

BRITISH EDUCATIONAL LEADERSHIP, MANAGEMENT AND ADMINISTRATION SOCIETY

England & Wales · Charity number 268989

Details

Other names	BRITISH EDUCATIONAL ADMINISTRATION SOCIETY LTD, BRITISH EDUCATIONAL MANAGEMENT AND ADMINISTRATION SOCIETY, BELMAS
Status	Registered
Legal form	CIO
Registered	1975-03-17
Register	View on the Charity Commission register

Contact

Address	Belmas Acero 1 Concourse Way Sheffield S1 2BJ
Phone	01143036757
Email	info@belmas.org.uk
Website	www.belmas.org.uk

Activities

Objects: 3.1 To promote, maintain, improve and advance education of the public by the advancement of the practice, teaching, study of, and research into educational leadership, management and administration.

Activities: To promote, maintain, improve and advance education of the public by the advancement of the practice, teaching, and study of, and research into, educational administration.

Classification

- **How:** Makes Grants To Individuals, Makes Grants To Organisations, Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** Education/training
- **Who:** Other Defined Groups

Geography

- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£345,732	£313,554	-	-
2023-12-31	£338,899	£304,201	-	-
2022-12-31	£333,720	£416,234	-	-
2021-12-31	£228,976	£253,554	-	-
2020-12-31	£263,370	£181,347	-	-

Trustees

Name	Role	Appointed
Bernardita Moreno		2022-09-12
Dr Alexander Gardner-McTaggart		2023-10-01
Dr Bethany Kelly		2021-11-16
Dr Deborah Outhwaite		2017-11-02
Dr Fiona Creaby		2020-09-18
Dr Julie Mary Veronica Harvie		2026-01-01
Dr Karen Ann Healey		2026-01-01
Dr Lizana Oberholzer		2023-12-12
Dr Meng Tian		2024-10-18
Dr Paul Armstrong		2023-12-12
Dr Sally Margaret Jarvis		2025-05-20
Dr VICTORIA SHOWUNMI		2014-07-12
Janet Hetherington		2022-09-12
Prof Tony Bush		2023-12-12
Professor Steven John Courtney		2026-01-01

BRITISH EDUCATIONAL LEADERSHIP, MANAGEMENT AND ADMINISTRATION SOCIETY

England & Wales - Charity number 268989

Accounts

Charity registration number: 268989

British Educational Leadership Management and Administration Society

Annual Report and Financial Statements

for the Year Ended 31 December 2024

British Educational Leadership Management and Administration Society

Contents (continued)

Trustees' Report	1 to 13
Statement of Trustees' Responsibilities	14
Independent Auditors' Report	15 to 17
Statement of Financial Activities	18
Balance Sheet	19
Notes to the Financial Statements	20 to 30

British Educational Leadership Management and Administration Society

Trustees' Report for the year ended 31 December 2024

The trustees 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 trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS102) in preparing the annual report and financial statements of the charity.

Reference and Administrative Details

Charity Registration Number: 268989

Trustees:

- P Armstrong
- T Bush
- F Creaby
- C Donnelly
- A Gardner-McTaggart
- J E Hetherington
- B Kelly
- D M S Mifsud (resigned 12 July 2024)
- B M Moreno
- L Oberholzer
- D E Outhwaite
- K Richardson
- S Shah
- V Showunmi
- M Tian (appointed 18 October 2024)

Chair: D E Outhwaite

President and Vice-Presidents: Professor T Bush - President
Professor R Glatter - Immediate Past President

Principal Office:

- Spaces Acero
- 1 Concourse Way
- Sheffield
- South Yorkshire
- S1 2BJ

Auditor:

- Hawsons Chartered Accountants
- Statutory Auditors
- Pegasus House
- 463a Glossop Road
- Sheffield
- S10 2QD

British Educational Leadership Management and Administration Society

Trustees' Report for the year ended 31 December 2024 (continued)

The trustees present the annual report together with the financial statements and auditors' report of the charity for the year ended 31 December 2024.

Structure, Governance and Management

British Educational Leadership Management and Administration Society Limited ("BELMAS" or "The Charity") is registered as a charity.

Organisational structure

The charity is a Charitable Incorporated Organisation and its objects, powers and constitutional matters are set out in the Memorandum and Articles of Association.

Recruitment and appointment of new trustees

If a trustee resigns, an election will take place at the earliest convenience to appoint a replacement. Members of the society are entitled to vote.

Organisational structure

The Society is a registered charity, number 268989, incorporated in the UK and is constituted under a Memorandum of Association dated 26th October 1973 and Articles of Association revised on 19th September 1998. The charity converted to a CIO on 18 January 2024. The Trustees of the society consist of the following:

The Chair

Internal Vice-Chair of committees

Up to four co-opted trustees

The Charity is governed by the executive Board which comprises the trustees and up to four co-opted trustee members. The Board meets at least three times in every calendar year. Elected trustee members serve a term of three years' service, and can serve a maximum of 2 terms. The trustees of the society, as listed above, are elected annually.

The chair and vice-chairs, comprising the trustees of the society, supervise the day-to-day activities of the organisation and reports to the board.

Public benefit

The trustees confirm that they have complied with the requirements of section 4 of the charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission for England and Wales.

British Educational Leadership Management and Administration Society

Trustees' Report for the year ended 31 December 2024 (continued)

Structure, Governance and Management continued

Use of Volunteers

All trustees are volunteers and give their time and expertise to the Society without recompense. Travel and subsistence expense are reimbursed where necessarily incurred. Other volunteers include research interest group leaders and those who facilitate BELMAS activities.

Staffing

Executive Officer, Membership Engagement Manager (Deputy Executive Officer), Finance & HR Officer and Membership Engagement Administrator.

Financial instruments

Objectives and policies

The Charity's activities expose it to some financial risk governed by the charity's policies approved by the board of trustees. The charity does not use derivative financial instruments.

Cash flow risk

The Charity's activities encompass some exposure to the financial risks of change in foreign currency exchange rates and interest rates. These transactions are minimal and the use of derivatives is not deemed necessary.

Credit risk

The Charity's principal financial assets are bank balances and cash, trade and other receivables.

The Charity's credit risk is primarily attributable to its trade receivables. The amounts presented in the balance sheet are net of allowances for doubtful receivables. An allowance for impairment is made where there is an identified loss event which, based on previous experience, is evidence of a reduction in the recoverability of the cash flows.

The Charity has no significant concentration of credit risk.

Liquidity risk

In order to maintain liquidity to ensure that sufficient funds are available for ongoing operation and future developments the Charity monitors the level of reserves throughout the year.

Risk management

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and errors.

The trustees have considered the risks to which the charity is exposed and have put in place procedures for managing these risks.

The trustees consider the major financial risks to be the reduction in revenue from royalties in respect of the charity's journals - Educational Management Administration and Leadership and Management in Education. The journals are published through SAGE Publications Ltd who provide annual reports on revenue performance and forecast trends in addition to close working relationships throughout the year. The trustees review and monitor income and expenditure at every board meeting and determine strategy accordingly.

British Educational Leadership Management and Administration Society

Trustees' Report for the year ended 31 December 2024 (continued)

Objectives leading into 2024 and Challenges Ahead

The board's primary goal for 2024 was to sustain and enhance BELMAS' growth while fulfilling its charitable objectives. The December 2023 Strategic Away Day provided a platform to evaluate the mission, vision, and values against year one outcomes and year two objectives. Notably, the conversion of the organisation to a Charitable Incorporated Organisation (CIO) was completed in January 2024. A key focus was on ensuring the annual conference was a financially viable and beneficial event, while prioritising member benefits through core charitable activities.

Membership Survey 2024

Following the 2023 membership survey, the Trustee Board agreed to a three-year cycle for the membership survey to align with strategic goals and to allow adequate time to receive and analyse member feedback.

Operational Employee Restructure

In September 2024, BELMAS reduced its staff capacity following the resignation of the Executive Officer. To address this, the Board implemented an interim restructure for six months which involved, promoting the Finance & Human Resources Officer to Interim Executive Officer, increasing her hours from 0.5 to 0.7 and the Membership Engagement Administrator to Interim Membership and Events Coordinator, increasing her hours from 0.4 to 0.8. The Membership Engagement Manager (Deputy Executive Officer) remained full-time with her job title changed to the Membership Engagement Manager.

Accreditations and Memberships

BELMAS invested £188 to continue its membership with the National Council for Voluntary Organisations (NCVO), which provides governance assistance and access to online e-learning modules. We also maintained our membership with the Academy of Social Sciences at a cost of £333, and the Executive Officer or Chair attends bi-monthly conferences and CEO group meetings. We also renewed our Living Wage Employer status for £60 and continued its accreditation as a "Disability Confident: Committed" organisation.

Ongoing Development of the 2023-2026 Strategic Plan

At the December 2023 Strategic Away Day, outstanding KPIs were consolidated into two broader objectives:

- (1) To increase UK and international membership by 25% against 2022 numbers.
- (2) To ensure BELMAS' long-term sustainability and good governance as a charity and membership organisation.

Through the KPI Dashboard, BELMAS achieved 50% of its objectives. These were reevaluated in January 2025, with some objectives considered not to be relevant to the organisation, others were postponed to 2025.

British Educational Leadership Management and Administration Society

Trustees' Report for the year ended 31 December 2024 (continued)

Strategic Objective 1: Increase Both Uk And International Membership By 25% Against 2022 Numbers

Membership Numbers

- In 2023, BELMAS recorded a 15.63% increase in membership compared to 2022, reaching 392 members.
- In 2024, there was a slight decrease of 1.5% compared to 2023, totalling 386 members.

Overall, this represents a 13.86% increase, over half of the targeted 25% increase by the end of the 2026-2029 strategic plan.

Equity, Diversity, and Inclusion (EDI)

- The EDI committee conducted a questionnaire with all current members, which is mandatory for new members. A minimum of 25% member participation is required in the initial phase to accurately understand member demographics.
- A "Member Hardship Policy" was established to support the long-term retention of members facing difficult circumstances.
- An EDI strategy was finalised and approved by the Board in early 2025.

Research Interest Groups

- By November 2024, 13 successful RIG meetings/events were hosted from six different RIGs, including joint and individual conference events.
- Regular communication with Convenors and updates to the RIG Handbook to include an EDI focus.
- Two RIG Convenor meetings were held in April and October 2024, discussing new processes, tracking activity, feedback, blog posts, conference slots, and plans for 2025.

Below is the overall feedback received from the RIG events of 2024:

BELMAS members attending events:

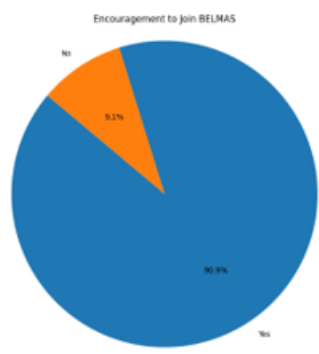


NO = 9.9% | YES = 90.1%

British Educational Leadership Management and Administration Society

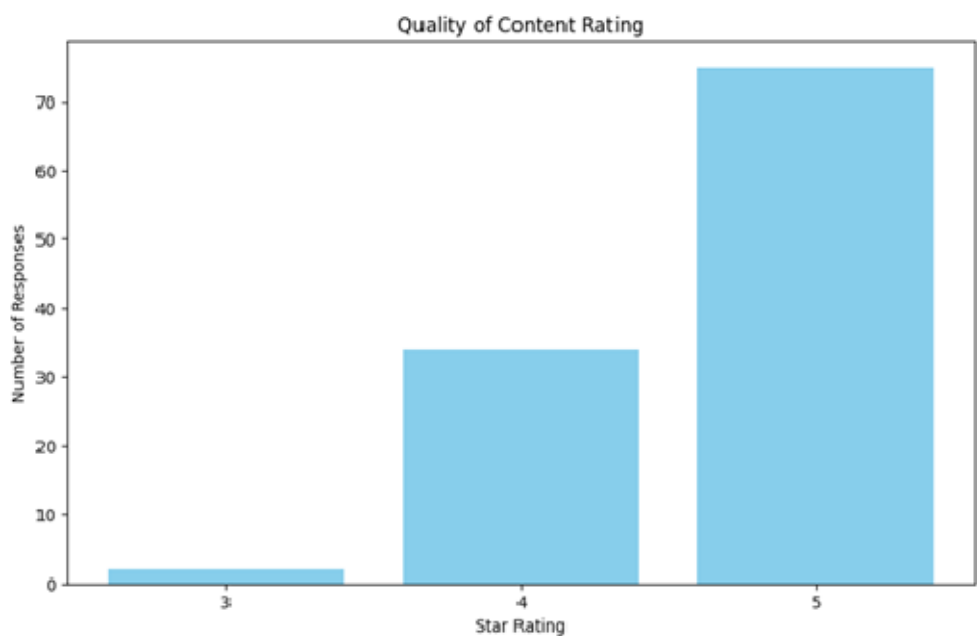
Trustees' Report for the year ended 31 December 2024 (continued)

If you are not a BELMAS member, would this event encourage you to join?

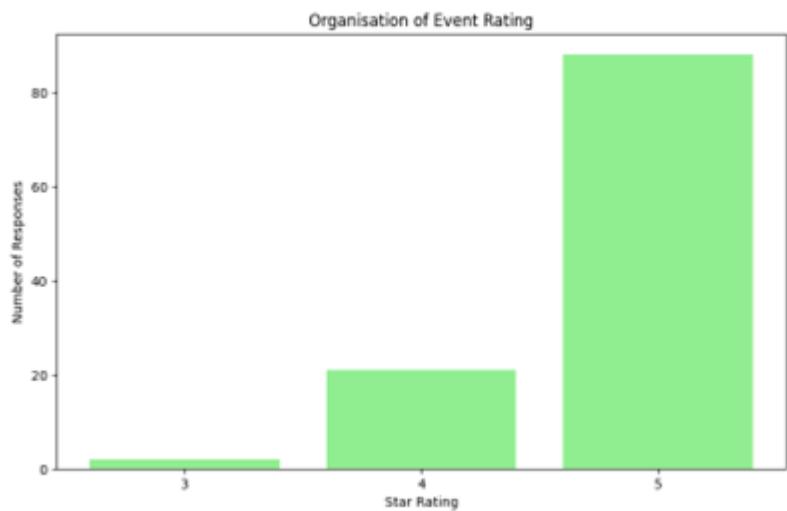


NO = 9.1% | YES = 90.9%

Rating the quality of the content of the events:



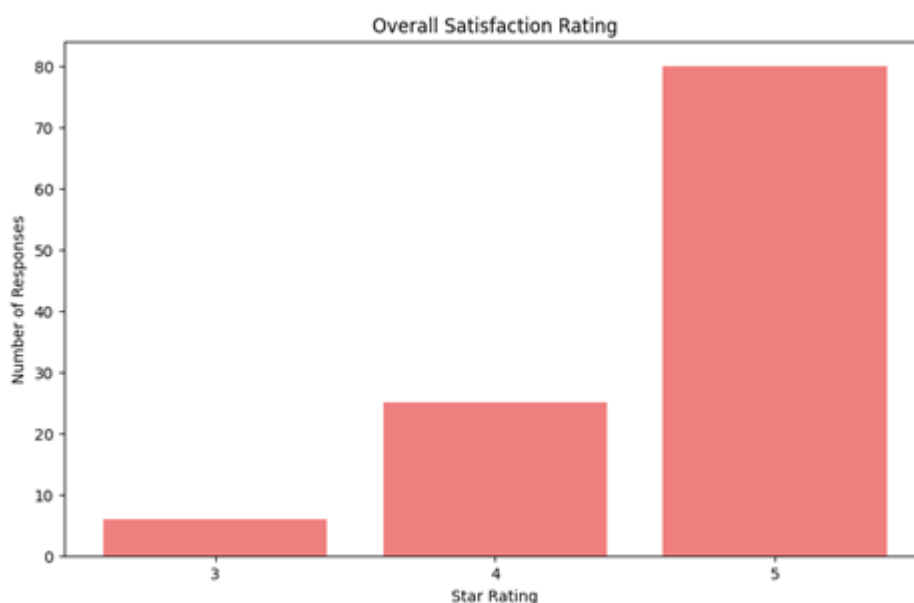
Rating how organised the event was:



British Educational Leadership Management and Administration Society

Trustees' Report for the year ended 31 December 2024 (continued)

Rating the overall satisfaction of the event:



Qualitative Feedback

- *“Very informative session. Clear and straight to the point.”*
- *“This was a very informative and engaging session. It was great to have rich insights of this nature.”*
- *“The RIG was very inspirational.”*
- *“Well done to all.”*
- *“This was a professional and well-organised presentation.”*
- *“This presentation was sufficient to address the needs of anyone interested in submitting an abstract. Well done to the presenters and organisers.”*

We have five inactive RIGs. The Chair of BELMAS continues to have conversations with potential Convenors.

