Catherine Cassell Professor Toni Hilton Professor Steven McGuire Professor Heather McLaughlin Professor Kamil Omoteso Professor Stewart Robinson Professor Eleanor Shaw
Co-opted Council Members	Dr Emm Barnes / Janine Ellis
Secretary to the Council	Daniel Walsh
Chief Executive	Anne Kiem
Registered and operational office	3 rd Floor 40 Queen Street London EC4R 1DD
Telephone	020 7236 7678
E-mail	enquiries@charteredabs.org
website	www.charteredabs.org
Charity registration number	1162854
Auditor	Buzzacott LLP 130 Wood Street London EC2V 6DL
Lawyers	Penningtons Manches Cooper LLP 125 Wood Street London EC2V 7AW

Reference and administrative details

Bankers Shawbrook Bank
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Warley Hill Business Park
Brentwood
Essex
CM13 3BE

CAF Bank Ltd
25 Kings Hill Avenue
Kings Hill
West Malling
Kent
ME19 4JQ

Investment managers CCLA Investment Managers
Senator House
85 Queen Victoria Street
London
EC4V 4ET

Report of the Council Year ended 30 June 2021

The Council presents its annual report and audited financial statements for the year ended 30 June 2021 for The Chartered Association of Business Schools (“the Charity” or “the Association”).

The financial statements have been prepared in accordance with the accounting policies set out on pages 26 to 30 of the attached financial statements and comply with the charity’s Royal Charter, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), effective from accounting periods commencing 1 January 2015 or later.

Introduction

The Chartered Association of Business Schools advances the education of the public in business and management in particular through the promotion of management education, training and development so as to improve the quality and effectiveness of management in the United Kingdom.

Objectives and activities

As articulated in the Royal Charter, the Association’s objective is the advancement of education for the public benefit by:

- ♦ advancing the education of the public in business and management in particular through the promotion of business and management education, training and development so as to improve the quality and effectiveness of the practice of management in the United Kingdom;
- ♦ designing and running awards (“the Charter Awards”) providing public recognition to business schools which assist small businesses to succeed;
- ♦ promoting research, organisational structures and communications between members and the public and Government to assist its members in their contributions to society at large;
- ♦ providing a forum for the exchange of ideas and stimulating discussion on the role of business and management education; and
- ♦ organising and facilitating the development of the competence of academic and administrative staff of the member organisations.

Our mission

Supporting and championing business schools for the benefit of business and society.

We deliver our mission through:

- ♦ Lobbying and advocacy
- ♦ Building relationships with key stakeholders, partnering effectively and promoting awareness of the scale, scope and impact of business school research and education.
- ♦ Developing capacity

Objectives and activities (continued)

Our mission (continued)

- ◆ Developing talent, sharing good practice, creating networks and celebrating excellence.
- ◆ Building knowledge and understanding
- ◆ Gathering data, conducting impactful research and sharing insights that support our members to understand the world in which they operate.

We're mindful of significant changes in our operating environment:

- ◆ The central importance of the EDI agenda and our ability to shape agendas by embedding this in our student communities, amongst our staff and in everything we do.
- ◆ Rapid changes in pedagogy as place, space and technology influence possibilities for learning.
- ◆ The extent of organisational change in the wider economy and the opportunities for our research, scholarship and knowledge exchange to have an impact.
- ◆ Significant new multidisciplinary and challenge-led research funds becoming available creating opportunities to collaborate both within and beyond business schools.
- ◆ The changing nature of international partnerships and student recruitment.
- ◆ Changing expectations of employers and students in relation to skills.
- ◆ The pervasive importance of sustainability.

Our Priorities for the year ahead are:

- ◆ Driving the EDI agenda in our schools and ensuring it is embedded in all our activities.
- ◆ Creating spaces for members to share experiences in research, pedagogy and engagement.
- ◆ Helping to focus on the resilience and wellbeing of staff and students.
- ◆ Championing a sustainability agenda.

Our objectives

We meet our objectives through the following activities:

Professional development

We support the development of staff across a number of roles in business schools. Our professional development programmes, conferences and events help develop strategy, skills and knowledge for deans, directors of research, directors of learning and teaching, directors of executive education, heads of professional services, and staff responsible for international strategy, communications and administration.

Objectives and activities (continued)

Our objectives (continued)

An important element of our support for professional development is the Certified Management & Business Educator, a CPD recognition scheme for qualified or experienced educators.

Building networks and knowledge

We act as a hub for sharing new ideas, sector insights and developing best practice. Through our work, members build and maintain valuable networks within the business school community through which individuals are able to identify common challenges, find support and benchmark progress.

Lobbying and influencing

We represent UK business schools to business and government. We engage them on the benefits the sector has on the economy and society, and we seek to influence them on the issues that may affect business schools' ability to deliver high value and impact for students, businesses and wider communities.

The members of the Council confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Association's objectives and aims and in planning future activities.

Review of activities and future plans

The impact of Covid-19

Covid has continued to have a material impact on our work, although along with everyone else, we hope that the coming year will bring a return to a more normal way of operating. We have really missed being able to organise in person gatherings with our members. For the majority of the financial year, our offices were closed and while some of us have started to return, at least occasionally, we have not been able to have the whole team gathered together in the office since March 2020. No members of staff were furloughed, and we did not have to make any redundancies.

No meetings or conferences were able to be held in person, but we have maintained our usual suite of conferences and workshops online. Our development programmes all moved online, with the lack of networking over breaks and dinners being part compensated by the reduction in price. As a result, income from our usual activities decreased, as did the accompanying expenditure.

We continued with a large number of specialist and free to attend community meetings. These proved very popular as a way of members being able to keep in touch with each other and discuss how they were responding to the continuation of the pandemic. These will likely continue post-pandemic, but their frequency will decrease as in-person meetings become possible.

Objectives and activities (continued)

Review of activities and future plans(continued)

Government funded programmes

In 2019 the Chartered ABS was awarded funding through the Department for Business, Energy and Industrial Strategy (BEIS), to conduct a small, randomised control trial through Small Business Charter accredited schools to test the most effective way to support micro-businesses with adoption of technology. Because of Covid this programme changed to a general support function for micro-businesses.

Following on from this, the SBC schools were asked by the Department to provide a general support programme for SMEs through the early Covid months. This programme, the Small Business Leadership Programme (SBLP) was delivered from August 2020 to end of March 2021, whereupon an extension to end of May was granted. In this time over 2,700 SMEs benefitted from the course against a target of 2,000, and which was delivered by 20 SBC schools in England. The independent evaluation was full of praise for the speed at which the Chartered ABS and the business schools were able to respond.