Early Career Research (ECR) Month

2024 continued its annual October “ECR Month” to support early career researchers in Educational Leadership, Management, and Administration. Across the month, there were 60 registrations. Below is a breakdown of actual attendance for each event:

'Keeping the Faith: Researching Educational Values and the Juggle of Completing a Doctorate Alongside Family Life', online event with Dr Beth Holmes	11 attendees
“Submitting your Abstract for BELMAS Conference” online event with Dr Deb Outhwaite and Kelly Ruston	27 attendees

#Lunchtime Sessions

The #LunchtimeSessions are an online platform for members to share their research or work within Educational Leadership, Management, and Administration with the BELMAS community as a free event during short work-time breaks. Throughout 2024, there were two such events:

- (1) Are We Allowing Our Introverts to Become Leaders?
- (2) The Challenge of Developing Transformative School Leaders: Sharing Perspectives and Activities for Promoting Critical Introspection in Leader Candidates

We received 83 registrations for these events, with actual attendance being 31.

British Educational Leadership Management and Administration Society

Trustees' Report for the year ended 31 December 2024 (continued)

Awards, Bursaries and Grants

The Awards, Bursaries, and Grants (ABG) Committee reviewed funding and processes, agreeing to spend £20,500 on its Awards, Bursaries, and Grants for 2024. The prestigious “Distinguished Service Award” was presented to Dr Marianne Coleman and Prof. Steve Courtney at the BELMAS Annual Conference and Awards in Glasgow. Other awards included EMAL Best Paper, EMAL ECR Best Paper, MiE Board Choice, Doctoral Thesis winner and runners-up, Best Blog, Best Conference Paper, and Best ECR Conference Paper winner and runner-up.

Elections and Democracy

In 2024, five candidates stood for one role, with 12.2% of the membership voting in the elections.

Social Media and Communications

Due to X's decision to revoke our access to Analytics and the ongoing revamp of our communications project, we currently lack analytics data. This has significantly impacted our ability to track and measure our social media performance effectively. Additionally, we conducted a comprehensive analysis of our communications, which led to the creation of a new reporting approach and template.

We will resume recording statistics from our social media platforms from January 2025, utilising the new reporting template and considering the recent changes to the platforms we use after discontinuing our use of X.

British Educational Leadership Management and Administration Society

Trustees' Report for the year ended 31 December 2024 (continued)

Strategic objective 2: assure BELMAS long-term sustainability & good governance as a charity and membership organisation.

BELMAS Conference

The 2024 annual conference was held in Glasgow for the second consecutive year, promoting BELMAS across the UK. There was a 31% increase in tickets sold compared to the previous year. Financially, there was a 46% increase in surplus against 2023, resulting in a £12,500 surplus. This can be attributed to:

- Accurate monthly budgeting and monitoring through the Conference & Events Committee, and regular reporting to the Board of Trustees.
- Removal of the cost of an events management partner and managing in-house.
- Removal of large staging and other production costs.
- Reduction in plastic badge printing with environmental sustainability as a priority.
- Removal of the financial burden of including accommodation costs as a result of becoming VAT registered.

Actions Taken Based on Member Feedback

You Said	We Did
There should be Bursaries to support members to attend the BELMAS Annual Conference.	Launched a "Conference Support Fund Bursary" up to £300 each, with 20 available, for students, members from developing countries, independent researchers, teachers & practitioners, full-time parents & carers, unemployed, retired, and people with registered disabilities.
"Good value for money" would be represented by tickets priced between £250-£400 depending on what was included.	Earlybird tickets start at £350 for student members, retired members, or members from developing countries.
Free membership should be included in the price of tickets.	Introduced an initiative where non-members who purchase increased tickets receive one-year free BELMAS membership if they opt-in.
BELMAS normally provides all lunches and evening meals within the price. This changed for 2023, and while we didn't expect an evening meal, we did expect lunch on arrival.	Included a Friday welcome lunch on arrival, Friday evening BBQ, Saturday lunch, Saturday Gala dinner, Sunday departure lunch, and regular refreshment breaks throughout.
There should be more networking opportunities, particularly for new members and those at their first BELMAS conference, removing the "clique".	Introduced a "new to BELMAS Conference meet and greet" with the BELMAS Trustees on arrival for new members or first/second-time attendees.
There should be different types of 'conferencing' and Poster Presentations should hold the same visibility and respect as other presentations.	Provided space for 'Poster Lightning Presentations' and positioned posters in the breakout area with the highest footfall.
The conference needs to be more agile or deal with the issue of presenters dropping out and leaving just one person presenting during a session.	Changed submission dates for abstracts to November, with Earlybird ticket deadlines by 1st March 2024, ensuring accurate conference programming and reducing last-minute dropouts.
More should be done to hold the BELMAS Annual Conference online.	Streamlined all keynotes LIVE and FREE to BELMAS members.
BELMAS should hold its conference in a central location with good links.	Committed to search for venues in Cardiff for 2026, recognising the need for good value for money and accessibility.

British Educational Leadership Management and Administration Society

Trustees' Report for the year ended 31 December 2024 (continued)

Development of Finance & Risk Committee

The Finance & Risk Committee convenes at least two weeks prior to each board meeting to thoroughly review the management accounts and evaluate the risks facing the organisation. These findings are subsequently reported to the wider Board. This process has facilitated enhanced scrutiny and support for the organisation's management concerning risk and finance, addressing challenges identified in 2022.

International Conferences and Engagements

New procedures have been implemented to ensure that all international travel aligns with the charitable objectives of BELMAS. Consequently, BELMAS has increased its outputs from international visits while reducing expenditure from £17,250 in 2022, to £12,469 in 2023, and £11,811 in 2024.

In 2024, BELMAS participated in the following conferences:

Conference	Location and Date	Attendee	Outcomes
Advance HE Conference	Liverpool, UK – March 2024	Ryan Beasley	<ul style="list-style-type: none"> - Academic Wheel of Privilege: Developed a toolkit for self-assessing privileges to understand and address barriers in academia. - Inclusive Leadership and EDI Strategy: Formulated an EDI strategy focusing on inclusive leadership and member engagement. - Conference Accessibility: Provided recommendations for improving accessibility at future conferences, including venue scoring and accommodations. - Anti-Racism Initiatives: Addressed institutional racism and implemented anti-racism training at senior levels.
AERA Conference	Philadelphia, USA – April 2024	Dr Deb Outhwaite	<ol style="list-style-type: none"> 1. Increased membership and attendance at the 2024 conference in Glasgow, although tracking mechanisms are currently lacking. 2. Enhanced engagement with BELMAS activities. 3. Planned BELMAS/AERA symposium at the 2025 AERA conference.
ECER and CCEAM Conference	Cyprus – August 2024	Dr Deb Outhwaite	<ol style="list-style-type: none"> 1. Discussed future directions for CCEAM, including development areas and new leadership elections. 2. Successful engagement at the BELMAS stand, leading to new memberships and collaborations. 3. Effective networking with WERA and other international colleagues, fostering future collaborations and events. 4. High-quality presentations and meetings, with plans for future attendance and representation at upcoming conferences.

British Educational Leadership Management and Administration Society

Trustees' Report for the year ended 31 December 2024 (continued)

Conference	Location and Date	Attendee	Outcomes
NZEALS Conference	Christchurch, New Zealand – September 2024	Dr Bernardita Moreno	<ol style="list-style-type: none"> 1. The conference featured keynotes, breakout sessions, and professional development workshops, fostering inclusive interactions among educational leaders. 2. Discussed potential collaboration with BELMAS, including a Memorandum of Understanding (MOU) facilitated by Ann Briggs. 3. Effective networking with international delegates, emphasizing interest in BELMAS online events, RIG activities, and journals. 4. Plans for a Zoom meeting to initiate collaboration, led by Ann Briggs, with gratitude expressed for BELMAS sponsorship.
BERA/WERA Conference	Manchester, UK – September 2024	Dr Deb Outhwaite	<ol style="list-style-type: none"> 1. Significant increase in attendance, with 1,950 delegates, enhancing engagement at the BELMAS stand. 2. Effective sponsorship and visibility, gaining interest in BELMAS membership. 3. Valuable networking opportunities at various events, including the BERA ECR Network and Educational Leadership SIG Networking Meeting. 4. Successful symposium and future planning for collaboration at the next conference at the University of Sussex.
ISLDN and UCEA Conference	Los Angeles, USA – November 2024	Dr Deb Outhwaite	<ol style="list-style-type: none"> 1. BELMAS co-founded the International School Leadership Development Network (ISLDN) with UCEA in 2008. This significant international research group is highlighted on its dedicated website, accessible via our website: ISLDN. 2. The ISLDN is a vital component of BELMAS's international initiatives, formalised through a MoU with UCEA. Consequently, the BELMAS Chair (or a delegated Trustee) attends the UCEA conference to participate in presentations and papers on behalf of BELMAS. 3. The BELMAS Chair is a member of the ISLDN steering group, which convenes two weeks prior to each termly ISLDN meeting. The Chair (or a delegated Trustee) attends six ISLDN meetings annually and ensures the inclusion of an ISLDN pathway, typically featuring a symposium, at the annual BELMAS conference. UCEA and ISLDN collectively bring numerous colleagues from the United States and Australia to the BELMAS conference each year.

British Educational Leadership Management and Administration Society

Trustees' Report for the year ended 31 December 2024 (continued)

Conversion to a Charitable Incorporated Organisation (CIO)

The most significant achievement of 2023 was the conversion to a CIO. The Constitution and By-Laws were approved by the Board of Trustees on 12th May 2023. Legal support from Shakespeare Martineau facilitated the conversion throughout 2024, which was approved by the Charity Commission on 8th January 2024, adopting the new Constitution and By-Laws.

New Sub-Committees

Following the approval of the new constitution as part of the CIO conversion, all new sub-committees of the Trustees Board are active, each holding the following minimum number of meetings in the calendar year:

- Appointments & Remuneration Committee (A&RC): 1
- Awards, Bursaries & Grants Committee (ABG): 4
- Conference & Events Committee (C&EC): 4
- EDI Committee (EDIC): 4
- Finance & Risk Committee (F&RC): 5

Induction and Training for Trustees

All new Trustees undergo an induction session with the Executive Officer and Chair of the Board, focusing on the CC3 document, Constitution, and the charity's challenges and opportunities. Additionally, they are required to complete a Skills Audit and Conflict of Interest Register.

Financial Position

In 2024, BELMAS demonstrated significant financial progress, attributed to several key factors: the success of its journals, the restoration of the annual conference to a breakeven model, a comprehensive review of financial governance and control in accordance with CC8 (internal financial controls for charities), and increased investment income from bank interest.

These initiatives resulted in a total income of £345,732 (2023: £338,899) and expenditure of £313,554 (2023: £304,201), culminating in net incoming resources of £32,178 (2023: £34,698).

Despite an increase in expenditure by £9,353 between 2023 and 2024, there has been a notable enhancement in the measurable impact against the charity's objectives. This overall financial turnaround underscores the diligent efforts of the BELMAS Board to secure the charity's sustainability for the future.

Going Concern

All risks, including long-term financial sustainability risks to BELMAS, are recorded in the new Risk Register, which is regularly scrutinised by the Finance & Risk Committee and reviewed at every other Trustee Board meeting (at least twice per year).

Reserves Policy

BELMAS has adopted a new Reserves Policy in line with the sector on the basis of 12 months operating costs. This provides enough resource and time for the Trustees to plan in event of a financial crisis, and to honour any contracts. The council monitors financial performance throughout the year and adjusts the society's development plans accordingly to ensure that reserves are maintained at agreed levels. This policy is reviewed by the Board annually.

Publications

Publications continue to be BELMAS's largest contribution in terms of funding and resources. Although the risk related to print journals is less than previously envisioned, the Trustee Board recognises that journals remain a high-risk area as the main and almost sole source of income. BELMAS works closely with the publisher and editorial boards to monitor journal performance, remain abreast of developments across the field, and has begun forward planning for the negotiation of the future publishing contract beyond 2026 and future development of our publication portfolio.

British Educational Leadership Management and Administration Society

Trustees' Report for the year ended 31 December 2024 (continued)

Conference

While the annual conference has seen significant financial turnaround, the Trustee Board maintains that it remains a significant risk until proven sustainable. The Conference & Events Committee continues to monitor budgets and event management accordingly and will reassess at the end of 2024.

Change Management and Sustainability

The organisation has undergone considerable change and success, which may cause 'blindness' to further risks. The Board has agreed to fund an organisation-wide external risk audit relating to finance, governance, reputation, and sustainability in 2026, the final year of the current SAGE publishing contract.

Disclosure of information to auditor

Each trustee has taken steps that they ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information. The trustees confirm that there is no relevant information that they know of and of which they know the auditor is unaware.

Reappointment of auditor

A resolution for the re-appointment of Hawsons Chartered Accountants as auditors of the charity is to be proposed at the forthcoming Annual General Meeting.

The annual report was approved by the trustees of the charity on 25/07/2025..... and signed on its behalf by:



.....
D E Outhwaite
Trustee

British Educational Leadership Management and Administration Society

Statement of Trustees' Responsibilities

The trustees are responsible for preparing the trustees' report and the financial statements in accordance with the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

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

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

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the applicable Charities (Accounts and Reports) Regulations, and the provisions of the constitution. The trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

British Educational Leadership Management and Administration Society

Independent Auditor's Report to the Members of British Educational Leadership Management and Administration Society

Opinion

We have audited the financial statements of British Educational Leadership Management and Administration Society (the 'charity') for the year ended 31 December 2024, which comprise the Statement of Financial Activities, Balance Sheet, and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 31 December 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 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 trustees 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 original financial statements were 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 trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, 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 financial statements 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 financial statements 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.

British Educational Leadership Management and Administration Society

Independent Auditor's Report to the Members of British Educational Leadership Management and Administration Society (continued)

Matters on which we are required to report by exception

In the light of our 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 require us to report to you if, in our opinion:

- the information given in the trustees' report 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 trustees

As explained more fully in the Statement of Trustees' Responsibilities set out on page 14, the trustees 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 trustees 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 trustees 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 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 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

The charity is subject to laws and regulations that directly and indirectly affect the financial statements. Based on our understanding of the charity and the environment it operates within, we determined that the laws and regulations which were most significant included FRS 102 and the Charities Act 2011. We considered the extent to which non-compliance with these laws and regulations might have a material effect on the financial statements, including how fraud might occur. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to the posting of inappropriate journal entries to improve the charity's result for the period, and management bias in key accounting estimates.

British Educational Leadership Management and Administration Society

Independent Auditor's Report to the Members of British Educational Leadership Management and Administration Society (continued)

Audit procedures performed by the engagement team included:

- Discussions with management and those responsible for legal compliance procedures within the charity to obtain an understanding of the legal and regulatory framework applicable to the charity and how the charity complies with that framework, including consideration of known or suspected instances of non-compliance with laws and regulations and fraud;
- Reviewing minutes of Trustee meetings;
- Identifying and assessing the design effectiveness of controls that management has in place to prevent and detect fraud and non-compliance with laws and regulations;
- Challenging assumptions and judgements made by management in their significant accounting estimates.
- Identifying and testing journal entries, in particular any journal entries posted with unusual account combinations or posted by senior management.

There are inherent limitations in the audit procedures described above and the more removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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

Hawsons

.....
Hawsons Chartered Accountants

Statutory Auditor
Pegasus House
463a Glossop Road
Sheffield
S10 2QD

Date: 25/07/2025

Hawsons Chartered Accountants is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

British Educational Leadership Management and Administration Society

Statement of Financial Activities for the Year Ended 31 December 2024

	Note	Unrestricted funds £	Restricted funds £	Total 2024 £	Total 2023 £
Incoming resources					
Charitable activities	3	333,567	2,000	335,567	330,454
Investment income	2	10,165	-	10,165	8,445
Total incoming resources		<u>343,732</u>	<u>2,000</u>	<u>345,732</u>	<u>338,899</u>
Resources expended					
Charitable activities	5	2,975	-	2,975	1,400
Operating costs	4	308,579	2,000	310,579	302,801
Total resources expended		<u>311,554</u>	<u>2,000</u>	<u>313,554</u>	<u>304,201</u>
Net incoming resources		32,178	-	32,178	34,698
Transfer between funds		-	-	-	-
Net movement in funds		32,178	-	32,178	34,698
Reconciliation of funds					
Total funds brought forward		<u>437,414</u>	-	<u>437,414</u>	<u>402,716</u>
Total funds carried forward	17	<u>469,592</u>	<u>-</u>	<u>469,592</u>	<u>437,414</u>

All of the charity's activities derive from continuing operations during the above two periods.

British Educational Leadership Management and Administration Society

(Registration number: 268989) Balance Sheet as at 31 December 2024

	Note	2024 £	2023 £
Fixed assets			
Intangible assets	10	-	-
Tangible assets	11	<u>6,113</u>	<u>8,698</u>
		6,113	8,698
Current assets			
Debtors	12	94,601	71,587
Cash at bank and in hand		<u>389,693</u>	<u>389,237</u>
		484,294	460,824
Creditors: Amounts falling due within one year	13	<u>(20,815)</u>	<u>(32,108)</u>
Net current assets		<u>463,479</u>	<u>428,716</u>
Net assets		<u>469,592</u>	<u>437,414</u>
Funds of the charity:			
Restricted funds	17	-	-
Unrestricted funds	17	<u>469,592</u>	<u>437,414</u>
Total funds		<u>469,592</u>	<u>437,414</u>

The financial statements on pages 18 to 30 were approved by the trustees, and authorised for issue on 25/07/2025..... and signed on their behalf by:



.....
D E Outhwaite
Trustee

British Educational Leadership Management and Administration Society

Notes to the Financial Statements for the Year Ended 31 December 2024

1 Accounting policies

The following accounting policies have been used consistently in dealing with items which are considered material to the charity's affairs.

Statement of compliance

The financial statements have been prepared in accordance with the second edition of the Charities Statement of Recommended Practice issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

Basis of preparation

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011 and UK Generally Accepted Accounting Practice. There has been no material departure from these standards.

The functional and presentational currency of the charity is GBP.

Going concern

After due consideration of all relevant factors the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the annual report and accounts.

Income and endowments

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Income derived from events and royalty income is recognised as earned (that is, as the related goods or services are provided).

Investment income is recognised on a receivable basis.

Income from charitable activities includes income recognised as earned (as the related goods or services are provided) under contract.

Income is the amount derived from the provision of services and stated net of any discounts and sales taxes. The charity is registered for VAT.

British Educational Leadership Management and Administration Society

Notes to the Financial Statements for the Year Ended 31 December 2024 (continued)

1 Accounting policies (continued)

Expenditure

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

Costs of generating funds are the costs of trading for fundraising purposes.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure relates.

Grants payable are payments made to third parties in the furtherance of the charitable objectives. Where the charity gives a grant with conditions for its payment being a specific level of service or output to be provided, such grants are only recognised in the SoFA once the recipient of the grant has provided the specific service or output.

Grants payable without performance conditions are only recognised in the accounts when a commitment has been made and there are no conditions to be met relating to the grant which remain in the control of the charity.

Provisions for grant are made when the intention to make a grant has been communicated to the recipient but there is uncertainty about either the timing of the grant or the amount of grant payable.

Taxation

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

Intangible assets

Intangible assets are shown at historical cost.

Development costs relating to the development of an animated video for use on the charity website have been capitalised. These development costs have a finite useful life and is carried at cost less accumulated amortisation and any accumulated impairment losses.

Amortisation

Amortisation is provided on intangible assets so as to write off the cost, less any estimated residual value, over their useful life. Amortisation is included as under operating costs in the Statement of Financial Activities.

Asset class

Development costs

Amortisation method and rate

Straight line over 5 years

British Educational Leadership Management and Administration Society

Notes to the Financial Statements for the Year Ended 31 December 2024 (continued)

1 Accounting policies (continued)

Depreciation

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

Asset class	Depreciation method and rate
Fixtures and fittings	15% on reducing balance

Trade and other debtors

Trade and other debtors which are receivable within one year are initially measured at the transaction price. Trade and other debtors are subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses.

A provision for impairment of trade debtors is established when there is objective evidence that the amounts due will not be collected according to the original terms of the contract. Impairment losses are recognised in profit and loss for the excess of the carrying value of the trade debtors over the present value of the future cash flows discounted using the original effective interest rate. Subsequent reversals of an impairment loss that objectively relate to an event occurring after the impairment loss was recognised, are recognised immediately in profit or loss.

Trade creditors

Trade and other creditors payable within one year are initially measured at the transaction price and subsequently measured at amortised cost, being the transaction price less any amounts settled.

Financial liabilities

Financial liabilities are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the charity after deducting all of its liabilities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pensions and other post retirement obligations

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

Financial instruments

Classification

Financial assets and financial liabilities are recognised when the charity becomes a party to the contractual provisions of the instrument.

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the charity after deducting all of its liabilities.

British Educational Leadership Management and Administration Society

Notes to the Financial Statements for the Year Ended 31 December 2024 (continued)

1 Accounting policies (continued)

Judgements

There are no significant estimates or judgements made in the process of applying the charity's accounting policies.

2 Investment income

	2024	2023
	£	£
Interest on cash deposits	<u>10,165</u>	<u>8,445</u>

3 Income from charitable activities

	Unrestricted fund £	Restricted funds £	2024 £	2023 £
Annual conference revenue	64,863	2,000	66,863	58,874
Publications	248,580	-	248,580	253,020
Membership subscriptions	17,624	-	17,624	18,560
Donations	<u>2,500</u>	<u>-</u>	<u>2,500</u>	<u>-</u>
	<u>333,567</u>	<u>2,000</u>	<u>335,567</u>	<u>330,454</u>

British Educational Leadership Management and Administration Society

Notes to the Financial Statements for the Year Ended 31 December 2024 (continued)

4 Expenditure on charitable activities

	Unrestricted fund £	Restricted funds £	2024 £	2023 £
Annual conference	52,597	2,000	54,597	53,021
Staff costs	126,872	-	126,872	119,953
Other staff costs	12,482	-	12,482	14,392
Stipends	30,940	-	30,940	33,696
Other charity operating costs	32,078	-	32,078	20,373
Depreciation	1,016	-	1,016	1,126
(Profit)/loss on disposal of tangible fixed assets	2,276	-	2,276	-
Website costs	7,059	-	7,059	6,310
Storage	5,270	-	5,270	4,631
Travel and subsistence	2,116	-	2,116	15,052
Bank charges	2,564	-	2,564	2,070
Insurance	620	-	620	604
Office equipment	7,301	-	7,301	7,300
Printing, postage and stationery	6,279	-	6,279	287
Sundry expenses	8,900	-	8,900	10,499
Legal and professional fees	10,209	-	10,209	13,487
Grants	2,975	-	2,975	1,400
	<u>311,554</u>	<u>2,000</u>	<u>313,554</u>	<u>304,201</u>
	Unrestricted fund £	Restricted funds £	2024 £	2023 £
Allocated				
Charitable activities	2,975	-	2,975	1,400
Operating costs	<u>308,579</u>	<u>2,000</u>	<u>310,579</u>	<u>302,801</u>
	<u>311,554</u>	<u>2,000</u>	<u>313,554</u>	<u>304,201</u>

British Educational Leadership Management and Administration Society

Notes to the Financial Statements for the Year Ended 31 December 2024 (continued)

5 Grants payable

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

	2024	2023
	£	£
Grants	<u>2,975</u>	<u>1,400</u>

The support costs associated with grant making are nil.

6 Net incoming/outgoing resources

Net incoming resources for the year include:

	2024	2023
	£	£
Audit fees	8,450	8,000
Loss on disposal of tangible fixed assets	2,276	-
Depreciation of fixed assets	<u>1,016</u>	<u>1,126</u>

7 Trustees remuneration and expenses

No trustees, nor any persons connected with them, have received any remuneration from the charity during the year.

No trustees have received any other benefits from the charity during the year.

In the year, trustees were paid expenses of £6,198 (2023: £13,079) in relation to reimbursement and payment to a third party of travelling expenses and £16,000 (2023: £13,500) in relation to editor services regarding the Management in Education journals which are issued four times a year. The total number of trustees reimbursed was 16 (2023: 17).

British Educational Leadership Management and Administration Society

Notes to the Financial Statements for the Year Ended 31 December 2024 (continued)

8 Staff costs

The aggregate payroll costs were as follows:

	2024	2023
	£	£
Staff costs during the year were:		
Wages and salaries	110,924	105,297
Social security costs	5,562	5,460
Pension costs	10,386	9,196
	<u>126,872</u>	<u>119,953</u>

The monthly average number of persons (including senior management team) employed by the charity during the year expressed as full time equivalents was as follows:

	2024	2023
	No	No
Admininstration	<u>4</u>	<u>3</u>

The total employee benefits of the key management personnel of the charity were £57,519 (2023 - £66,197). The key management personnel of the charity comprise the trustees and the Senior Management Team, which at the year end comprises the Executive Officer.

Pension costs are allocated between activities and between restricted and unrestricted funds on the basis of staff time.

9 Taxation

The charity is a registered charity and is therefore exempt from taxation.

British Educational Leadership Management and Administration Society

Notes to the Financial Statements for the Year Ended 31 December 2024 (continued)

10 Intangible fixed assets

	Development costs £
At 1 January 2024 and 31 December 2024	<u>10,668</u>
Amortisation	
At 1 January 2024 and at 31 December 2023	<u>10,668</u>
Net book value	
At 31 December 2024	<u><u>-</u></u>
At 31 December 2023	<u><u>-</u></u>

11 Tangible fixed assets

	Fixtures and fittings £
Cost	
At 1 January 2024	15,494
Additions	923
Disposals	<u>(4,834)</u>
At 31 December 2024	<u>11,583</u>
Depreciation	
At 1 January 2024	6,796
Charge for the year	1,016
Eliminated on disposals	<u>(2,342)</u>
At 31 December 2024	<u>5,470</u>
Net book value	
At 31 December 2024	<u><u>6,113</u></u>
At 31 December 2023	<u><u>8,698</u></u>

British Educational Leadership Management and Administration Society

Notes to the Financial Statements for the Year Ended 31 December 2024 (continued)

12 Debtors

	2024	2023
	£	£
Trade debtors	19	1,008
Prepayments and accrued income	90,652	69,388
Other debtors	3,930	1,191
	<u>94,601</u>	<u>71,587</u>

13 Creditors: amounts falling due within one year

	2024	2023
	£	£
Trade creditors	455	2,857
Other taxation and social security	1,767	5,011
Accruals and deferred income	18,593	24,240
	<u>20,815</u>	<u>32,108</u>

14 Deferred income

	2024	2023
	£	£
Balance at 1 January	9,861	11,703
Amount released to income	(9,861)	(11,703)
Amount deferred in the year	10,145	9,861
	<u>10,145</u>	<u>9,861</u>

15 Obligations under leases

Operating lease commitments

Total future minimum lease payments under non-cancellable operating leases are as follows:

	2024	2023
	£	£
Within one year	<u>1,571</u>	<u>1,486</u>

British Educational Leadership Management and Administration Society

Notes to the Financial Statements for the Year Ended 31 December 2024 (continued)

16 Pension and other schemes

Defined contribution pension scheme

The charity operates a defined contribution pension scheme. The pension cost charge for the year represents contributions payable by the charity to the scheme and amounted to £10,386 (2023 - £9,196).

17 Funds

	Balance at 1 January 2024 £	Incoming resources £	Resources expended £	Balance at 31 December 2024 £
Unrestricted funds				
General Funds	437,414	343,732	(311,554)	469,592
Restricted funds				
Visit Glasgow	-	2,000	(2,000)	-
Total funds	<u>437,414</u>	<u>345,732</u>	<u>(313,554)</u>	<u>469,592</u>

	Balance at 1 January 2023 £	Incoming resources £	Resources expended £	Balance at 31 December 2023 £
Unrestricted funds				
General Funds	402,716	331,899	(297,201)	437,414
Restricted funds				
Visit Belfast	-	7,000	(7,000)	-
Total funds	<u>402,716</u>	<u>338,899</u>	<u>(304,201)</u>	<u>437,414</u>

Visit Glasgow Funding from Visit Glasgow for hosting the annual conference in Glasgow.

Visit Belfast Funding from Visit Belfast for hosting the annual conference in Belfast.

British Educational Leadership Management and Administration Society

Notes to the Financial Statements for the Year Ended 31 December 2024 (continued)

18 Analysis of net assets between funds

	Unrestricted fund £	2024 £
Tangible fixed assets	6,113	6,113
Debtors	94,601	94,601
Cash at bank and in hand	389,693	389,693
Current liabilities	<u>(20,815)</u>	<u>(20,815)</u>
Total net assets	<u><u>469,592</u></u>	<u><u>469,592</u></u>

	Unrestricted fund £	2023 £
Tangible fixed assets	8,698	8,698
Debtors	71,587	71,587
Cash at bank and in hand	389,237	389,237
Current liabilities	<u>(32,108)</u>	<u>(32,108)</u>
Total net assets	<u><u>437,414</u></u>	<u><u>437,414</u></u>

19 Related party transactions

Transactions with Trustees have been disclosed in note 7.

There were no other related party transactions in the year.

20 Control

The ultimate controlling party is the board of trustees.

BRITISH EDUCATIONAL LEADERSHIP, MANAGEMENT AND ADMINISTRATION SOCIETY

England & Wales - Charity number 268989

Accounts

Company registration number: 01141941

Charity registration number: 268989

British Educational Leadership Management and Administration Society Limited

(A Company Limited by Guarantee)

Annual Report and Financial Statements

for the Year Ended 31 December 2023

**British Educational Leadership Management and Administration Society
Limited**

Contents (continued)

Trustees' Report	1 to 18
Statement of Trustees' Responsibilities	19
Independent Auditors' Report	20 to 22
Statement of Financial Activities	23
Balance Sheet	24
Notes to the Financial Statements	25 to 35

British Educational Leadership Management and Administration Society Limited

Trustees' Report for the year ended 31 December 2023

The trustees 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 trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS102) in preparing the annual report and financial statements of the charity.

Reference and Administrative Details

Charity Registration Number: 268989

Trustees: P Armstrong (appointed 12 December 2023)
T Bush (appointed 12 December 2023)
S J Courtney (resigned 30 September 2023)
F Creaby
S Culshaw (resigned 31 March 2023)
C Donnelly
A Gardner-McTaggart (appointed 1 October 2023)
J E Hetherington
B Kelly
D M S Mifsud
B M Moreno
L Oberholzer (appointed 12 December 2023)
D E Outhwaite
I Potter (resigned 1 September 2023)
K Richardson (appointed 1 October 2023)
S Shah
V Showunmi

Chair: I Potter (resigned 1 September 2023)
D E Outhwaite (appointed 1 September 2023)

President and Vice-Presidents: Professor T Bush - President
Professor R Glatter - Immediate Past President

Principal Office: Spaces Acero
1 Concourse Way
Sheffield
South Yorkshire
S1 2BJ

Independent Examiner: Hawsons Chartered Accountants
Statutory Auditors
Pegasus House
463a Glossop Road
Sheffield
S10 2QD

British Educational Leadership Management and Administration Society Limited

Trustees' Report for the year ended 31 December 2023 (continued)

The trustees present the annual report together with the financial statements and auditors' report of the charity for the year ended 31 December 2023.