As SBLP was drawing to a close we signed a much larger contract with BEIS to deliver the Help to Grow: Management programme to 30,000 SME leaders over a three-year period. This has resulted in significant recruitment activity to ensure we have the appropriate resources in place to deliver this and has also resulted in a very large number of schools expressing an interest in becoming SBC accredited so that they are eligible to help deliver the programme. Pleasingly, this programme is available across the UK and not just in England. This programme is an enormous vote of confidence in business schools to be able to work together to effectively deliver the programme for the benefit of business leaders and the economy at large.

Lobbying and advocacy

For the most part we have all spent the past year concentrating on delivering effective learning for the students at business schools. We continued to respond to consultations, some which were a direct result of the pandemic, for example the timing of the REF. Research has remained a high profile area with the consultation on the support of PhDs, other work undertaken by the ESRC including the lead role of business schools in cooperation between universities and business.

We supported the work of the British Academy in their 'observatory' work, which this time centred on business schools.

Perhaps the highlight of the year in this respect was the Chancellor of the Exchequer coming to speak to the deans and at a deans' community meeting, and then to have both him and the Secretary of State for BEIS attend business school meetings to see the Help to Grow Management programme in action.

The Scottish Committee secured a really useful meeting with the Convenor of Universities Scotland. We maintain a good working relationship with Welsh Government and have met with colleagues there a number of times over the past twelve months.

Objectives and activities (continued)

Review of activities and future plans(continued)

We maintain close connections with our key partners, which include: British Academy of Management; Department for Business, Energy and Industrial Strategy; Confederation of British Industry; the Federation of Small Businesses; British Council; Association to Advance Collegiate Schools of Business; and Policy Connect.

Development programmes

Thanks to the encouragement of Council, we continued to run our suite of development programmes, all ran virtually to great demand. The lack of opportunity for meeting face-to-face meant the price was considerably lower. Recognising the enormous benefits of meeting in-person for such activities we will be reintroducing that element as soon as we can.

The Deans' and Directors' Development Programme (3DP) for those new in post as a dean, or aspiring to the role, is facilitated by Professor Simon Collinson. We are grateful to Simon for the excellent work he is doing in helping to prepare future business school leaders.

The ever-popular Leaders in Learning & Teaching programme (LLT) for Directors of Learning and Teaching is being expertly facilitated by Loughborough's Dr Keith Pond for the last time. The next facilitator will be Dr Cathy Minett-Smith from University of the West of England.

The Development Programme for Directors of Research (DPDoR), which we offer in partnership with BAM, has continued under the excellent guidance of Professor Graeme Currie from Warwick Business School. We are happy to announce that Professor Natasha Mauthner from Newcastle University Business School will be the next facilitator.

Conferences

The four annual conferences (Chartered ABS Annual Conference, Professional Managers' Annual Conference, Annual Research Conference, and Learning, Teaching & Student Experience) were a great success, despite the shift to the online format. We had record numbers at three conferences and maintained our usual attendance at the fourth. It is very apparent that online does have advantages over in person events. Many more people were able to attend parts of the conferences, an option not previously available, and of course there was no additional disruption caused by the need to travel and to stay overnight. We were also able to offer compelling pricing that reflected the lower cost to us in hosting them. A further positive was the diversity of speakers we were able to secure, given that they too were not encumbered by travel requirements.

We have learned a lot from the past year, but we also know that as much as we have been able to drive broader participation, stronger relationships can be built by in person gatherings. We will return to such events, but hope to learn and maintain some aspects of virtual delivery.

Objectives and activities (continued)

Review of activities and future plans(continued)

CPD workshops and joint events

We have continued our series of seminars including our biannual Executive Education Symposia which have been delivered online and which will return to in-person events as soon as possible. We have continued our series of CMBE CPD workshops to offer practical guidance about teaching practice. Delivered through a network of facilitators these short course online programmes have been very well received and will continue online and in-person in 2021-22. We have continued our SBC events that enable knowledge exchange between SBC member institutions, and these are set to grow and evolve in 2021-22. Over the year we have run a number of co-hosted events to help our members connect with communities in other part of the world. These include events with AACSB, the Australian Business School Deans Council and the Business Schools Association of Canada.

Committee work

In addition to the Council we have ten committees and two working groups – having formed the Race Equality Action Group in 2021. Three of our committees put out calls for new members this year and received over 50 responses. We are delighted that over 140 people representing around 80 of our member institutions sit on these groups. Due to continued demand from the business school community, in 2021 we maintained our series of free, regular on-line community meetings, with topics and speakers chosen by the Committees. 2021 also saw the formation of our New Deans Network.

Publications

This year we published our third Taskforce report; this one on Business Schools and the Public Good. It is full of examples of the often-unrecognised work that business schools engage in. This report was also supported by the ITN Productions work on Business Schools for Good, which is available on our YouTube channel. We are grateful to the Taskforce members for their work, especially those independent of the sector. We are also grateful to the co-Chairs Tom Levitt and Professor Martin Kitchener for their year long work in producing this important publication.

We have produced a number of other publications, some new and some part of our usual annual cycle. In addition to the NSS reports for both business and management, and law; the Research income reports for both subject areas; Graduate outcomes; we produced a report on UCAS end of cycle analysis, and Trends in the provision and popularity of business school programmes.

We also continue to publish short Learning and Teaching papers in our “Perspectives on” series.

We published a report from one of our Scholarship recipients from Adam Smith Business School: The Digital One Minute Paper.

Objectives and activities (continued)

Review of activities and future plans(continued)

Certified Management & Business Educator (CMBE)

The CMBE has reached its second anniversary and we are delighted with the breadth of engagement and continued growth. There are now CMBEs in over 80% of UK business schools and in 28 countries worldwide. Academics holding the CMBE have collectively committed to undertake over 40,000 hours of continuous development in their teaching over those two years, which is a fantastic achievement we can all be proud of, even more so during the pandemic. We're very grateful to the excellent work of the CMBE Professional Standards Board in overseeing this important work, and to the many CMBEs that volunteer to run CPD events and contribute to this growing community.

Small Business Charter

It has been a very busy year for the Small Business Charter as we are now delivering our third Government funded programme to support SMEs. We have seen a very pleasing influx of interest shown in the SBC from schools with 36 accredited and many more planned assessments until the end of the year. With the demand of delivering the Help to Grow: Management programmes to 30,000 SME leaders in a three-year period, we will need all these schools and more, whilst maintaining the high standards demanded by the Charter.

The success of these programmes has helped raise the profile and understanding of business schools amongst those in the political arena and the wider public. We can expect that many of those who have been on one or more of these programmes will derive sufficient benefit to encourage them to maintain their relationship with the business schools well beyond the completion of the programme.

This is a really exciting juncture for the SBC and we had been working on since its inception.

Media coverage

Our media profile has been further enhanced by the Small Business Leadership Programme and the Help to Grow: Management programme. Off the back of these programmes the Chartered ABS, the Small Business Charter, and our members have received coverage across national, regional and trade press, including BBC News and BBC radio.