Structure, Governance and Management

British Educational Leadership Management and Administration Society Limited ("BELMAS" or "The Charity") is registered as a charity.

Organisational structure

The charity is a Charitable Incorporated Organisation and its objects, powers and constitutional matters are set out in the Memorandum and Articles of Association.

Recruitment and appointment of new trustees

Each year, individuals are invited to stand for election, which takes place at the AGM. Members of the society are entitled to vote.

Organisational structure

The Society is a registered charity, number 268989, incorporated in the UK and is constituted under a Memorandum of Association dated 26th October 1973 and Articles of Association revised on 19th September 1998. The charity converted to a CIO on 18 January 2024. The Trustees of the society consist of the following:

The Chair

The Vice-Chair

The Honorary Secretary

The Honorary Treasurer

The Former Chair

Up to nine Elected Council Members

The Charity is governed by the Council which comprises the trustees and up to nine co-opted Council members. The Council meets at least three times in every calendar year. Elected Council members retire by rotation after three years' service and three members retire at every annual general meeting. The officers of the society, as listed above, are elected annually.

The executive board, comprising the officers of the society, supervises the day-to-day activities of the organisation and reports to the Council.

Public benefit

The trustees confirm that they have complied with the requirements of section 4 of the charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission for England and Wales.

British Educational Leadership Management and Administration Society Limited

Trustees' Report for the year ended 31 December 2023 (continued)

Structure, Governance and Management continued

Use of Volunteers

All trustees, including council officers, are volunteers and give their time and expertise to the Society without recompense. Travel and subsistence expense are reimbursed where necessarily incurred. Other volunteers include research interest group leaders and those who facilitate BELMAS activities.

Staffing

Executive Officer, Membership Engagement Manager (Deputy Executive Officer), Finance & HR Officer and Membership Engagement Administrator.

Financial instruments

Objectives and policies

The Charity's activities expose it to some financial risk governed by the charity's policies approved by the board of trustees. The charity does not use derivative financial instruments.

Cash flow risk

The Charity's activities encompass some exposure to the financial risks of change in foreign currency exchange rates and interest rates. These transactions are minimal and the use of derivatives is not deemed necessary.

Credit risk

The Charity's principal financial assets are bank balances and cash, trade and other receivables.

The Charity's credit risk is primarily attributable to its trade receivables. The amounts presented in the balance sheet are net of allowances for doubtful receivables. An allowance for impairment is made where there is an identified loss event which, based on previous experience, is evidence of a reduction in the recoverability of the cash flows.

The Charity has no significant concentration of credit risk.

Liquidity risk

In order to maintain liquidity to ensure that sufficient funds are available for ongoing operation and future developments the Charity monitors the level of reserves throughout the year.

Risk management

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and errors.

The trustees have considered the risks to which the charity is exposed and have put in place procedures for managing these risks.

The trustees consider the major financial risks to be the reduction in revenue from royalties in respect of the charity's journals – Educational Management Administration and Leadership and Management in Education. The journals are published through SAGE Publications Ltd who provide annual reports on revenue performance and forecast trends in addition to close working relationships throughout the year. The trustees review and monitor income and expenditure at every council meeting and determine strategy accordingly.

British Educational Leadership Management and Administration Society Limited

Trustees' Report for the year ended 31 December 2023 (continued)

Objectives leading into 2023 and Challenges Ahead

The board's goal for 2023 was to restore BELMAS to a position of growth and deliver its charitable objectives.

To achieve this, it implemented a management change with the EO (appointed in 2022) leading a full strategic review following a survey of the Board which highlighted:

- 80% felt that decision-making was NOT effective.
- 70% of the Board felt the current structure of Exec and Council was NOT fit for purpose.
- 70% are NOT confident that BELMAS are compliant with financial regulations.

These findings led to a set of prioritised tasks due to operational urgency. Financial issues in 2022 were addressed, and an HR expert was brought in to create current, relevant and business critical policies (28).

The December 2022 Strategic Away Day provided a platform for its mission, vision and values to be agreed in early 2023, alongside a new constitution both supported by a measurable strategic roadmap for the next 3 - 5 years.

Crucially, the process to convert the organisation to a CIO (completed January 2024) also began, with the trustee board engaged and informed of the benefits of the conversion. In addition, a new sub-committee structure was created, initially with a focus on financial controls in line with the CC8 guidance.

A key action was to also ensure BELMAS delivered for its members. The focus was placed on restoring the annual conference to a financially viable and beneficial event, while focusing resource on member benefits through its core charitable activities.

Membership Survey 2023

BELMAS conducted its first membership satisfaction survey in autumn 2023 with a completion target rate of 10% of the membership. 18% of the membership took part in the survey with some pleasing headline results:

- 97% would recommend BELMAS to a colleague or friend.
- 91% were satisfied or very satisfied with BELMAS overall.
- 94% satisfied or very satisfied with the Journals.
- 68% satisfied or very satisfied with Research Interest Groups.
- 65% satisfied or very satisfied with the BELMAS Blog.
- 59% satisfied or very satisfied with the Annual Conference.
- 88% satisfied or very satisfied with the BELMAS Office team, with no members dissatisfied.
- 78% satisfied or very satisfied with the work of the Board of Trustees, with no members dissatisfied.

Operational Employee Restructure

In 2022, BELMAS reduced its staff capacity following a resignation, and not being in a financial position to recruit for the role. Following a better financial performance and forecast in August 2023, BELMAS conducted a resource review and restructured to return the staff capacity back to four. This restructure focused on membership engagement by changing the "Marketing and Communications Administrator" role to "Membership engagement Manager (Deputy Executive Officer) and recruiting for a part-time "Membership Engagement Administrator".

British Educational Leadership Management and Administration Society Limited

Trustees' Report for the year ended 31 December 2023 (continued)

Accreditations And Memberships

BELMAS invested £188 to continue its membership with NCVO who delivered online training to new Trustees appointed in 2023, alongside a Governance Wheel session and Skills Audit at the 2023 Strategic Away Day in December.

It also continued its members with the Academy of Social Sciences at a cost of £333 where the Executive Officer or Chair of the Board attends the monthly conferences group and the CEOs group. Here, BELMAS learns from other membership organisations and absorbs information from policy briefings affecting learned societies from a social sciences background.

BELMAS renewed its Living Wage Employer status in line with its new organisation value of Social Justice at a cost of £60 and continued to be accredited as a “Disability Confident: Committed” Organisation.

Development Of The 2023-2026 Strategic Plan

Following many years of having no strategy, the BELMAS Board approved its ambitious 2023-2026 strategic plan with three objectives that would ensure the sustainability of the organisation:

- (1) Increase both the UK and International Membership
- (2) Ensure the Organisation is Financially Sustainable
- (3) Assure BELMAS good governance as a charity and membership organisation

Through its new “KPI Dashboard” that tracks and monitors progress against targets, BELMAS achieved 65% of its objectives.

British Educational Leadership Management and Administration Society Limited

Trustees' Report for the year ended 31 December 2023 (continued)

Strategic Objective 1: Increase both the UK and international membership

Membership Numbers

In 2022, BELMAS recorded a 14.39% decrease in memberships in comparison to 2021 with 339 members which resulted in membership growth becoming the number one priority in the organisation's new strategic plan.

In 2023 BELMAS recorded an increase of 15.63% against 2022 to 392 members which is continuing to grow into 2024.

Diversity, Inclusion and Equity

As part of the wider changes to Governance, BELMAS set up an EDI Committee, led by the newly established Vice-Chair EDI. The role of this committee is to establish and maintain an EDI Strategy and hold the organisation and trustees to account for all EDI related matters. The first meeting was held in October 2023 which outlined a clear objective for 2024 to create an EDI strategy that focuses holistically across the organisation, and against all protected characteristics and intersectionality.

The EDI Committee will achieve this by:

- (1) Understanding the demographic of BELMAS members and who it serves.
- (2) Scoping the state of play at BELMAS in terms of EDI:
 - (a) What exists currently and where?
 - (b) What knowledge and practice do we already have in-house?
 - (c) Where are our strengths and weaknesses?
 - (d) What knowledge and support do we need to resource/finance?
- (3) Collectively understanding clearly what EDI and intersectionality means through a BELMAS lens.
- (4) Being clear on how BELMAS deals with 'blindness' through culture, community and practice.

Research Interest Groups

Feedback from the membership survey highlighted that there was a good range of RIGs, but many were either inactive or poorly advertised. There had also been concerns relating to the lack of governance in which they operate including but not limited to:

- Expenditure control
- Appointment and removal of convenors
- Event and project management

As a result, BELMAS began reviewing its RIG procedures and in partnership with current convenors created a handbook with new processes and policies designed to ensure the good governance and efficiency of its RIGs, which was formally approved in December 2023 at the Strategic Away Day in Manchester.

Below is a table of the actions taken by BELMAS based on member feedback in relation to RIGs:

British Educational Leadership Management and Administration Society Limited

Trustees' Report for the year ended 31 December 2023 (continued)

You said

RIGs need to be more active.

RIG activities need to be communicated better and more in advance.

Non active RIGs should have the Convenors replaced after six (6) months.

Non-members of BELMAS should not be able to attend RIG meetings, events or activities for free.

RIGs should hold more events and activities online.

We Did

All RIGs are now required to conduct at least two activities per calendar year. This may not necessarily be a meeting, and could include:

- Writing a blog post
- Creating a podcast or a #LunchtimeSession
- Funding/conducting research across its members
- Holding a Q&A or Keynote (in-person or online).

We have specifically used the word “activity” to take into consideration that not every RIG is the same, while recognizing that there is an expectation of members for all RIGs to be doing something

All events are now required to be submitted six weeks before delivery. There are now clear guidelines for marketing and communications with members in the build up to any event which is delivered by the BELAMS permanent employee team.

While the membership thought that RIG Convenors should be replaced after no activity for six months, BELMAS felt this was a little harsh, given that they must hold two events/activities per year. In this instance, the new Convenor handbook states that Convenors will be removed after 12 months of no activity.

When an event is created, our new website now enables us to identify if it is a RIG event. In this case, the set fee is automatically waived as FREE if the person is logged in as a current member. Further consideration and provision has been made where non-members MAY attend for free if they are doing so as a result of a joint event – or a dissemination of a BELMAS provided Bursary or Grant. The minimum fee for non-members to attend is set at £5, and all fees collected will be given to the RIG holding the event.

The reduction in annual funds for RIGs in 2021 and 2022 was in recognition of more events being held remotely which it continues to encourage. However, BELMAS has committed additional funds including a further pot of money for grants to support RIG projects, including those events in-person. As RIGs can now “save” their funds into future financial years, with the commitment of taking part in at least two activities per year, BELMAS hopes that RIGs will be inclined to do more digital events to engage its community.

British Educational Leadership Management and Administration Society Limited

Trustees' Report for the year ended 31 December 2023 (continued)

Research Interest Groups continued

You said

Funds for RIGs should be rolled over to future financial years.

There should be pots of money/grants available for RIGs who do more “in-person” activity.

Convenors should be rewarded for their work within the BELMAS community.

Forms for events and activities should be easy to use and not a barrier for Convenors.

There should be clear guidance on what the RIG funds can be used for.

Signing up for an event should be easy.

Convenors should have access to the email addresses of all attendees at their RIG meeting, event or activity.

We Did

BELMAS has sought advice from other charities and its auditors and has found a solution which means that RIGs are able to build up their funds. Each RIG will have their own budget code within the BELMAS accounts which will be recognized as “Designated Funds”. Designated funds are pots of money set aside by the Board of trustees for a specific purpose – and in this case it will be the individual RIG.

In addition to the annual budget provided by BELMAS (set as £500 for 2023, and £500 for 2024) there will also be a pot of money which RIGs can bid for in smaller grants. For 2024 this pot has a value of £6,000, and will be determined by the Awards, Bursaries & Grants Committee.

BELMAS is unable to offer free conference places for all Convenors because each RIG can have up to 4 Convenors, and therefore, it would need to be able to fund up to 52 places for a conference that is already at the ticket price limit and barely breaking even. However, BELMAS can commit to one place per RIG which can be determined from and amongst the Convenors. Convenors should be rewarded for their work within the BELMAS community.

Convenors will need to complete one form that includes all the information required for the BELMAS Office team to administer the event – from in-depth information of the event to speakers and funding. This one-stop-shop will ensure that the process for taking an idea and making it a live event should be quick, easy and seamless.

All guidance on spending of funds is in the new Convenor handbook. All expenses must be in line with BELMAS policy, which is also available through the handbook and website.

All RIG events will be active on the BELMAS website, where tickets will be available immediately on the side bar clearly marked “book now”. All marketing, communications and ticketing of RIG events coming through the BELMAS office and onto the BELMAS website will create consistency and therefore will be easier to navigate and more recognisable for members.

All RIG events will now have a data agreement tick box on sign-up asking if the attendee is happy for BELMAS to share their email address with the RIG Convenor.

British Educational Leadership Management and Administration Society Limited

Trustees' Report for the year ended 31 December 2023 (continued)

Early Career Research (ECR) Month

New to 2023, BELMAS launched its annual October "ECR Month". This initiative was created to deliver its charitable objects by supporting early career researchers in the field of Educational Leadership, Management and Administration.

Across the month there were a total of 78 sign-ups from 41 members (13% of membership at point of delivery) with an attendance-to-sign-up rate of 83.33%. Below is a breakdown of the attendance for each event:

"How to get published" in-person event at the University of Nottingham with the Editors of the BELMAS Journals, Prof Tony Bush and Dr Paul Armstrong	16 attendees
"Publishing with Bloomsbury: An online workshop for ECR" online event	16 attendees
"Publishing with a Blog Focus" online event with Dr Lizana Oberholzer	12 attendees
"Developing an Early Career Researcher" online event with Prof. Helen Gunter	10 attendees
"Submitting your Abstract for BELMAS Conference" online event with Dr Denise Mifsud and Ryan Beasley	9 attendees

#Lunchtime Sessions

Another new initiative for 2023, the #LunchtimeSessions are an online platform for members to share their research or work within Educational Leadership, Management and Administration with the BELMAS community as a free event during short work-time breaks.

Throughout 2023, there were two of these events:

- (1) Evolution of Going Digital with Claire Indans; and
- (2) Tackling Educational Inequality for Disadvantaged and BAME Pupils: Lessons from London Schools with Feyisa Demi.

Direct engagement in these events were minimal as expected with any new initiative, however, there has been continued engagement throughout online platforms such as Youtube. These sessions are continuing to be planned into 2024 as BELMAS looks to encourage momentum.

Awards, Bursaries and Grants

BELMAS prestigious "Distinguished Service Award" was presented to Prof. Paul Miller at the BELMAS Annual Conference and Awards in Belfast.

No new Bursaries and Grants were provided by BELMAS in 2023 while the newly established Awards, Bursaries and Grants (ABG) Committee (sub-committee of the Board) conducted a review of funding and process.

BELMAS has committed to spending £17,500 on its Awards, Bursaries and Grants for 2024, in addition to a further £5,000 in grants to support members to attend the BELMAS conference.

The Awards, Bursaries & Grants for 2024 are broken down into the following:

- (1) 2 x £3,000 Research & Development Grants
- (2) 4 x £2,000 Bursaries
- (3) 1 x £1,000 Leadership & Practitioner Award (£400 plus Conference Ticket & Travel)
- (4) 1 x £500 Doctoral Thesis Award (Conference attendance support)
- (5) 1 x £500 Distinguished Service Award (Conference attendance support)
- (6) 3 x £500 Journal & Blog Awards (Conference attendance support)

British Educational Leadership Management and Administration Society Limited

Trustees' Report for the year ended 31 December 2023 (continued)

Elections and Democracy

2023 saw its highest ever number of candidates in an election to the Board with 17 candidates standing for 5 roles. This is a 240% increase from 5 candidates for 3 roles in 2022.