Digital communications including website and newsletters

Both the Chartered ABS and Small Business Charter websites had record levels of traffic. The Chartered ABS website had 400,000 page views to pages other than the Academic Journal Guide. With over 50,000 newsletter subscribers, our platforms continue to be excellent channels to showcase the work of the sector and encourage debate and knowledge sharing.

Academic Journal Guide

The 2021 edition of the Academic Journal Guide was published on 24 June. We are grateful for the work of the Management Committee, the editorial team and the Scientific Committee during the pandemic. This was a full review and an expanded Guide with 1,700 journals included. We are pleased with the dialogue with the community around responsible usage of the Guide and we look forward to carrying this forward into the 2024 edition.

Objectives and activities (continued)

Review of activities and future plans(continued)

Equality, Diversity and Inclusion

Equality, diversity and inclusion are important to us and we actively promote our strategic principles on diversity. These principles are embedded in our work and activity and promoted to our members. In the past year we published our 'Principles on diversity, equality and inclusion' on our website and every committee has been asked to reflect on this in terms of their work for the Chartered ABS.

At the suggestion of our EDI Committee we established a Race Equality Action Group, to help steer our work in this area. The word "action" is key in this title.

Committee reports

Research Committee

The Annual Research Conference was held online on 11 May 2021 and attracted 120 attendees, which is similar to the attendance at a face-to-face event. A KEF working group formed of members of the Research Committee met during the year. A survey on characteristics of senior research roles in UK business schools was completed which identified training needs for DoRs and established a benchmark related to characteristics of this type of role. New formats for the DPDoR were also explored during 2021. The Committee helped progress the Chartered ABS response to the Declaration on Research Assessment (DORA).

Learning, Teaching and Student Experience (LTSE) Committee

The LTSE Conference took place online on 29 – 30 June and had a record attendance, with much positive feedback. The Committee produced a collaborative and supportive platform for members of the learning and teaching community to develop new ideas without having to make a substantial time commitment in the form of the new 'Perspectives On: Dynamic Conversation' initiative which was announced at the LTSE Conference with a call for contributions. It is hoped that the first 'Dynamic Conversation' consisting of a compilation of papers centred on a dialogue will be published in September as a special edition and be accompanied by a panel discussion.

The committee continued to support the Certified Management & Business Educator (CMBE) initiative and the Leaders in Learning & Teaching (LLT) development programme.

Professional Managers Committee

The 2021 Professional Managers' Annual Conference (PMAC) took place on-line on 28 – 29 April and was well attended with positive feedback. The professional managers' development matrix was completed and published on the Chartered ABS website.

The committee's paper proposing a research project to evidence the impact of centralisation of services on business school professional services teams was approved by Chartered ABS Council and will begin later this year.

Committee reports (continued)

Executive Education Committee

The Committee held a Symposium on 22 June 2021 on the Level 7 SLMDA, which was well attended, with speakers from industry including the NHS. A second Symposium is planned for November 2021. The committee will be collaborating with the Research Committee/KEF Working Group to consider how business schools work with KEF. Following market testing a development programme in executive education, which would cover building internal capacity, as well as internationalisation and with modules on Covid delivery, is being created. Chartered ABS are in the process of appointing a facilitator who would be involved in the design.

International Committee

At the start of the year the committee set out three core priorities for 2021: student access and immigration; international mobility; and digital paths to internationalisation and new realities. It was decided to hold a series of webinars throughout the year to support these priorities. The first of these was held on 27 April on 'How virtual exchanges and mobility programmes are challenging the traditional paradigms of student mobility' with two guest speakers and a high number of registrants. A follow up blog was published on the Chartered ABS website. A second webinar and a workshop are planned for the autumn.

Equality, Diversity and Inclusion (EDI) Committee

The committee took forward a number of initiatives this year – it drafted a set of EDI principles for the Council's committees to adhere to when appointing members. These were approved by Council in June. It oversaw the introduction of the Race Equality Action Group and receives updates and minutes of the Group's meetings; the committee drafted a proposal for a joint Chartered ABS – BAM research project for an annual review of academic gender and race equity in terms of processes and outcomes over five years. This is to be considered by Council later this year; Planning for an event on de-colonising the curriculum; Liaising with the LTSE Committee and the Award Gap Group; Liaised with the Business Schools Association of Canada on strengthening its EDI functions.

Scottish Committee

The Committee has focused on relationship building during this year, having liaised with Scottish Enterprise; proposed the creation of a case study depository for Scottish business schools; and liaised with Universities Scotland. In May the Committee hosted an on-line discussion with the Convenor, Universities Scotland, which covered the areas of research, teaching and policy. The Convenor looks forward to having further dialogue with Chartered ABS and with the Scottish Deans in the future.

Membership and Fellowships Committee

Prior to this year's open call for nominations for Fellows, the Committee met to review, and make some adjustments to, the current criteria for Fellowship. Following this, the call was placed on the Chartered ABS website and the Deans of member schools were notified directly. The following were appointed: Professor Georgina Andrews, Professor Julia Clarke, Dr Andrew Glanfield and Professor Mark Hart.

Committee reports (continued)

Scholarships Committee

The Scholarships Committee met informally throughout the year to monitor the progress of the current scholarships and to consider possible changes to how scholarships will be awarded in future.

Academic Journal Guide Management Committee

The Management Committee operates to good effect over five time-zones; a reflection of the international expertise on the committee. This year they successfully oversaw the delivery of the publication of the AJG 2021.

Remuneration Committee

The Remuneration Committee, which is responsible for, inter alia, the levels of salaries of the Chief Executive and other Chartered ABS staff, has conducted its business via remote meetings to enable it to consider all pertinent items in making its decisions this year.

The salary revisions that we delayed last year have since been implemented, reflecting the financial position of the Association.

Apprenticeships Working Group

The Chair continued to have input into and discussions with IfATE and ESFA - in particular the Group submitted comments to an IfATE consultation on 'Best Practice in Degree Apprenticeships'. Group members took part in a symposium on Level 7 SLMDA organised by the Executive Education Committee. The Group initiated a proposal for a paper on social mobility, and began to collect data and case studies with a view to having the study ready by Spring 2022.

Race Equality Action Group

This Group held its first meeting in January and immediately started a number of initiatives. A priority matrix has been created, with five clusters of work: leadership and culture; staff development and progression; curriculum and students; research; and partnerships and collaboration. These are being actioned by sub-groups. Group members are also working with the Chartered ABS on an event on decolonising the curriculum, and members have also volunteered to work on a joint BAM/EDI Committee project.

Financial review

Results for the period

A summary of the Association's results for the period is given in the statement of financial activities on page 23 of this annual report and financial statements.

The total income for the year was £10,759,116 compared to £1,654,521 in the prior year. The significant increase was driven by Government funded programmes delivered through the Small Business Charter, under restricted funds.

The total expenditure for the year was £10,412,251 compared to £1,458,157 in the prior year. The significant increase was likewise driven by Government funded programmes with funding being transferred to the SBC schools delivering the programmes.

In addition to the above, investment gains of £42,493 (2021: £36,282) were experienced, resulting in a surplus for the year of £389,358 (2020: £232,646), leaving the Chartered ABS in a healthy financial position at year end.

Financial position

The total net assets of the Chartered Association at 30 June 2021 were £1,853,438 (2020: £1,464,080), which were represented by unrestricted funds of £1,672,341 (2020: £1,349,238) and restricted funds of £181,097 (2020: £114,842).

Reserves policy

The intention of the Council is for the Chartered ABS to have reserves to cover between nine and 12 months, preferably towards the higher end. In this calculation we exclude the Government funded programme costs, as these are fully funded through the programmes. However, the standard SBC activities are included within the policy. In essence this means we are looking to hold between £1.15m and £1.5m. At 30 June 2021, the Association's free reserves were £1,407,270. The purpose of reserves is to ensure we are able to withstand any financial shocks, as could have been the case in 2020-21, if a large proportion of our membership is unable to pay their membership subscriptions and have limited finances to fund events attendance.

This has proven a prudent approach and has offered the Association some comfort during the difficult economic times impacting our members and therefore us. We had expected to make a deficit this year, but in the end made a small surplus before the contribution to salaries arising from the Government funded programmes. Our reserves policy remains unchanged.

Council recently approved additional staffing to support the work of the Chartered ABS in delivering value for its members and should enable us to produce more research reports and more events, whether they be online or in-person. The costs associated will reduce the reserves through the coming year and Council is discussing other events and services we may be able to provide to enhance our service to our members.

It is the intention for the SBC restricted funds represent 75% to 100% of annual income.

Investment Policy

In 2019 Council selected to place some of our reserves in a charity investment fund with CCLA. This has reaped rewards in the short-term, although this investment was made as a long-term proposition. Given the initial turmoil in the world markets Council elected to only assign half as much as it originally intended in to, into the fund. The Council review the performance of the fund and remain satisfied with the performance to date, which has driven returns well above holding the funds just in cash. Council has recently made the decision to invest a further £250,000 in the fund, taking the full invested amount to £500,000.

The Chartered ABS will use the investment return to fund activities of the Association for the benefit of its members and in line with the strategy as determined by the Council. It is acknowledged that the principal risk to perpetual reserves such as these is inflation. The policy is to ensure the real value of our reserves are maintained as a minimum. The plan is to distribute 3-4% in perpetuity, and therefore an appropriate medium level of risk will be tolerated.

The trustees are able to tolerate volatility of the capital value of the investment, as long as the Association is able to meet its short-term funding needs through either income or liquid capital assets. Continual underperformance against benchmark will trigger an acceleration of the review of the fund manager. The Association's assets can be invested widely and may be diversified by asset class, by manager and by security. Assets should be invested in line with the aims of the Association and should be made in an ethical and sustainable way and should, for example, exclude investments in gambling, tobacco, controversial weapons, and adult entertainment.

Governance, structure and management

Governance

The Chartered Association of Business Schools is governed by a Council whose members are voting members from our member business schools. Members are elected annually at the Chartered ABS Annual General Meeting, held in November, with approximately one third of the Council stepping down after their three-year terms each year. The Royal Charter and Bye-Laws of The Chartered Association of Business Schools, its incorporating document, lay down the powers, authorities and responsibilities of the Council.

Governance, structure and management (continued)

Members of the Council

Members of the Council (who are also trustees of The Chartered Association of Business Schools for the purposes of charity law) who served during the period and up to the date of this report were:

Professor Gloria Agyemang	
Professor Mohammad Ali	
Professor Martin Broad	
Professor Catherine Cassell	
Professor Nola Hewitt-Dundas	Resigned September 2020
Professor Toni Hilton	
Professor Robert MacIntosh	
Professor Steven McGuire	
Professor Heather McLaughlin	
Professor Kamil Omoteso	
Professor Stewart Robinson	
Professor Eleanor Shaw	Appointed November 2020
Professor Baback Yazdani	

In addition to the above elected members, Dr Emm Barnes was a co-opted member until June 2021 when she was replaced by Dr Janine Ellis.

Induction and training of Council members

Newly appointed Council members, whether elected or co-opted, are provided with an induction pack, which includes the Charter and Bye-Laws, the Charity Commission's guide to responsibilities of trustees ('The Essential Trustee (CC3)'), terms of reference and the latest minutes of the Council and the most recent annual report and financial statements.

All Council members have been provided with a copy of the SORP (FRS 102) which contains the reporting requirements applicable to the financial statements of charities. Council members also have open access to the Secretary to the Council and the senior staff for advice and information.

Governance arrangements

The Council has ten committees: Research; Learning, Teaching and Student Experience; Scottish; Professional Managers; Executive Education; International; Equality, Diversity and Inclusion; Academic Journal Guide; Membership and Fellowship; and Remuneration. The Council members receive reports of all committee activity and also the activities of the Apprenticeships Working Group and the Race Equality Action Group. The terms of reference for all committees are established by the Council and available on the Chartered ABS website.

Small Business Charter

The Small Business Charter (SBC) has its own Management Board, although the annual budget is approved by Council. Within the financial statements the SBC funds are treated as restricted funds.

CMBE Professional Standards Board

The PSB oversees the running of the CMBE, especially in regards to the standards of admission and compliance within the scheme.

Governance, structure and management (continued)

Responsibilities of staff

The Chief Executive is appointed by the Council and has full executive authority for the management of the Association and its staff, as well as devising and recommending to Council suitable strategies and policies and implementing the plans and budgets approved by the Council.

Key management personnel

The Council consider that they, together with the Chief Executive, the Director of Communications and External Relations, and the Finance and Office Manager, comprise the key management personnel of the Association. None of the Council members receive any remuneration from the Association for serving on the Council. The annual pay of all members of staff, including the Chief Executive, is set by the Remuneration Committee and approved by the Council. See note 7 for further details on staff costs.

Further details of transactions with Council members are disclosed in note 12.

Statement of responsibilities of Council members

The Council members, who are trustees under charity law, are required to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Association at the balance sheet date and of the income and expenditure for that period.

In preparing those financial statements Council is required to:

- ◆ select suitable accounting policies and then apply them consistently;
- ◆ observe the methods and principles of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102);
- ◆ make judgments and estimates that are reasonable and prudent;
- ◆ state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements. In considering whether it is able to make this statement, in the light of the specificity of charity accounting requirements, Council takes advice from the management of The Chartered Association of Business Schools and the Auditor; and
- ◆ prepare the financial statements on a going concern basis unless it is inappropriate to assume that the Association will continue on that basis.