From an EDI perspective, there was an increase in Black and Asian candidates from 20% (1) in 2022 to 29% (5) in 2023.

29.33% of the membership voted in the elections - an increase of nearly 4% against 2022 (25.37%).

New Website

The new BELMAS new website became live in April 2023 which has created a better user experience for members and employees by:

- (1) Reducing maintenance costs by 56.25%.
- (2) Ensuring membership renewal is possible once the renewal date has passed, reducing employee time of manual re-integration.
- (3) Integration with stripe for international payments and therefore reducing the cost, staff time and GDPR risk of payment by phone which has been discontinued.
- (4) Ability to host large-scale events (such as the annual conference) reducing the cost and manual work to develop a separate conference mini-site with a separate payment system.
- (5) Making it easier for members to join, leave and re-join Research Interest Groups.
- (6) Using a bespoke-designed wordpress based site which is manageable by non-specialist in-house staff reducing update time and costs for support.
- (7) Generally being aesthetically more appealing and welcoming for new members in this period of growth.

While there was an initial outlay of £34,000 in 2022, BELMAS saves on average £3,500 per year not including the staff time and resource to resolve issues relating to the previous website and is therefore seen as a long-term investment for the charity.

Social Media and Communications

The BELMAS Twitter/X account following has continued to grow from 3,852 (2021), 4,016 (2022) to 4,231 (2023). This has seen rises of 4.26% (2021-2022) and 5.35% (2022-2023) with an overall increase over a two year period of 9.84%.

Tweets Sent: 311 (419 - 2022, 464 - 2021) - Decrease of 25.78%

Number of Impressions: 270k (234K - 2022, 100K - 2021) - Increase of 15.38%

While there has been three quarters of the number of tweets sent in comparison to 2022, there has been a significant increase in reach meaning that each tweet is more impactful than in previous years.

British Educational Leadership Management and Administration Society Limited

Trustees' Report for the year ended 31 December 2023 (continued)

Strategic Objective 2: Ensure the Organisation is Financially Sustainable

BELMAS Conference

The 2023 annual conference was held in Belfast to promote BELMAS into the nations, making a commitment for Glasgow for 2024 and Cardiff in 2026 to ensure that the organisation is active across all nations within the UK in which it operates.

There was a slight reduction in tickets sold against the previous year (11), however, 2022 was also held in partnership with CCEAM which would naturally bring in more attendees.

BELMAS Conference continued

Financially, there was a 105.29% reduction in deficit against 2022, resulting in a £5,500 surplus. This can be attributed to:

- Accurate monthly budgeting and monitoring through the Conference & Events Committee, and regular reporting to the Board of Trustees.
- Removal of the cost of an events management partner and managing in-house.
- Removal of large staging and other production costs.
- Reduction in plastic badge printing with environmental sustainability a priority.
- Change to programme to reduce third-day (Friday) costs.
- Removal of the financial burden of including accommodation costs as a result of becoming VAT registered.
- Reduction in photography costs managing in-house.

Below is a table of the actions taken by BELMAS based on member feedback in relation to Conference:

You said

There should be Bursaries to support members to attend the BELMAS Annual Conference.

“Good value for money” would be represented by tickets being priced between £250-£400 depending on what was included.

We Did

For the first time, we have launched a “Conference Support Fund Bursary” up to the value of £300 each, with 20 available. These are to support anyone who meet one or more of the following criteria:

- Students
- Members from developing countries
- Independent researchers
- Teachers & practitioners
- Full-time parents & carers
- Unemployed
- Retired
- People with registered disabilities which requires them to stay additional nights.

Earlybird tickets start at £350 for student members, retired members or members from developing countries. This can be reduced to just £50 if you receive one of 20 BELMAS Conference Support Fund Bursaries.

**British Educational Leadership Management and Administration Society
Limited**

Trustees' Report for the year ended 31 December 2023 (continued)

BELMAS Conference continued

You said

Free membership should be included in the price of tickets.

BELMAS normally provides all lunches and evening meals within the price. This changed for 2023, and while we didn't expect an evening meal, we did expect lunch on arrival.

There should be more networking opportunities, particularly for new members and those at their first BELMAS conference, removing the "clique".

There should be different types of 'conferencing' and Poster Presentations should hold the same visibility and respect as other presentations.

The conference needs to be more agile or deal with the issue of presenters dropping out and leaving just one person presenting during a session.

More should be done to hold the BELMAS Annual Conference online.

We Did

We have introduced an initiative where non-members who purchase inflated tickets will receive one-year free BELMAS membership.

We have included a Friday welcome lunch on arrival, Friday evening BBQ, Saturday lunch, Saturday Gala dinner, Sunday departure lunch and regular refreshment breaks throughout.

We have introduced a "new to BELMAS Conference meet and greet" with the BELMAS Trustees on the arrival. This will be a space for any new members, or those on their first or second BELMAS conference to meet other new people to help them feel less isolated in a Conference where many people know each other.

We have provided space for 'Power Poster Presentations' which are similar to 'lightening talks'. All presenters of posters will have the opportunity to talk through a digital copy of their poster in less than five minutes in the main auditorium during the busiest day of the conference (Saturday). Posters will also be visible in the breakout area which is where the refreshments and open networking will take place and therefore given a position with the highest footfall.

We have changed the submission dates for abstracts from February to November which will allow reviews to take place and accepted papers to be completed before the winter break in December. Following this, the Earlybird tickets which all presenters must purchase has a deadline of the 1st March 2024; any presentation without at least one presenter signed up to the conference by this date will be removed from the programme. This will ensure that the conference programme is accurate and reduces risk of presenters dropping out at the last minute. This is also in line with other Learned Societies.

We understand that post-covid we should be offering a hybrid experience to BELMAS members. The difficulty in this is the delivery of a full conference experience against the overhead costs split across a small number of attendees; it becomes simply unaffordable. There is also a concern for the drop in-person attendees as a result of holding it online, and therefore a negative experience for those attending. However, for 2024, we will be streaming all keynotes LIVE and FREE to BELMAS members. We will also be recording symposia and panels for the BELMAS website for anyone to watch back. We believe that this provides some free content for paying members, while holds the integrity of a BELMAS conference all within the financial constraints of a small conference.

British Educational Leadership Management and Administration Society Limited

Trustees' Report for the year ended 31 December 2023 (continued)

BELMAS Conference continued

You said

The best month for the BELMAS Conference is in July.

BELMAS should hold its conference in a central location with good links.

We Did

From the data, 49% said the best month for the BELMAS conference is July, and we intend to keep the conference in this month.

We recognise that most people mentioned Birmingham as a good destination for a conference, while many also mentioned that we should hold one in Wales soon as part of our approach to visiting the nations (Belfast in 2023, and Glasgow in 2024). We are also conscious that following feedback, we don't want to follow BERA conferences (Liverpool in 2022, Birmingham in 2023). We also recognise that we need to provide the best value for money for members, so some larger cities, such as London, would be too expensive. Therefore we have committed to search for venues in Birmingham, Leeds or Oxford for 2025, and Cardiff or Swansea for 2026.

Development of Finance & Risk Committee

The Finance & Risk Committee has developed since its first inception at the beginning of 2023 to include Risk within its remit. It meets a week before each board meeting to discuss the management accounts in detail and assess the risks to the organisation which are both then reported to the wider Board.

This has enabled scrutiny and support of management of the organisation in relation to risk and finance which was part of the issues relating to the challenges outlined in 2022.

Legacy Bank Accounts

BELMAS had a legacy bank account which was highlighted as a risk as it couldn't be accessed due to previous trustees on the mandate no longer being on the Board or involved with the organisation, and was losing money against charges. This has since been resolved and closed down.

International Conferences and Engagements

One of the risks from 2022 was the lack of financial control against charitable objectives within international conference and travel expenditure for Trustees. New processes have been put in place to ensure that all international travel was focused on the charitable purposes of BELMAS.

As a result, BELMAS has increased its outputs from international visits whilst reducing its spend on from £17,250 (2022) to £12,469 (2023).

In 2023, BELMAS attended the following conferences:

EARDA in Ankara, Turkey – April 2023 (Dr Denise Mifsud)

The 16th International Congress of Educational Administration, 'Rethinking Schools and Educational Administration'

Potential outcomes from visit:

- (1) In two years' time in 2025 invest in the Leading School Principals Society Conference or the EYEDDER-EARDA Conference in Istanbul by:
 - (a) Sending a delegation of Council to do a Symposium on Educational Leadership (across the various education levels) in the UK
 - (b) Meet with the Executive of EYEDDER-EARDA at the Conference
 - (c) Sign an MOU that outlines the partnerships with specific reference to EARDA promoting and encouraging colleagues to write for the BELMAS blog in their native language

**British Educational Leadership Management and Administration Society
Limited**

Trustees' Report for the year ended 31 December 2023 (continued)

- (d) Bring free copies of EMAL and MiE and promote the BELMAS Journals
- (2) It was clear that there is a lot of interesting work in the EMLA field being published in Turkish journals that is not accessible to non-native speakers, so will provide more opportunities and advertising for the Dual Language Blogs (as above).
- (3) As part of a future International Strategy, BELMAS commits funds for a Joint Research Paper on Educational Leadership and Management. This must be written by both Turkish and British Academics. As part of the funds BELMAS would commit to:
- (a) Providing a one-off Bursary for both authors
- (b) Pay for the British author to attend the EARDA Conference to co-present
- (c) Pay for the Turkish Author to attend the BELMAS Conference to co-present
- (d) Pay for both Authors to attend the 2025 Conference in Istanbul to present the paper funded by BELMAS.

WLE in Manila, Philippines – July 2023 (Dr Victoria Showunmi)

Women Leading Education across Continents

Potential outcomes from visit:

- (1) Increase in membership, and attendance at the 2024 conference in Clydebank, Glasgow although there is currently no way of tracking this.
- (2) More widespread and deeper engagement with BELMAS activities.
- (3) Confirmed WLE symposium at the 2024 BELMAS Conference.
- (4) Planned Higher Education and Leadership Conference, spring 2024.
- (5) Initiative resulting in an International Reading Group including WLE - first meeting planned for 16th October 2023.

ECER in Glasgow, UK – August 2023 (Dr Deb Outhwaite & Dr Denise Mifsud)

Potential outcomes from visit:

- (1) Increase in membership, and attendance at the 2024 conference in Clydebank, Glasgow although there is currently no way of tracking this.
- (2) Opportunities for BELMAS to liaise better with ECER & BERA, and in particular attendance at ECER in Cyprus with the opportunity for a symposium.
- (3) BELMAS stand confirmed for BERA Conference in September.
- (4) BELMAS stand offered at the UCL Centre for Educational Leadership Conference in 2024.

BERA in Birmingham, UK – September 2023 (Dr Deb Outhwaite)

Potential outcomes from visit:

- (1) Increase in membership, and attendance at the 2024 conference in Clydebank, Glasgow although there is currently no way of tracking this.
- (2) Contributors to the #BELMAS Lunchtime talks series, particularly on EDI topics.
- (3) Joint Ed Leadership SIG Symposium with BELMAS at either at BERA in Manchester next September.

**British Educational Leadership Management and Administration Society
Limited**

Trustees' Report for the year ended 31 December 2023 (continued)

IEAL-J in Kingston, Jamaica – October 2023 (Dr Deb Outhwaite)

Potential outcomes from visit:

- (1) Promotion of the BELMAS journals, 2024 conference and new BELMAS website which is used by many across the Caribbean islands with two BELMAS presentation slots.
- (2) Attendance at the CCEAM AGM with an invite for the Chair and Executive Officer to attend their conference before ECER in Cyprus, with a follow up of a joint conference with BELMAS in the future as part of wider MOU review.
- (3) Attendance at a CASEA meeting which opened opportunities to more formal agreements and partnerships due to the overlap with CCEAM as Canada are part of the commonwealth.

British Educational Leadership Management and Administration Society Limited

Trustees' Report for the year ended 31 December 2023 (continued)

Strategic Objective 3: Assure BELMAS Good Governance as a Charity and Membership Organisation

Conversion to a Charitable Incorporated Organisation (CIO)

The biggest achievement of 2023 was the conversion to a CIO. The draft of the Constitution was presented in December 2022 at the Strategic Away day with amendment considered at the March 2023 Board meeting before finally being approved by the Board of Trustees on 12th May 2023.

The Chair of BELMAS and the Executive Officer ran five consultation meetings with members prior to the AGM, where members unanimously passed the conversion on 6th July 2023.

BELMAS sought legal support from Shakespeare Martineau to complete the conversion which was approved by the Charity Commission on 8th January 2024, adopting its new Constitution and By-Laws.

Development of Mission, Vision & Values

The Board of Trustees approved its new Mission, Vision and Values following lengthy consultation with the membership and stakeholders. They are:

Mission

Our mission is to be the place where research meets practice in Educational Leadership Management and Administration.

Vision

Our vision is to be an innovative, globally recognised and respected Learned Society for the development of Educational Leadership Management and Administration.

Our Values

Integrity: We are transparent, honest and hold ourselves and others to high standards

Scholarship: We are a global learning community that embraces difference of opinion

Social Justice: We are brave and equitable

Inclusion: We recognise many voices and celebrate diversity in all of our work

New Sub-Committees

Following the approval of the new constitution as part of the conversion to a CIO, all new sub-committees of the Trustees Board are active with each holding the following minimum number of meetings in the calendar year:

- Appointments & Remuneration Committee (A&RC): 1
- Awards, Bursaries & Grants Committee (ABG): 4
- Conference & Events Committee (C&EC): 4
- EDI Committee (EDIC): 4
- Finance & Risk Committee (F&RC): 5

British Educational Leadership Management and Administration Society Limited

Trustees' Report for the year ended 31 December 2023 (continued)

Induction and Training for Trustees

All Trustees have induction and annual refresher training delivered by NCVO during the BELMAS strategic away day. Where new Trustees are appointed to the Board away from the strategy day, BELMAS provides funding for online half-day courses, again delivered by NCVO.

All new Trustees have an induction session with the Executive Officer and Chair of the Board that looks at the CC3 document, Constitution and focuses on the challenges and opportunities of the charity. In addition to this they are required to complete a Skills Audit and Conflict of Interest Register.

Financial Position

In 2023, BELMAS made significant strides financially which can be attributed to success in the Journals, restoring the annual conference to a breakeven model, a review of financial governance and control against CC8 (internal financial controls for charities) and an increase in investment relating to bank interest.

This has resulted in income of £338,899 (2022: £332,720) and expenditure of £304,201 (2022: £416,234) and therefore net incoming resources of £34,690 (2022: net outgoing resources of £82,514).

While expenditure was reduced by £112,033 between 2022 and 2023, there has been an increase in measurable impact against the charity's objects. The reduction in loss of the year and turnaround of £117,204 is a testament to the ongoing work of the BELMAS Board to sustain the charity for the future.

Reserves Policy

Following the introduction of new management accounts and processes for robustly reporting on budgets and forecasts throughout the year, BELMAS has adopted a new Reserves Policy in line with the sector on the basis of 12 months operating costs. This provides enough resource and time for the Trustees to plan in event of a financial crisis, and to honour any contracts.

The council monitors financial performance throughout the year and adjusts the society's development plans accordingly to ensure that reserves are maintained at agreed levels.

This policy is reviewed by the Council annually.

Going concern

All risks, including long term financial sustainability risks to BELMAS are recorded in the new Risk Register and are reviewed at every other Trustee Board meeting (at least twice per year).

Publications

Publications continue to be BELMAS largest contribution in terms of funding and resource. Although there is less risk relating to print journals as previously envisioned, the Board recognise that as the main and almost sole source of income, journals remain a high risk area.

There are still KPIs in the strategic plan relating to third journal with a pay-to-publish format in addition to development of other smaller income streams.

Conference

While the annual conference has seen significant turnaround financially, the Board are clear that this needs to remain a significant risk until proven sustainable. The Conference & Events Committee are continuing to monitor budgets and event management accordingly and will reassess at the end of 2024.