The Council members are responsible for keeping adequate accounting records that are sufficient to show and explain the Association's transactions and disclose with reasonable accuracy at any time the financial position of the Association and to enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008, and The Chartered Association of Business School's Charter and Bye-Laws. The Council is also responsible for safeguarding the assets of the Association and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Council is responsible for the maintenance and integrity of the financial information on the Association's website. Legislation in the United Kingdom governing the preparation and dissemination of the financial statements may differ from legislation in other jurisdictions. The members of the Council confirm that as far as they are aware, there is no relevant audit information of which the Association's auditor is unaware. They have taken all the steps that they ought to have taken as Council members in order to make themselves aware of any relevant audit information and to establish that the Association's auditor is aware of that information.

Risk management

During Council meetings, the Council regularly assesses the major risks to which the Association is exposed, in particular those relating to reputation, operations, finances and delivery of value to the membership. The trustees believe that by monitoring reserve levels, by ensuring controls exist over key financial systems, and by examining the operational and business risks faced by the Association, they have established effective systems to mitigate those risks.

As in any membership organisation there is a risk of loss of membership income; however, with an active member engagement strategy and providing events and reports that are of value to members, this should be mitigated, as far as possible.

The financial risks are exacerbated by Covid-19 and the economic impact of that on the membership. With in-person events planned for the coming year there is a risk associated with organising events that later need to be cancelled, and the risk that any event impacts the spread of the virus amongst staff and participants. This is mitigated with careful planning, contracting and insurances.

The Government funded programmes have required a rapid increase in the number of staff. There is a concern about our ability to attract and retain appropriate staff. This is mitigated by ensuring we offer attractive working conditions. There is also a concern about the impact of these programmes on cashflow. There is a regular meeting between the Officers of the Council and the Senior Management to review cashflow to ensure the risks are contained.

Approved by the Council and signed on its behalf by:

Professor Robert MacIntosh

Chair

Approved by the Council on: 9 September 2021

Independent auditor's report to the members of The Chartered Association of Business Schools

Opinion

We have audited the financial statements of The Chartered Association of Business Schools (the 'charity') for the year ended 30 June 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- ◆ give a true and fair view of the state of the charity's affairs as at 30 June 2021 and of its income and expenditure for the year then ended;
- ◆ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ◆ have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the accounts, we have concluded that the Council Members' use of the going concern basis of accounting in the preparation of the accounts is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the accounts are authorised for issue.

Our responsibilities and the responsibilities of the Council Members with respect to going concern are described in the relevant sections of this report.

Other information

The Council members are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities Act 2011 requires us to report to you if, in our opinion:

- ◆ the information given in the Report of the Council is inconsistent in any material respect with the financial statements; or
- ◆ sufficient accounting records have not been kept; or
- ◆ the financial statements are not in agreement with the accounting records; or
- ◆ we have not received all the information and explanations we require for our audit.

Responsibilities of Council members

As explained more fully in the statement of responsibilities of the Council members, the Council members are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Council members determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Council members are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Council members either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- We identified the laws and regulations applicable to the charity through discussions with management, and from our knowledge and experience of the sector;
- We focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charity, including the Charities Act 2011 and data protection legislation;
- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- The identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- Making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- Performed analytical procedures to identify any unusual or unexpected relationships;
- Tested journal entries to identify unusual transactions;
- Assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias; and
- Performed substantive testing of expenditure including authorisation thereof.

Independent auditor's report Year ended 30 June 2021

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- Agreeing financial statement disclosures to underlying supporting documentation;
- Reading the minutes of Council meetings; and
- Enquiring of management as to actual and potential litigation and claims, including inspecting the relevant correspondence from regulators and advisors;

As a result of our procedures we did not identify any key audit matters relating to irregularities.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the Council members, as a body, in accordance with section 144 of the Charities Act 2011 and with regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the Council members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the Council members, as a body, for our audit work, for this report, or for the opinions we have formed.

Shachi Blakemore

Buzzacott LLP
Statutory Auditor
130 Wood Street
London
EC2V 6DL

Date: 20 October 2021

Buzzacott LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

Statement of financial activities Year ended 30 June 2021

	Notes	Unrestricted funds £	Restricted funds £	2021 Total funds £
Income from:				
Donations	1	12,676	—	12,676
Charitable activities	2	940,949	9,792,538	10,733,487
Other income		12,953	—	12,953
Total income		966,578	9,792,538	10,759,116
Expenditure on:				
Raising funds	3	12,676	—	12,676
Charitable activities	4	673,292	9,726,283	10,399,575
Total expenditure		685,968	9,726,283	10,412,251
Net income before gains on investments		280,610	66,255	346,865
Gains on revaluation of investments	9	42,493	—	42,493
Net income and net movement in funds		323,103	66,255	389,358
Reconciliations of funds				
Fund balances at 1 July 2020		1,349,238	114,842	1,464,080
Fund balances at 30 June 2021	18	1,672,341	181,097	1,853,438

The charity has no recognised gains and losses in the period other than those shown above.

	Notes	Unrestricted funds £	Restricted funds £	2020 total funds £
<i>Income from:</i>				
<i>Donations</i>	1	25,044	—	25,044
<i>Charitable activities</i>	2	1,134,203	488,025	1,622,228
<i>Other income</i>		7,249	—	7,249
<i>Total income</i>		1,166,496	488,025	1,654,521
<i>Expenditure on:</i>				
<i>Raising funds</i>	3	25,044	—	25,044
<i>Charitable activities</i>	4	982,926	450,187	1,433,113
<i>Total expenditure</i>		1,007,970	450,187	1,458,157
<i>Net income before gains on investments</i>		158,526	37,838	196,364
<i>Gains on revaluation of investments</i>	9	36,282	—	36,282
<i>Net income and net movement in funds</i>		194,808	37,838	232,646
<i>Reconciliations of funds</i>				
<i>Fund balances at 1 July 2019</i>		1,154,430	77,004	1,231,434
<i>Fund balances at 30 June 2020</i>	18	1,349,238	114,842	1,464,080

Balance sheet 30 June 2021

	Notes	2021 £	2020 £
Fixed assets			
Tangible fixed assets	8	—	—
Investments	9	328,775	286,282
Current assets			
Debtors	10	895,316	342,772
Cash at bank and in hand		2,239,359	1,490,728
		3,134,675	1,833,500
Liabilities:			
Creditors: amounts falling due within one year	11	(1,610,012)	(655,702)
Net current assets		1,524,663	1,177,798
Total net assets		1,853,438	1,464,080
The funds of the charity:			
Unrestricted funds:			
. General funds		1,407,270	1,126,150
. Designated funds	17	265,071	223,088
Restricted funds	15	181,097	114,842
	18	1,853,438	1,464,080

Approved by the Council
and signed on their behalf by:

Chair
Professor Robert MacIntosh
Approved on: 9 September 2021

Statement of cash flows Year ended 30 June 2021

	Notes	2021 £	2020 £
Cash flows from operating activities:			
Net cash provided by operating activities	A	748,631	376,390
Cash flows from investing activities:			
Purchase of investments		—	(250,000)
Net cash used in investing activities		—	(250,000)
Change in cash and cash equivalents in the year		748,631	126,390
Cash and cash equivalents at 1 July	B	1,490,728	1,364,338
Cash and cash equivalents at 30 June	B	2,239,359	1,490,728

Notes to the statement of cash flows for the year ended 30 June:

A Reconciliation of net movement in funds to net cash provided by operating activities

	2021 £	2020 £
Net movement in funds (as per the statement of financial activities)	389,358	232,646
Adjustments for:		
Depreciation charge	—	5,572
Gains on investments	(42,493)	(36,282)
(Increase) decrease in debtors	(552,544)	156,637
Increase in creditors	954,310	17,817
Net cash provided by operating activities	748,631	376,390

B Analysis of cash and cash equivalents

	2021 £	2020 £
Total cash and cash equivalents: Cash at bank and in hand	2,239,359	1,490,728

Analysis of changes in net debt

	At 1 July 2020 £	Cash flows £	At 30 June 2021 £
Cash at bank and in hand	1,490,728	748,631	2,239,359

Principal accounting policies Year ended 30 June 2021

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are laid out below.

Basis of preparation

These financial statements have been prepared for the year ended 30 June 2021 and are presented in sterling and rounded to the nearest pound.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS 102.

Critical accounting estimates and areas of judgement

Preparation of the financial statements requires the Council and management to make significant judgements and estimates.

The items in the financial statements where these judgements and estimates have been made include:

- ◆ estimating the useful economic life of tangible fixed assets for the purpose of determining the annual depreciation charge;
- ◆ allocating support costs across charitable activities; and
- ◆ estimating the value of gifts in kind received during the year.

Assessment of going concern

The Council have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The Council have made this assessment in respect to a period of one year from the date of approval of these financial statements.

In making this assessment the Council have paid particular attention to the current environment the members are facing and the impact this may have on the charity. Covid-19 has had a significant impact on our work during the year ended 30 June 2021. We have set a cautious budget for the coming year and expect to make a small deficit. However, we have sufficient reserves to accommodate the expected deficit and do not expect to have to make any significant changes to what we offer our members.

The Government funded programme Help to Grow: Management will provide significant cash flow, although will not have an impact on the bottom line as our costs will be met by the funding and we will not make a surplus on the programme. Most of the funds will flow through to the schools delivering the programme.

We are planning for a return in-person events and courses in the coming year, however, we anticipate numbers of attendees will be lower than we have become accustomed to as universities reduce personal development and/or travel budgets for staff. We also anticipate needing to continue to offer an increased number of events virtually, which will be cheaper to run, and therefore at significantly reduced fees. Our development programmes in particular will be heavily impacted as these cannot as effectively be run in a virtual environment.

Although there are expected to be financial implications as a result of the economic uncertainty, the Council members have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. They are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due. The most significant areas of judgement that affect items in the financial statements are detailed above.

Income recognition

Income is recognised in the period in which the charity has entitlement to the income, the amount of income can be measured reliably and it is probable that the income will be received. Income is recognised on an accruals basis.

Income comprises membership fees, income from conferences and events in relation to the Small Business Charter, application and renewal fees, grant income and donations.

Grants are recognised when the charity has confirmation of both the amount and settlement date. In the event that a grant is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period. Where such grants are funded in arrears, the income is recognised when it is probable that those conditions will be fulfilled in the reporting period, being once the costs have been incurred.

Principal accounting policies Year ended 30 June 2021

Investment income from listed investments is recognised when received. Gifts in Kind are recognised at the market value of the service or product, being the value as advertised on third party websites. This usually consists of room hires, pro-bono work and salesforce licenses.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to make a payment to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

Expenditure comprises solely of expenditure on charitable activities, which consists of the costs of providing education training to members, running conferences and events, administering the Small Business Charter and running Government grant funded programmes.

Allocation of support and governance costs

Support costs, including governance costs, represent the indirect charitable expenditure incurred in carrying out the primary purposes of the charity. Such costs include the provision of office services and equipment and the public accountability of the charity (including audit costs).

Support costs are apportioned between charitable activities on the basis of staff time spent on each activity.

Pension costs

Retirement benefits to employees of the charity are provided by either the Teachers' Pension Scheme ('TPS'), a defined benefit scheme, or a defined contribution scheme provided by AVIVA. The TPS is closed to new employees.

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the charity in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. TPS is a multi-employer scheme and as the charity is unable to identify its share of the underlying (notional) assets and liabilities of the scheme, it has taken advantage of the exemption in FRS 102 and has accounted for the contributions to the scheme as if it were a defined contribution scheme.

The contributions in respect of the defined contribution scheme with AVIVA are recognised in the financial statements in the year which they are payable to the scheme.

Tangible fixed assets

All assets costing more than £1,000 and with an expected useful life exceeding one year are capitalised. Depreciation is provided at the following annual rates in order to write off the cost of each asset over its estimated useful life:

- Office furniture - 3 years

Fixed asset investments

Listed investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price.

The charity does not acquire put options, derivatives or other complex financial instruments.

The main form of financial risk faced by the charity is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or sub sectors.

Realised gains (or losses) on investment assets are calculated as the difference between disposal proceeds and their opening carrying value or their purchase value is acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value at that date. Realised and unrealised investment gains (or losses) are combined in the statement of financial activities and are credited (or debited) in the year in which they arise.

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition.

Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Principal accounting policies Year ended 30 June 2021

Fund structure

The charity has various types of funds for which it is responsible, and which require separate disclosure. These are as follows:

General funds

Funds which are expendable at the discretion of the Council in furtherance of the objects of the charity.

Designated funds

The Council have designated certain amounts for specific purposes.