**British Educational Leadership Management and Administration Society
Limited**

Trustees' Report for the year ended 31 December 2023 (continued)

Change Management and Sustainability

There is a highlighted risk to the organisation that it has gone through considerable change and success, which may cause 'blindness' to further risks. The Board have agreed to fund an organisation-wide external risk audit relating to finance, governance, reputation and sustainability in 2025 which will be the final year of the current strategic plan.

Disclosure of information to auditor

Each trustee has taken steps that they ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information. The trustees confirm that there is no relevant information that they know of and of which they know the auditor is unaware.

Reappointment of auditor

A resolution for the re-appointment of Hawsons Chartered Accountants as auditors of the charity is to be proposed at the forthcoming Annual General Meeting.

The annual report was approved by the trustees of the charity on ^{18/06/2024} and signed on its behalf by:



.....
D E Outhwaite
Trustee

British Educational Leadership Management and Administration Society Limited

Statement of Trustees' Responsibilities

The trustees (who are also directors of British Educational Leadership Management and Administration Society Limited for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

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

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

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006, the applicable Charities (Accounts and Reports) Regulations, and the provisions of the constitution. The trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

British Educational Leadership Management and Administration Society Limited

Independent Auditor's Report to the Members of British Educational Leadership Management and Administration Society Limited

Opinion

We have audited the financial statements of British Educational Leadership Management and Administration Society Limited (the 'charity') for the year ended 31 December 2023, which comprise the Statement of Financial Activities, Balance Sheet, and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 31 December 2023 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 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 trustees 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 original financial statements were 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 trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, 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 financial statements 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 financial statements 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.

British Educational Leadership Management and Administration Society Limited

Independent Auditor's Report to the Members of British Educational Leadership Management and Administration Society Limited (continued)

Matters on which we are required to report by exception

In the light of our 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 require us to report to you if, in our opinion:

- the information given in the trustees' report 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 trustees

As explained more fully in the Statement of Trustees' Responsibilities set out on page 19, the trustees 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 trustees 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 trustees 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 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 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

The charity is subject to laws and regulations that directly and indirectly affect the financial statements. Based on our understanding of the charity and the environment it operates within, we determined that the laws and regulations which were most significant included FRS 102 and the Charities Act 2011. We considered the extent to which non-compliance with these laws and regulations might have a material effect on the financial statements, including how fraud might occur. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to the posting of inappropriate journal entries to improve the charity's result for the period, and management bias in key accounting estimates.

**British Educational Leadership Management and Administration Society
Limited**

**Independent Auditor's Report to the Members of British Educational
Leadership Management and Administration Society Limited (continued)**

Audit procedures performed by the engagement team included:

- Discussions with management and those responsible for legal compliance procedures within the charity to obtain an understanding of the legal and regulatory framework applicable to the charity and how the charity complies with that framework, including consideration of known or suspected instances of non-compliance with laws and regulations and fraud;
- Reviewing minutes of Trustee meetings;
- Identifying and assessing the design effectiveness of controls that management has in place to prevent and detect fraud and non-compliance with laws and regulations;
- Challenging assumptions and judgements made by management in their significant accounting estimates.
- Identifying and testing journal entries, in particular any journal entries posted with unusual account combinations or posted by senior management.

There are inherent limitations in the audit procedures described above and the more removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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

Hawsons

.....
Hawsons Chartered Accountants

Statutory Auditor
Pegasus House
463a Glossop Road
Sheffield
S10 2QD

18/07/2024
Date:.....

Hawsons Chartered Accountants is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

**British Educational Leadership Management and Administration Society
Limited**

Statement of Financial Activities for the Year Ended 31 December 2023

	Note	Unrestricted funds £	Restricted funds £	Total 2023 £	Total 2022 £
Incoming resources					
Charitable activities	3	323,454	7,000	330,454	329,062
Investment income	2	8,445	-	8,445	4,658
Total incoming resources		<u>331,899</u>	<u>7,000</u>	<u>338,899</u>	<u>333,720</u>
Resources expended					
Charitable activities	5	1,400	-	1,400	4,500
Operating costs	4	295,801	7,000	302,801	411,734
Total resources expended		<u>297,201</u>	<u>7,000</u>	<u>304,201</u>	<u>416,234</u>
Net incoming resources/(outgoing resources)		34,698	-	34,698	(82,514)
Transfer between funds		-	-	-	-
Net movement in funds		34,698	-	34,698	(82,514)
Reconciliation of funds					
Total funds brought forward		<u>402,716</u>	-	<u>402,716</u>	<u>485,230</u>
Total funds carried forward	17	<u><u>437,414</u></u>	<u><u>-</u></u>	<u><u>437,414</u></u>	<u><u>402,716</u></u>

All of the charity's activities derive from continuing operations during the above two periods.

**British Educational Leadership Management and Administration Society
Limited**

**(Registration number: 01141941)
Balance Sheet as at 31 December 2023**

	Note	2023 £	2022 £
Fixed assets			
Intangible assets	10	-	-
Tangible assets	11	<u>8,698</u>	<u>4,780</u>
		8,698	4,780
Current assets			
Debtors	12	71,587	114,757
Cash at bank and in hand		<u>389,237</u>	<u>316,857</u>
		460,824	431,614
Creditors: Amounts falling due within one year	13	<u>(32,108)</u>	<u>(33,678)</u>
Net current assets		<u>428,716</u>	<u>397,936</u>
Net assets		<u>437,414</u>	<u>402,716</u>
Funds of the charity:			
Unrestricted income funds			
Unrestricted funds		<u>437,414</u>	<u>402,716</u>
Total funds	17	<u>437,414</u>	<u>402,716</u>

For the year ending 31 December 2023 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies. The members have not required the company to obtain an audit in accordance with section 476 of the Companies Act 2006. The directors acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and for the preparation of the accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

As this company is a charity, it is subject to audit under the Charities Act 2011.

The financial statements on pages 23 to 35 were approved by the trustees, and authorised for issue on 17/07/2024 and signed on their behalf by:



.....
D E Outhwaite
Trustee

British Educational Leadership Management and Administration Society Limited

Notes to the Financial Statements for the Year Ended 31 December 2023

1 Accounting policies

The following accounting policies have been used consistently in dealing with items which are considered material to the charity's affairs.

Statement of compliance

The financial statements have been prepared in accordance with the second edition of the Charities Statement of Recommended Practice issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

Basis of preparation

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice. There has been no material departure from these standards.

The functional and presentational currency of the charity is GBP.

Going concern

After due consideration of all relevant factors the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the annual report and accounts.

Income and endowments

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Income derived from events and royalty income is recognised as earned (that is, as the related goods or services are provided).

Investment income is recognised on a receivable basis.

Income from charitable activities includes income recognised as earned (as the related goods or services are provided) under contract.

Income is the amount derived from the provision of services and stated net of any discounts and sales taxes. The charity is registered for VAT.

British Educational Leadership Management and Administration Society Limited

Notes to the Financial Statements for the Year Ended 31 December 2023 (continued)

1 Accounting policies (continued)

Expenditure

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

Costs of generating funds are the costs of trading for fundraising purposes.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure relates.

Grants payable are payments made to third parties in the furtherance of the charitable objectives. Where the charity gives a grant with conditions for its payment being a specific level of service or output to be provided, such grants are only recognised in the SoFA once the recipient of the grant has provided the specific service or output.

Grants payable without performance conditions are only recognised in the accounts when a commitment has been made and there are no conditions to be met relating to the grant which remain in the control of the charity.

Provisions for grant are made when the intention to make a grant has been communicated to the recipient but there is uncertainty about either the timing of the grant or the amount of grant payable.

Taxation

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

Intangible assets

Intangible assets are shown at historical cost.

Development costs relating to the development of an animated video for use on the charity website have been capitalised. These development costs have a finite useful life and is carried at cost less accumulated amortisation and any accumulated impairment losses.

Amortisation

Amortisation is provided on intangible assets so as to write off the cost, less any estimated residual value, over their useful life. Amortisation is included as under operating costs in the Statement of Financial Activities.

Asset class

Development costs

Amortisation method and rate

Straight line over 5 years

British Educational Leadership Management and Administration Society Limited

Notes to the Financial Statements for the Year Ended 31 December 2023 (continued)

1 Accounting policies (continued)

Depreciation

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

Asset class	Depreciation method and rate
Fixtures and fittings	15% on reducing balance

Trade and other debtors

Trade and other debtors which are receivable within one year are initially measured at the transaction price. Trade and other debtors are subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses.

A provision for impairment of trade debtors is established when there is objective evidence that the amounts due will not be collected according to the original terms of the contract. Impairment losses are recognised in profit and loss for the excess of the carrying value of the trade debtors over the present value of the future cash flows discounted using the original effective interest rate. Subsequent reversals of an impairment loss that objectively relate to an event occurring after the impairment loss was recognised, are recognised immediately in profit or loss.

Trade creditors

Trade and other creditors payable within one year are initially measured at the transaction price and subsequently measured at amortised cost, being the transaction price less any amounts settled.

Financial liabilities

Financial liabilities are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pensions and other post retirement obligations

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

**British Educational Leadership Management and Administration Society
Limited**

**Notes to the Financial Statements for the Year Ended 31 December 2023
(continued)**

1 Accounting policies (continued)

Financial instruments

Classification

Financial assets and financial liabilities are recognised when the charity becomes a party to the contractual provisions of the instrument.

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the charity after deducting all of its liabilities.

Judgements

There are no significant estimates or judgements made in the process of applying the charity's accounting policies.

2 Investment income

	2023	2022
	£	£
Interest on cash deposits	8,445	4,658

3 Income from charitable activities

	Unrestricted fund	Restricted funds	2023	2022
	£	£	£	£
Annual conference revenue	51,874	7,000	58,874	49,153
Publications	253,020	-	253,020	265,797
Membership subscriptions	18,560	-	18,560	14,112
	323,454	7,000	330,454	329,062

**British Educational Leadership Management and Administration Society
Limited**

**Notes to the Financial Statements for the Year Ended 31 December 2023
(continued)**

4 Expenditure on charitable activities

	Unrestricted fund £	Restricted funds £	2023 £	2022 £
Annual conference	46,021	7,000	53,021	153,219
Staff costs	119,953	-	119,953	112,717
Other staff costs	14,392	-	14,392	7,064
Stipends	33,696	-	33,696	24,092
Other charity operating costs	20,373	-	20,373	31,846
Amortisation	-	-	-	2,132
Depreciation	1,126	-	1,126	593
(Profit)/loss on disposal of tangible fixed assets	-	-	-	2,620
Website costs	6,310	-	6,310	39,175
Storage	4,631	-	4,631	1,985
Travel and subsistence	15,052	-	15,052	7,914
Bank charges	2,070	-	2,070	5,136
Rent and rates	-	-	-	13,513
Insurance	604	-	604	756
Telephone and fax	-	-	-	17
Office equipment	7,300	-	7,300	13,638
Printing, postage and stationery	287	-	287	397
Sundry expenses	10,499	-	10,499	(26,178)
Legal and professional fees	13,487	-	13,487	21,098
Grants	1,400	-	1,400	4,500
	<u>297,201</u>	<u>7,000</u>	<u>304,201</u>	<u>416,234</u>
	Unrestricted fund £	Restricted funds £	2023 £	2022 £
Allocated				
Charitable activities	1,400	-	1,400	4,500
Operating costs	<u>295,801</u>	<u>7,000</u>	<u>302,801</u>	<u>411,734</u>
	<u>297,201</u>	<u>7,000</u>	<u>304,201</u>	<u>416,234</u>

**British Educational Leadership Management and Administration Society
Limited**

**Notes to the Financial Statements for the Year Ended 31 December 2023
(continued)**

5 Grants payable

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

	2023	2022
	£	£
Grants	<u>1,400</u>	<u>4,500</u>

The support costs associated with grant making are nil.

6 Net incoming/outgoing resources

Net incoming/(outgoing) resources for the year include:

	2023	2022
	£	£
Audit fees	8,000	7,500
Depreciation of fixed assets	1,126	593
Amortisation	<u>-</u>	<u>2,132</u>

7 Trustees remuneration and expenses

No trustees, nor any persons connected with them, have received any remuneration from the charity during the year.

No trustees have received any other benefits from the charity during the year.

In the year, trustees were paid expenses of £26,579 (2022: £20,046) in relation to reimbursement and payment to a third party of travelling expenses and £13,500 (2022: £13,500) in relation to editor services regarding the Management in Education journals which are issued four times a year. The total number of trustees reimbursed was 17 (2022: 14).

**British Educational Leadership Management and Administration Society
Limited**

**Notes to the Financial Statements for the Year Ended 31 December 2023
(continued)**

8 Staff costs

The aggregate payroll costs were as follows:

	2023	2022
	£	£
Staff costs during the year were:		
Wages and salaries	105,297	105,645
Social security costs	5,460	4,758
Pension costs	9,196	2,314
	<u>119,953</u>	<u>112,717</u>

The monthly average number of persons (including senior management team) employed by the charity during the year expressed as full time equivalents was as follows:

	2023	2022
	No	No
Admininstration	<u>3</u>	<u>3</u>

The total employee benefits of the key management personnel of the charity were £66,197 (2022 - £66,623). The key management personnel of the charity comprise the trustees and the Senior Management Team, which at the year end comprises the Executive Officer.

Pension costs are allocated between activities and between restricted and unrestricted funds on the basis of staff time.

9 Taxation

The charity is a registered charity and is therefore exempt from taxation.

**British Educational Leadership Management and Administration Society
Limited**

**Notes to the Financial Statements for the Year Ended 31 December 2023
(continued)**

10 Intangible fixed assets

	Development costs £
At 1 January 2023 and 31 December 2023	10,668
Amortisation	
At 1 January 2023	10,668
At 31 December 2023	10,668
Net book value	
At 31 December 2023	-
At 31 December 2022	-

11 Tangible fixed assets

	Fixtures and fittings £
Cost	
At 1 January 2023	10,450
Additions	5,044
At 31 December 2023	15,494
Depreciation	
At 1 January 2023	5,670
Charge for the year	1,126
At 31 December 2023	6,796
Net book value	
At 31 December 2023	8,698
At 31 December 2022	4,780

**British Educational Leadership Management and Administration Society
Limited**

**Notes to the Financial Statements for the Year Ended 31 December 2023
(continued)**

12 Debtors

	2023	2022
	£	£
Trade debtors	1,008	2,266
Prepayments and accrued income	69,388	106,014
Other debtors	1,191	6,477
	<u>71,587</u>	<u>114,757</u>

13 Creditors: amounts falling due within one year

	2023	2022
	£	£
Trade creditors	2,857	10,501
Other taxation and social security	5,011	2,289
Accruals and deferred income	24,240	20,888
	<u>32,108</u>	<u>33,678</u>

14 Deferred income

	2023	2022
	£	£
Balance at 1 January	11,703	7,832
Amount released to income	(11,703)	(7,832)
Amount deferred in the year	9,861	11,703
	<u>9,861</u>	<u>11,703</u>

15 Obligations under leases

Operating lease commitments

Total future minimum lease payments under non-cancellable operating leases are as follows:

	2023	2022
	£	£
Within one year	<u>1,486</u>	<u>-</u>

**British Educational Leadership Management and Administration Society
Limited**

**Notes to the Financial Statements for the Year Ended 31 December 2023
(continued)**

16 Pension and other schemes

Defined contribution pension scheme

The charity operates a defined contribution pension scheme. The pension cost charge for the year represents contributions payable by the charity to the scheme and amounted to £9,196 (2022 - £2,314).

Contributions totalling £318 (2022 - £318) were payable to the scheme at the end of the year and are included in accruals.

17 Funds

	Balance at 1 January 2023 £	Incoming resources £	Resources expended £	Balance at 31 December 2023 £
Unrestricted funds				
General Funds	402,716	331,899	(297,201)	437,414
Restricted funds				
Visit Belfast	-	7,000	(7,000)	-
Total funds	<u>402,716</u>	<u>338,899</u>	<u>(304,201)</u>	<u>437,414</u>
	Balance at 1 January 2022 £	Incoming resources £	Resources expended £	Balance at 31 December 2022 £
Unrestricted funds				
General Funds	<u>485,230</u>	<u>333,720</u>	<u>(416,234)</u>	<u>402,716</u>

Visit Belfast Funding from Visit Belfast for hosting the annual conference in Belfast.