Restricted funds

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

Taxation

The Chartered Association of Business Schools is a registered charity and therefore is not liable for income tax or corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

Notes to the financial statements Year to 30 June 2021

1 Donations and legacies

	Unrestricted funds	
	2021 £	2020 £
Donations in kind (see note 3)	12,676	25,044

2 Income from charitable activities

	Unrestricted funds £	Restricted funds £	2021 £
Membership and subscriptions	706,142	—	706,142
Conferences and events	166,734	—	166,734
Professional development	68,073	—	68,073
Small Business Charter	—	268,740	268,740
Government grant funded programmes			
. Leading to grow programme	—	101,839	101,839
. Small Business Leadership Programme	—	8,772,116	8,772,116
. Help 2 Grow: Management	—	649,843	649,843
	940,949	9,792,538	10,733,487

	Unrestricted funds £	Restricted funds £	2020 £
<i>Membership and subscriptions</i>	<i>670,013</i>	<i>—</i>	<i>670,013</i>
<i>Conferences and events</i>	<i>259,126</i>	<i>—</i>	<i>259,126</i>
<i>Professional development</i>	<i>205,064</i>	<i>—</i>	<i>205,064</i>
<i>Small Business Charter</i>	<i>—</i>	<i>253,965</i>	<i>253,965</i>
<i>Government grant funded programmes</i>			
<i>. Leading to grow programme</i>	<i>—</i>	<i>234,060</i>	<i>234,060</i>
	<i>1,134,203</i>	<i>488,025</i>	<i>1,622,228</i>

3 Raising funds

	Unrestricted funds	
	2021 £	2020 £
Donations in kind (see note 1)	12,676	25,044

4 Expenditure on charitable activities

	Direct £	Support £	2021 £
Membership and subscriptions	130,887	62,223	130,887
Conferences and events	250,853	83,424	250,853
Professional development	73,764	34,141	73,764
Publications and Research	178,947	107,159	178,947
Small Business Charter	202,485	57,363	202,485
Government grant funded programmes			
. Leading to grow programme	88,009	4,568	101,839
. Small Business Leadership Programme	8,601,943	—	8,810,730
. Help 2 Grow: Management	589,660	11,473	650,070
	10,116,548	360,351	10,399,575

	Direct £	Support £	2020 £
<i>Membership and subscriptions</i>	<i>151,633</i>	<i>109,282</i>	<i>260,915</i>
<i>Conferences and events</i>	<i>298,797</i>	<i>101,657</i>	<i>400,454</i>
<i>Professional development</i>	<i>119,201</i>	<i>48,711</i>	<i>167,912</i>
<i>Publications and Research</i>	<i>104,087</i>	<i>49,558</i>	<i>153,645</i>
<i>Small Business Charter</i>	<i>147,915</i>	<i>58,891</i>	<i>206,806</i>
<i>Government grant funded programmes</i>			
<i>Leading to grow programme</i>	<i>243,381</i>	<i>—</i>	<i>243,381</i>
	1,065,014	368,099	1,433,113

The above expenditure analysed by fund was:

	2021 £	2020 £
Unrestricted funds	673,292	982,926
Restricted funds	9,726,283	450,187
	10,399,575	1,433,113

Restricted funds expenditure relates to the programmes detailed in note 15.

5 Support costs

	2021 £	2020 £
Premises costs	148,175	163,309
Administration	52,074	64,705
Staff costs	73,536	73,644
Travel	1,687	3,128
Depreciation	—	5,572
Other expenses	224	1,902
Governance	24,112	18,239
. Audit and accountancy fees	19,320	16,824
. Legal and professional fees	41,223	20,776
	360,351	368,099

Notes to the financial statements Year to 30 June 2021

6 Net income

This is stated after charging:

	2021 £	2020 £
Depreciation	—	5,572
Auditors' remuneration		
. Statutory audit	9,750	11,148
. Other assurance	24,840	1,020
. VAT and taxation	2,220	1,860
. Other services	2,850	2,796
Operating lease rentals		
. Land and buildings	103,239	104,465
. Office equipment	5,823	6,635

7 Staff costs, remuneration of key management and Council members' remuneration

	2021 £	2020 £
Staff costs during the period were as follows:		
Wages and salaries	618,072	531,245
Social security costs	69,936	60,106
Other pension costs	77,104	72,278
	765,112	663,629

The average monthly number of employees during the year was:

	2021 No	2020 No
Employees	13	12

The number of employees whose total remuneration was over £60,000 in the year were as follows:

	No. employees	
	2021	2020
£70,001 – £80,000	1	1
£120,001 – £130,000	—	1
£130,000 – £140,000	1	—

Key management personnel comprise the Council members, the Chief Executive, the Director of Communications and External Relations and the Office Manager. The total remuneration payable (including taxable benefits, employers pension contributions and employers social security costs) in respect to the key management personnel of the charity was £328,322 (2020 - £321,748).

No Council member received any emoluments during the year for services provided to the Chartered Association of Business Schools (2020 – none). Further transactions with Council members are disclosed within note 13.

8 Tangible fixed assets

	Office equipment £
Cost	
At 1 July 2020 and as at 30 June 2021	174,595
Depreciation	
At 1 July 2020 and as at 30 June 2021	174,595
Net book values	
At 30 June 2020	—
At 30 June 2021	—

9 Listed investments

	2021 £	2020 £
Market value as at 1 July	286,282	—
Additions at cost	—	250,000
Net gains on revaluation	42,493	36,282
Market value as at 30 June	328,775	286,282
Cost as at 30 June	250,000	250,000

Listed investments held at 30 June 2021 and 30 June 2020 comprised principally of units in the COIF Charities Investment Fund, a United Kingdom common investment fund managed by CCLA Investment Management Limited.

10 Debtors

	2021 £	2020 £
Trade debtors	389,994	224,740
Other debtors	31,544	32,201
Accrued income	399,170	11,221
Prepayments	74,608	74,610
	895,316	342,772

11 Creditors: amounts falling due within one year

	2021 £	2020 £
Trade creditors	1,071,843	14,278
Accruals and deferred income	518,632	624,395
Social security & pension creditor	19,537	17,029
	1,610,012	655,702

Trade creditors above includes amounts due to Business Schools as part of the Government grant funded programmes. These amounts were settled post year end upon the receipt of the associated funding.

Deferred income relates to membership fees in advance and courses, events and conferences to be held after the year end. Movements on deferred income are shown below:

	2021 £	2020 £
Balance as at 1 July	552,057	575,399
Amount released to income	(552,057)	(575,399)
Amount deferred in the year	451,646	552,057
Balance as at 30 June	451,646	552,057

12 Pension commitments

The charity participates in the Teachers' Pension Scheme and a defined contribution scheme provided by AVIVA. The Teachers' Pension Scheme is currently closed to new employees. Membership to the AVIVA scheme is available to all employees who are not contributing to the Teachers' Pension Scheme.

Teachers' Pension Scheme

Introduction

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pensions Regulations (2010) and, from 1 April 2014, by the Teachers' Pension Scheme Regulations 2014.

The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis – these contributions along with those made by employers are credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

Under the definitions set out in FRS 102 (28.11), the TPS is a multi-employer pension plan. The charity is unable to identify its share of the underlying assets and liabilities of the plan.

Accordingly, the charity has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined-contribution plan. The charity has set out above the information available on the plan and the implications for the charity in terms of the anticipated contribution rates.

12 Pension commitments (continued)

Teachers' Pension Scheme (continued)

Valuation of the Teachers' Pension Scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2016. The valuation report was published by the Department for Education on 5 March 2019. A copy of the valuation report and supporting documentation is on the Teachers' Pensions website.)

The key elements of the valuation and subsequent consultation are:

- employer contribution rates set at 23.68% of pensionable pay (including a 0.08% administration levy)
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £218,100 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £196,100 million, giving a notional past service deficit of £22,000 million
- the SCAPE rate, set by HMT, is used to determine the notional investment return. The current SCAPE rate is 2.4% above the rate of CPI. The assumed real rate of return is 2.4% in excess of prices and 2% in excess of earnings. The rate of real earnings growth is assumed to be 2.2%. The assumed nominal rate of return including earnings growth is 4.45%.

The next valuation result is due to be implemented from 1 April 2023.

The employer's pension costs paid to TPS in the period amounted to £53,268 (2020: £49,806).

AVIVA Pension Scheme

This is a defined contribution scheme. Employer pension costs in respect of the scheme amounted to £23,834 (2020 - £22,472).

13 Transactions with Council Members

No Council member received any emoluments during the period for services provided to The Chartered Association of Business Schools (2020 – none).

During the period, no Council member's were reimbursed for expenses for travel and subsistence (2020 – £nil).

The Council consists of members of senior management from member business schools. All Council members attended events and conferences hosted by the Association during the year (2020 - all). The fees for event attendance were charged on the same terms as for other members and were met by Council member's respective employers.

14 Financial commitments

At 30 June the Association had total commitments under non-cancellable leases as follows:

	2021		2020	
	Land and buildings £	Office equipment £	Land and buildings £	Office equipment £
Operating lease payable				
Within one year	127,399	3,069	127,399	—
Between 2 to 5 years	241,186	10,971	368,934	—

15 Restricted funds

	At 1 July 2020 £	Income £	Expenditure £	Transfers £	At 30 June 2021 £
Small Business Charter	114,842	268,740	(202,485)	—	181,097
Leading to grow programme	—	101,839	(101,839)	—	—
Small Business Leadership Programme		8,772,116	(8,772,116)	—	—
Help to Grow: Management		649,843	(649,843)	—	—
	114,842	9,792,538	(9,726,283)	—	181,097

Small Business Charter

The Small Business Charter is an awards programme run by The Chartered Association of Business Schools but is governed by a separate Management Board. Income received in respect of the awards programme is not in itself subject to donor imposed restrictions; however the Bye-Laws of The Chartered Association of Business Schools stipulate that any surpluses on the awards programme are utilised in a manner approved by the Management Board. The Chair and senior management team of The Chartered Association of Business Schools are not voting members of the Management Board of the Small Business Charter.

While it is the intention that the Small Business Charter awards programme is self-funding, in the event that the programme becomes a drain on the resources of the charity, the Council have the right to close down the Small Business Charter. In such circumstances, any unspent balance on the fund will revert to unrestricted funds in accordance with the absence of conditions attached to the receipt of the associated income.

15 Restricted funds (continued)

Leading to Grow Programme

Leading to Grow Programme relates to funding for the Small Business Charter from BEIS to trial the effectiveness of one-to-one support in accelerating new technology take up by SMEs, including micro-businesses. Because of Covid, the focus has been broadened to include business survival

The programme ran from 1 September 2019 to 31 December 2020. .

Transfers between funds represents staff time spent by Small Business Charter staff on this programme that is not fully funded by the BEIS funding.

Small Business Leadership Programme

This relates to the BEIS sponsored programme to help 2,000 small businesses survive the economic turmoil caused by Covid. It ran from August 2020 to May 2021.

Help to Grow: Management

This relates to the BEIS sponsored programme announced in the Chancellor's budget in March 2021, with the aim of 30,000 supporting small businesses over three years. Our contract was signed in April 2021 and will run through to March 2024.

	At 1 July 2019 £	Income £	Expenditure £	Transfers £	At 30 June 2020 £
Small Business Charter	77,004	253,965	(206,806)	(9,321)	114,842
Leading to grow programme	—	234,060	(243,381)	9,321	—
	<u>77,004</u>	<u>488,025</u>	<u>(450,187)</u>	<u>—</u>	<u>114,842</u>

16 Tangible fixed assets fund

The tangible fixed assets fund represents the net book value of the charity's tangible fixed assets. The fund recognises the fact that the assets are required for the day-to-day operation of the charity and are not available for other purposes or as a general reserve.

	At 1 July 2020 £	New designation £	Utilised/ released £	At 30 June 2021 £
Tangible fixed asset fund	—	—	—	—

	At 1 July 2019 £	New designation £	Utilised/ released £	At 30 June 2020 £
Tangible fixed asset fund	5,572	—	(5,572)	—

17 Designated funds

The unrestricted funds of the charity include the following funds designated for specific purposes.

	At 1 July 2020 £	New designation £	Utilised/ released £	At 30 June 2021 £
Scholarships fund	91,451	—	(510)	90,941
New projects fund	25,355	—	—	25,355
Property fund	70,000	—	—	70,000
Investment fund (note 18)	36,282	42,493	—	78,775
Total	223,088	42,493	(510)	265,071

	At 1 July 2019 £	New designation £	Utilised/ released £	At 30 June 2020 £
Scholarships fund	61,451	30,000	—	91,451
New projects fund	25,355	—	—	25,355
Property fund	50,000	20,000	—	70,000
Investment fund (note 18)	—	36,282	—	36,282
Total	136,806	86,282	—	223,088

Scholarships fund

This fund is to be used for Chartered ABS scholars to conduct research relevant for members.

New projects fund

This fund is to be used towards the development of any new major projects the Association undertakes. The last project that fell under this title was the creation of the Certified Management and Business Educator (CMBE) scheme.

Property fund

This fund has been set aside to cover future property related costs.

Investment fund

This fund represents the cumulative unrealised gain on listed investments which cannot be applied towards charitable purposes without prior liquation of investments.

18 Net assets between funds

	General funds £	Designated funds £	Restricted funds £	Total funds 2021 £
Tangible fixed assets	—	—	—	—
Investments	250,000	78,775	—	328,775
Current assets	2,549,209	186,296	399,170	3,134,675
Current liabilities	(1,391,939)	—	(218,073)	(1,610,012)
Total	(1,407,270)	265,071	181,097	1,853,438

	General funds £	Designated funds £	Restricted funds £	Total funds 2020 £
<i>Tangible fixed assets</i>	—	—	—	—
<i>Investments</i>	250,000	36,282	—	286,282
<i>Current assets</i>	1,495,422	186,806	151,272	1,833,500
<i>Current liabilities</i>	(619,272)	—	(36,430)	(655,702)
<i>Total</i>	1,126,150	223,088	114,842	1,464,080

The above funds include accumulated unrealised gains on listed investments as follows:

	2021 £	2020 £
Reconciliation of movements in unrealised gains on investment assets		
Accumulated unrealised gains at 1 July	36,282	—
Net gains arising on revaluation in period	42,493	36,282
Accumulated unrealised gains at 30 June	78,775	36,282