18 Analysis of net assets between funds

	Unrestricted fund £	2023 £
Tangible fixed assets	8,698	8,698
Debtors	71,587	71,587
Cash at bank and in hand	389,237	389,237
Current liabilities	<u>(32,108)</u>	<u>(32,108)</u>
Total net assets	<u>437,414</u>	<u>437,414</u>

**British Educational Leadership Management and Administration Society
Limited**

**Notes to the Financial Statements for the Year Ended 31 December 2023
(continued)**

18 Analysis of net assets between funds (continued)

	Unrestricted fund £	2022 £
Tangible fixed assets	4,780	4,780
Debtors	114,757	114,757
Cash at bank and in hand	316,857	316,857
Current liabilities	<u>(33,678)</u>	<u>(33,678)</u>
Total net assets	<u><u>402,716</u></u>	<u><u>402,716</u></u>

19 Related party transactions

Transactions with Trustees have been disclosed in note 7.

There were no other related party transactions in the year.

20 Control

The ultimate controlling party is the board of trustees.

SIGNATURE CERTIFICATE



REFERENCE NUMBER

60D06BD3-C99E-4A4A-86A3-0A230C100983

TRANSACTION DETAILS

Reference Number

60D06BD3-C99E-4A4A-86A3-0A230C100983

Transaction Type

Signature Request

Sent At

07/18/2024 08:27 +01

Executed At

07/18/2024 09:15 +01

Identity Method

email

Distribution Method

email

Signed Checksum

c10eebe6720ba6951dd311cec138b97a468f780dde3d692e87b2645551af6d7d

Signer Sequencing

Disabled

Document Passcode

Disabled

DOCUMENT DETAILS

Document Name

BELMAS - Accounts 2023

Filename

BELMAS_-_Accounts_2023.pdf

Pages

37 pages

Content Type

application/pdf


File Size

319 KB

Original Checksum

aa0a7caeeb33204bb2bde269cec517ca7e9c2e7b76c0b937c57b63779a27ecfd

SIGNERS

SIGNER	E-SIGNATURE	EVENTS
<p>Name Simon Bladen</p> <p>Email slb@hawsons.co.uk</p> <p>Components 2</p>	<p>Status signed</p> <p>Multi-factor Digital Fingerprint Checksum 9a74b5000d8574a3bff6408e1fa00d9caa17099c37ee03800d8ffe16f12d8910</p> <p>IP Address 51.52.147.30</p> <p>Device Chrome via Windows</p> <p>Typed Signature </p> <p>Signature Reference ID 6DE3C44A</p>	<p>Viewed At 07/18/2024 09:14 +01</p> <p>Identity Authenticated At 07/18/2024 09:15 +01</p> <p>Signed At 07/18/2024 09:15 +01</p>

AUDITS

TIMESTAMP	AUDIT
07/18/2024 08:27 +01	Ben Lomas (bl@hawsons.co.uk) created document 'BELMAS_-_Accounts_2023.pdf' on Chrome via Windows from 35.169.110.255.
07/18/2024 08:27 +01	Simon Bladen (slb@hawsons.co.uk) was emailed a link to sign.
07/18/2024 09:14 +01	Simon Bladen (slb@hawsons.co.uk) viewed the document on Chrome via Windows from 51.52.147.30.
07/18/2024 09:15 +01	Simon Bladen (slb@hawsons.co.uk) authenticated via email on Chrome via Windows from 51.52.147.30.
07/18/2024 09:15 +01	Simon Bladen (slb@hawsons.co.uk) signed the document on Chrome via Windows from 51.52.147.30.

BRITISH EDUCATIONAL LEADERSHIP, MANAGEMENT AND ADMINISTRATION SOCIETY

England & Wales - Charity number 268989

Accounts

Company registration number: 01141941
Charity registration number: 268989

**British Educational Leadership
Management and Administration Society Limited
(A Company Limited by Guarantee)**

Annual Report and Financial Statements

Year ended 31 December 2022



British Educational Leadership Management and Administration Society Limited

Annual Report

Year ended 31 December 2022

Contents

	Page
Trustees' report	1
Independent auditors' report	10
Statement of Financial Activities	13
Balance sheet	14
Notes to the financial statements	15

British Educational Leadership Management and Administration Society Limited

Report of the Trustees for the year ended 31 December 2022

The trustees (who are also directors of the charity for the purposes of company 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 trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS102) in preparing the annual report and financial statements of the charity.

Reference and Administration Details

Official name of charity: British Educational Leadership Management and Administration Society Limited

Charity registration number: 268989

Company registration number: 01141941

Directors and Trustees:

I Potter (Chair)
D Outhwaite (Vice Chair)
F Creaby (Honorary Treasurer)
J Baxter Resigned 18/08/2022
S J Courtney
R McGinity Resigned 01/08/2022
B K Kelly
S Y Culshaw Resigned 31/03/2023
D Mifsud Appointed 12/09/2022
J Hetherington Appointed 12/09/2022
D Mifsud Appointed 12/09/2022
P Miller Resigned 01/08/2022
B Moreno Appointed 12/09/2022
V Showunmi
P Moorosi Resigned 18/08/2022
S Shah Appointed 12/09/2022
R Shanks Resigned 01/01/2022

Secretary: C Donnelly Appointed 13/01/2022

Registered Office: Spaces Acero
1 Concourse Way
Sheffield
South Yorkshire
S1 2BJ

President and Vice-Presidents: Professor T Bush – President
Professor R Glatter – Immediate Past President

Auditors: Hawsons Chartered Accountants
Statutory Auditors
Pegasus House
463a Glossop Road
Sheffield
S10 2QD

British Educational Leadership Management and Administration Society Limited

Report of the Trustees for the year ended 31 December 2022 (continued)

The Board of Trustees, who are also Directors for the purposes of the Companies Act 2006, present their report and the financial statements of the charity, for the year ended 31 December 2022.

Structure, Governance and Management

British Educational Leadership Management and Administration Society Limited ("BELMAS" or "The Company") is registered as a charity and is a company limited by guarantee, the liability of each member being limited to £1.

Organisational structure

The company is limited by guarantee and its objects, powers and constitutional matters are set out in the Memorandum and Articles of Association.

Recruitment and appointment of new trustees

Each year, individuals are invited to stand for election, which takes place at the AGM. Members of the society are entitled to vote.

Trustee induction and training

Newly elected trustees are given a brief on the organisation's structure and their responsibilities as trustees and directors. Trustees sign a declaration on conflict of interests on appointment.

Organisational structure

The Society is a registered charity, number 268989, incorporated in the UK and is constituted under a Memorandum of Association dated 26th October 1973 and Articles of Association revised on 19th September 1998. The Trustees of the society consist of the following:

The Chair

The Vice-Chair

The Honorary Secretary

The Honorary Treasurer

The Former Chair

Up to nine Elected Council Members

The Charity is governed by the Council which comprises the trustees and up to nine co-opted Council members. The Council meets at least three times in every calendar year. Elected Council members retire by rotation after three years' service and three members retire at every annual general meeting. The officers of the society, as listed above, are elected annually.

The executive board, comprising the officers of the society, supervises the day-to-day activities of the organisation and reports to the Council.

British Educational Leadership Management and Administration Society Limited

Report of the Trustees for the year ended 31 December 2022 (continued)

Objectives and Activities

Aims, Objectives, Strategies and Activities

The objectives of the charity are to promote, maintain, improve and advance public education by the advancement of the practice, teaching and study of, and research into educational leadership, management and administration. BELMAS aims to provide a distinctive, independent and critical voice in the pursuit of quality education through effective leadership and management.

The charity carries out the objectives by:

- Making grants for developments in schools, colleges and other educational institutions, and providing bursaries for doctoral research students.
- Providing member services to a worldwide membership.
- The publication of two academic journals.
- Provision of a website with accessible information and resources and activity through social media.
- Sponsoring specialist research interest groups.
- Organising conferences (including an annual international conference), seminars and small research conversations.
- Maintaining close links with similar organisations worldwide and organisations within the UK with shared aims and interests.

Public benefit

The trustees confirm that they have complied with the requirements of section 4 of the charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission for England and Wales.

Use of Volunteers

All trustees, including council officers, are volunteers and give their time and expertise to the Society without recompense. Travel and subsistence expense are reimbursed where necessarily incurred. Other volunteers include research interest group leaders and those who facilitate BELMAS activities.

Staffing

The BELMAS office comprises the Business Manager, Finance Administrator, website and Membership Administrator and a Marketing and Data Administrator.

British Educational Leadership Management and Administration Society Limited

Report of the Trustees for the year ended 31 December 2022 (continued)

Achievement and Performance

Membership, engagement and events

Membership Numbers

In 2022, BELMAS recorded 339 renewed and new memberships, with nearly 36% (122) of those from overseas. This shows a 14% decrease in memberships in comparison to 2021.

Membership Engagement

BELMAS invested over £2,300 to support a total of 105 registrations for eight Research Interest Group Events (RIGs), ran by five active RIGs. This is a 56% decrease in registrations in comparison to 2021.

There was a further £1,300 invested in the continuation of the "Chair's Roundtables" in Glasgow and Cardiff where the conversations with members contributed to the development of the 2023-2026 Strategic Plan.

Annual Conference

BELMAS held its first "in-person" conference since the global pandemic in Liverpool and in partnership with the Commonwealth Council for Educational Administration and Management (CCEAM). There were 147 total registrations: an increase of 13% in comparison to the digital conference in 2021. There was a total of 170 papers submitted from 19 countries. From those papers, 14% of submissions were from developing countries including: Chile, China, Ghana, India, Nigeria, Oman, Pakistan, Thailand, and Turkey.

While the Trustees had agreed on a project deficit to spend some of the excess reserves, the Conference incurred losses of around £104,000. This prompted further conversations at the Trustee Board and as part of its new Strategic Plan 2023-2026 to adopt a new model of Conference that will reduce total expenditure from £153,000 to around £55,000 – a decrease of around 64%. This has been achieved by reducing digital overhead costs and asking delegates to book their own accommodation. This decision was made to ensure financial sustainability and as a change in approach to commercial activity since becoming VAT registered.

Awards, Bursaries and Grants

BELMAS continued to support members who were awarded Research and Development Grants in 2021. The four members Mona Sakr, Abdulla Sodiq, Philip Wood and Lizana Oberholzer received a collective total of £8,900.

Financial review

Financial position

In 2022, BELMAS finalised its VAT registration, but as a result owed over £500,000 to HMRC in unpaid VAT since 2007. The total amount was paid to HMRC through BELMAS publishers of its journals, and HMRC estimated a fine calculated at £81,000. This was later reduced to £60,000 and upon appeal, reduced again to £24,000 which will be paid in the 2023 financial year.

BELMAS reserves have significantly reduced; the costs associated with resolving the VAT issue were unplanned, while the investment in a new website was a strategic decision for the benefit of its members. There were other costs associated specifically to 2022 which included additional PAYE, NI and Pension for the three months handover period for the new Executive Officer, where BELMAS employed two senior managers for that period.

The £104,000 deficit on the Annual Conference is particularly disappointing, but measures have been put in place to ensure that future conferences are appropriately monitored and sustainable moving forward.

The current reserves level is above the new Reserves Policy which is set at 12 months operating cost and the Board will continue to monitor these against its new Risk Register.

British Educational Leadership Management and Administration Society Limited

Report of the Trustees for the year ended 31 December 2022 (continued)

Financial review (continued)

All risks to BELMAS are recorded in the new Risk Register and are reviewed at every other Trustee Board meeting (at least twice per year).

Publications

Publications continue to be BELMAS largest contribution in terms of funding and resource, and as they continue to decline, it continues to be a significant risk to the organisation.

This risk has been considered by the Board who have included actions within the new Strategic Plan to source sustainable income streams. As part of this, a sub-group of the Board has been established to consider a new pay-to-publish journal. This new format offers a different stream of income alongside the traditional journal models that exist in BELMAS.

Membership Engagement and Numbers

Membership figures continue to decrease, with a reduction in memberships of around 25% in memberships in the last year, and 32% in the last two years. The new Strategic Plan has specific actions and projects designed to retain current members and grow the membership further within the UK and overseas.

Conference

The 2021 Conference resulted in net deficit of around £26,200 for the virtual event, and the 2022 resulting in a net deficit of around £104,000, totalling losses of over £130,000 in two years.

While changes have been made to the 2023 Conference and procedures have been put in place to ensure the organisation doesn't incur deficits of this scale again, there are challenges in setting realistic expectations of members in order to sustain BELMAS operations and events.

Reserves policy

Following the introduction of new management accounts and processes for robustly reporting on budgets and forecasts throughout the year, BELMAS has adopted a new Reserves Policy in line with the sector on the basis of 12 months operating costs. This provides enough resource and time for the Trustees to plan in event of a financial crisis, and to honour any contracts.

The council monitors financial performance throughout the year and adjusts the society's development plans accordingly to ensure that reserves are maintained at agreed levels.

This policy is reviewed by the Council annually.

Financial instruments

Objectives and policies

The Charity's activities expose it to some financial risk governed by the charity's policies approved by the board of trustees. The charity does not use derivative financial instruments.

Cash flow risk

The Charity's activities encompass some exposure to the financial risks of change in foreign currency exchange rates and interest rates. These transactions are minimal and the use of derivatives is not deemed necessary.

British Educational Leadership Management and Administration Society Limited

Report of the Trustees for the year ended 31 December 2022 (continued)

Credit risk

The Charity's principal financial assets are bank balances and cash, trade and other receivables.

The Charity's credit risk is primarily attributable to its trade receivables. The amounts presented in the balance sheet are net of allowances for doubtful receivables. An allowance for impairment is made where there is an identified loss event which, based on previous experience, is evidence of a reduction in the recoverability of the cash flows.

The Charity has no significant concentration of credit risk.

Liquidity risk

In order to maintain liquidity to ensure that sufficient funds are available for ongoing operation and future developments the Charity monitors the level of reserves throughout the year.

Risk management

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and errors.

The trustees have considered the risks to which the charity is exposed and have put in place procedures for managing these risks.

The trustees consider the major financial risks to be the reduction in revenue from royalties in respect of the charity's journals – Educational Management Administration and Leadership and Management in Education. The journals are published through SAGE Publications Ltd who provide annual reports on revenue performance and forecast trends in addition to close working relationships throughout the year. The trustees review and monitor income and expenditure at every council meeting and determine strategy accordingly.

Future plans

A review of the Charity's grants and awards policy and administration has been initiated with a view to extending and improving access for members.

Council also intends to continue work on improving governance policies and practice and further work is planned in the areas of international support and the development of partnerships.

Governance, organisational development and strategy

Strategic Away Day and NCVO Training

BELMAS held its Strategic Away Day in December 2022 in Coventry, UK which combined its annual Trustee's Strategic Away Day with its first Trustees training and development day. The training and development day was delivered by NCVO at a cost of £1,063 and was a response to the feedback received from the Trustees Survey conducted in August 2022.

Development of 2023-2026 Strategic Plan

Using the Trustees Survey and the Chair's Membership Roundtables for guidance, the Strategic Away Day focused on developing its first full Strategic Plan to be launched in January 2023.

Three themes came out of the away day:

1. Increase both UK and International membership.
2. Ensure the organisation is financially sustainable.
3. Assure BELMAS good governance as a charity and membership organisation.

As part of this development, the Trustees now receive quarterly reports against specific KPI's within the Strategic Plan, known as the KPI Dashboard.

British Educational Leadership Management and Administration Society Limited

Report of the Trustees for the year ended 31 December 2022 (continued)

Development of Policies and Reports

BELMAS has increased its performance reports across the organisation; alongside the KPI Dashboard, the Trustees now receive fully forecasted management accounts and profit & loss updates from the Conference Committee with regards to its largest event.

The Board of Trustees also receive formal requests from Trustees to attend International Conferences, highlighting a maximum spend across expenses and how the BELMAS resources spent in these visits will directly support its charitable objects.

All members attending conferences on behalf of BELMAS are now required to write a report for the Trustee Board.

BELMAS have also introduced 26 new policies and procedures including:

1. GDPR (Inc. Inventory of Data Sets, Retention of Records, Encrypting Data and Privacy Notice)
2. Disciplinary & Grievance Procedures
3. Annual Leave, Toil, Sickness Absence, and other Leave Policies
4. Menopause Policy
5. Adoption and Surrogacy, Pregnant Parent, Pregnancy Loss, and Neonatal Policies
6. Disposal of Assets, Expense Claim and Reserves Policies
7. Anti-Harassment & Bullying and Equal Opportunities Policies

BELMAS invested £1,600 in HR support to ensure that all policies are both inclusive and in line with current legislation.

BELMAS also reviewed its pay scale against the Harris Hill Charity Pay Research 2022, moving away from the National Education Union (NEU) pay scale and taking on its own.

Accreditations and Memberships

BELMAS invested £184 to become a member of NCVO. This was a strategic decision to support the governance and organisational development work of the Charity.

BELMAS were also accredited as a "Disability Confident: Committed" organisation.

Digital Engagement and Website Development

Social Media

Despite the challenges throughout the year, BELMAS has performed fairly well across social media. The Twitter following has grown from 3,852 in January 2022 to 4,016 in January 2023; a steady increase of just over 4%. Other statistics include:

- Tweets Sent: 419 (2021: 464) – Decrease of 9%
- Profile Visits: 48,812 (2021: 40,065) – Increase of 21%
- Mentions: 769 (2021: 1,533) – Decrease of 49%
- Number of Impressions: 234K (2021: 100k) – Increase of 134%
- Highest Engagement Rate in One Month: 23.5% in May (2021: 14.4% in November) – Increase of 9.1%

British Educational Leadership Management and Administration Society Limited

Report of the Trustees for the year ended 31 December 2022 (continued)

Digital Engagement and Website Development (continued)

New Website

Due to ongoing issues with the current website including membership renewals, compatibility with mobile and tablets and membership database and CMS issues, the Trustee Board signed off £34,000.00 for the development of a new website.

A tender process took place and the new website providers were announced as "Leader Marketing Partnership". While an initially large layout for the organisation, the annual costs will reduce because of a reduction in additional services, such as systems to pay for memberships by telephone. The annual maintenance fees are also considerably lower than the previous providers and it is estimated that BELMAS will reduce website costs by around 20%.

The new website is due to launch in Spring 2023.

British Educational Leadership Management and Administration Society Limited

Report of the Trustees for the year ended 31 December 2022 (continued)

Trustees' responsibilities in relation to the financial statements

The trustees (who are also directors of British Educational Leadership Management and Administration Society Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report (including the Strategic Report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS102)
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for maintaining proper accounting records which disclose, with reasonable accuracy at any time, the financial position of the charitable company, and enables them to ensure that the financial statements comply with the Companies Act 2006. The trustees are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement of disclosure to auditors

The trustees of the charitable company who held office at the date of approval of this Annual Report each confirm that:

- as far as they are aware, there is no relevant audit information (information needed by the charitable company's auditors in connection with preparing their report) of which the charitable company's auditors are unaware; and
- they have taken all the steps that they ought to take as trustees in order to make themselves aware of any audit information and to establish that the charitable company's auditors are aware of that information.

Reappointment of Auditors

A resolution to re-appoint Hawsons as auditors will be proposed at the Annual General Meeting.

Signed on behalf of the board

I Potter
Trustee



.....2023

14 July 2023

British Educational Leadership Management and Administration Society Limited

Independent Auditors' Report to the Members of British Educational Leadership Management and Administration Society Limited

Opinion

We have audited the financial statements of British Educational Leadership Management and Administration Society Limited (the 'charitable company') for the year ended 31 December 2022 which comprise the Statement of Financial Activities, Balance Sheet and notes to the financial statements, including significant accounting policies. 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 charitable company's affairs as at 31 December 2022, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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 charitable company 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 trustees' 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 charitable company'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 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 trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, 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 financial statements 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 financial statements or a material misstatement in 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.

British Educational Leadership Management and Administration Society Limited

Independent Auditors' Report to the Members of British Educational Leadership Management and Administration Society Limited (continued)

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 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 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 trustees

As explained more fully in the trustees' responsibilities statement (set out on page 9), the trustees (who are also the directors of the charitable company for the purposes of company law) 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 trustees 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 trustees are responsible for assessing the charitable company'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 charitable company 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 auditor under the Companies Act 2006 and report in accordance with this Act.

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.

British Educational Leadership Management and Administration Society Limited

Independent Auditors' Report to the Members of British Educational Leadership Management and Administration Society Limited (continued)

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

The charitable company is subject to laws and regulations that directly and indirectly affect the financial statements. Based on our understanding of the charitable company and the environment it operates within, we determined that the laws and regulations which were most significant included FRS 102, Companies Act 2006, Health and Safety regulations and the Charities Act 2011. We considered the extent to which non-compliance with these laws and regulations might have a material effect on the financial statements, including how fraud might occur. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to the posting of inappropriate journal entries to improve the company's result for the period, and management bias in key accounting estimates.

Audit procedures performed by the engagement team included:

- Discussions with management and those responsible for legal compliance procedures within the charitable company to obtain an understanding of the legal and regulatory framework applicable to the charitable company and how the charitable company complies with that framework, including consideration of known or suspected instances of non-compliance with laws and regulations and fraud;
- Reviewing minutes of Board meetings;
- Identifying and assessing the design effectiveness of controls that management has in place to prevent and detect fraud and non-compliance with laws and regulations;
- Challenging assumptions and judgements made by management in their significant accounting estimates.
- Identifying and testing journal entries, in particular any journal entries posted with unusual account combinations or posted by senior management.

There are inherent limitations in the audit procedures described above and the more removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor-s-responsibilities-for. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Simon Bladen, Senior Statutory Auditor

For and on behalf of Hawsons Chartered Accountants, Statutory Auditors

Pegasus House
463a Glossop Road
Sheffield
S10 2QD

Date: 26 July 2023

British Educational Leadership Management and Administration Society Limited

Statement of Financial Activities

Year Ended 31 December 2022

	Notes	Unrestricted Funds £	Restricted Funds £	2022 Total £	2021 Total £
Incoming resources					
Charitable activities	3	329,062	-	329,062	226,275
Investment income	2	4,658	-	4,658	2,701
Total incoming resources		<u>333,720</u>	<u>-</u>	<u>333,720</u>	<u>228,976</u>
Resources expended					
Charitable activities	4	4,500	-	4,500	18,355
Operating costs	4	411,734	-	411,734	235,199
Total resources expended		<u>416,234</u>	<u>-</u>	<u>416,234</u>	<u>253,554</u>
Net outgoing resources before transfers		(82,514)	-	(82,514)	(24,578)
Transfers between funds		-	-	-	-
Net movement in funds		<u>(82,514)</u>	<u>-</u>	<u>(82,514)</u>	<u>(24,578)</u>
Funds brought forward		485,230	-	485,230	509,808
Funds carried forward		<u>402,716</u>	<u>-</u>	<u>402,716</u>	<u>485,230</u>

British Educational Leadership Management and Administration Society Limited

Company Registration Number 01141941

Balance Sheet

31 December 2022

	Notes	31 December 2022	31 December 2021
		£	£
Fixed assets			
Intangible assets	10	-	2,132
Tangible assets	11	<u>4,780</u>	<u>7,491</u>
		<u>4,780</u>	<u>9,623</u>
Current assets			
Debtors	12	114,757	571,500
Cash at bank and in hand		<u>316,857</u>	<u>511,110</u>
		<u>431,614</u>	<u>1,082,610</u>
Creditors – amounts falling due within one year	13	<u>(33,678)</u>	<u>(607,003)</u>
Net current assets		<u>397,936</u>	<u>475,607</u>
Total assets less current liabilities		<u>402,716</u>	485,230
Net assets		<u>402,716</u>	<u>485,230</u>
Charity funds			
Unrestricted funds	15	<u>402,716</u>	485,230
Total charity funds		<u>402,716</u>	<u>485,230</u>

The financial statements were approved by the board of trustees on 14th July 2023 and signed on its behalf by:

I Potter
Trustee



British Educational Leadership Management and Administration Society Limited

Notes on Accounts

Year Ended 31 December 2022

1. Accounting policies

The following accounting policies have been used consistently in dealing with items which are considered material to the company's affairs.

Statutory information

British Educational Leadership Management and Administration Society Limited is a charity (No.268989) and a company (No. 01141941) limited by guarantee incorporated under a memorandum of association, domiciled in England and Wales. The guarantors are the board of Trustees. The liability in respect of this guarantee, as set out in the memorandum, is limited to £1 per member. The registered office is at Spaces Acero, 1 Concourse Way, Sheffield, South Yorkshire, S1 2BJ.

Basis of preparation

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice. There has been no material departure from these standards.

The functional and presentational currency of the charity is GBP.

Going concern

After due consideration of all relevant factors the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the annual report and accounts.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Income derived from events and royalty income is recognised as earned (that is, as the related goods or services are provided).

Investment income is recognised on a receivable basis.

Income from charitable activities includes income recognised as earned (as the related goods or services are provided) under contract.

Income is the amount derived from the provision of services and stated net of any discounts and sales taxes. The charity is registered for VAT.

British Educational Leadership Management and Administration Society Limited

Notes on Accounts

Year Ended 31 December 2022

1. Accounting policies (continued)

Expenditure

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

Costs of generating funds are the costs of trading for fundraising purposes.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure relates.

Grants payable are payments made to third parties in the furtherance of the charitable objectives. Where the charity gives a grant with conditions for its payment being a specific level of service or output to be provided, such grants are only recognised in the SoFA once the recipient of the grant has provided the specific service or output.

Grants payable without performance conditions are only recognised in the accounts when a commitment has been made and there are no conditions to be met relating to the grant which remain in the control of the charity.

Provisions for grant are made when the intention to make a grant has been communicated to the recipient but there is uncertainty about either the timing of the grant or the amount of grant payable.

Intangible assets

Intangible assets are shown at historical cost.

Development costs relating to the development of an animated video for use on the charity website have been capitalised. These development costs have a finite useful life and is carried at cost less accumulated amortisation and any accumulated impairment losses.

Amortisation

Amortisation is provided on intangible assets so as to write off the cost, less any estimated residual value, over their useful life of 5 years. Amortisation is included as under operating costs in the Statement of Financial Activities.

Tangible fixed assets

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

Fixtures and fittings	15% on reducing balance
-----------------------	-------------------------

Taxation

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

British Educational Leadership Management and Administration Society Limited

Notes on Accounts (continued)

Year Ended 31 December 2022

1. Accounting policies (continued)

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

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

Financial instruments Classification

Financial assets and financial liabilities are recognised when the charity becomes a party to the contractual provisions of the instrument.

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the charity after deducting all of its liabilities.

Financial assets Trade and other debtors

Trade and other debtors which are receivable within one year are initially measured at the transaction price. Trade and other debtors are subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses.

A provision for impairment of trade debtors is established when there is objective evidence that the amounts due will not be collected according to the original terms of the contract. Impairment losses are recognised in profit and loss for the excess of the carrying value of the trade debtors over the present value of the future cash flows discounted using the original effective interest rate. Subsequent reversals of an impairment loss that objectively relate to an event occurring after the impairment loss was recognised, are recognised immediately in profit or loss.

Financial liabilities

Financial liabilities are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

British Educational Leadership Management and Administration Society Limited

Notes on Accounts (continued)

Year Ended 31 December 2022

1. Accounting policies (continued)

Trade and other creditors

Trade and other creditors payable within one year are initially measured at the transaction price and subsequently measured at amortised cost, being the transaction price less any amounts settled.

Judgements

There are no significant estimates or judgements made in the process of applying the charity's accounting policies.

2. Investment income

	2022 £	2021 £
Interest on cash deposits	<u>4,658</u>	<u>2,701</u>

3. Income from charitable activities

	2022 £	2021 £
Charitable activities:		
Annual conference revenue	49,153	5,749
Publications	265,797	200,029
Membership subscriptions	14,112	20,497
	<u>329,062</u>	<u>226,275</u>

British Educational Leadership Management and Administration Society Limited

Notes on Accounts (continued)

Year Ended 31 December 2022

4. Expenditure

	2022 £	2021 £
Annual Conference	153,219	31,967
Wages and salaries	112,717	89,006
Other staff costs	7,064	4,800
Stipends	24,092	16,500
Travel and subsistence	7,914	4,561
Website costs	39,175	10,258
Rent and rates	13,513	16,839
Telephone and fax	17	11
Printing, postage and stationery	397	417
Office equipment	13,638	12,409
Legal and professional fees	21,098	9,265
Bank charges	5,136	2,788
Insurance	756	656
Storage	1,985	2,116
Sundry expenses	(26,178)	7,688
Other charity operating costs	31,846	22,682
Depreciation of fixtures and fittings	593	1,102
Amortisation	2,132	2,134
Loss on disposal of fixed assets	2,620	-
Grants	4,500	18,355
	<u>416,234</u>	<u>253,554</u>
Allocated		
Charitable activities	4,500	18,355
Operating costs	<u>411,734</u>	<u>235,199</u>
	<u>416,234</u>	<u>253,554</u>

5. Grants payable

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

	2022 £	2021 £
Grants	<u>4,500</u>	<u>18,355</u>

The support costs associated with grant making are nil.

British Educational Leadership Management and Administration Society Limited

Notes on Accounts (continued)

Year Ended 31 December 2022

7. Net income/(expenditure)

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

	2022 £	2021 £
Auditors' remuneration	7,500	6,950
Depreciation	593	1,102
Development costs amortisation	<u>2,132</u>	<u>2,134</u>

8. Trustees' remuneration and benefits

There was no trustees' remuneration or other benefits for the year ended 31 December 2022 nor for the year ended 31 December 2021.

Trustees' expenses

In the year, trustees were paid expenses of £20,046 (2021: £9,032) in relation to reimbursement and payment to a third party of travelling expenses and £13,500 (2021: £1,250) in relation to editor services regarding the Management in Education journals which are issued four times a year. The total number of trustees reimbursed was 14 (2021: 7).

In the year, fixed assets of £nil (2021: £1,275) were purchased for use by 0 (2021: 1) trustees.

9. Staff costs

	2022 £	2021 £
Wages and salaries	105,645	80,618
Social security costs	4,758	6,348
Pension costs	2,314	2,040
	<u>112,717</u>	<u>89,006</u>

The average number of employees during the year was 3 (2021: 4).

No employees received emoluments in excess of £60,000.

The total amount of employee benefits received by key management personnel is £66,623 (2021: £45,756). The key management personnel of the charity comprise the trustees and the Senior Management Team, which at the year end comprises the Executive Officer.

British Educational Leadership Management and Administration Society Limited

Notes on Accounts (continued)

Year Ended 31 December 2022

10. Intangible fixed assets

	Development costs £
Cost	
At 1 January 2022 and 31 December 2021	<u>10,668</u>
Amortisation	
At 1 January 2022	8,536
Charge for year	<u>2,132</u>
At 31 December 2021	<u>10,668</u>
Net book value	
At 31 December 2022	<u><u>-</u></u>
At 31 December 2021	<u><u>2,132</u></u>

11. Tangible fixed assets

	Fixtures and fittings £
Cost	
At 1 January 2022	13,507
Additions	844
Disposals	<u>(3,901)</u>
At 31 December 2022	<u>10,450</u>
Depreciation	
At 1 January 2022	6,016
Charge for year	593
Eliminated on disposal	<u>(939)</u>
At 31 December 2022	<u>5,670</u>
Net book value	
At 31 December 2022	<u><u>4,780</u></u>
At 31 December 2021	<u><u>7,491</u></u>

12. Debtors

	2022 £	2021 £
Trade debtors	2,266	511,380
Other debtors	6,477	-
Prepayments and accrued income	106,014	60,120
	<u>114,757</u>	<u>571,500</u>

British Educational Leadership Management and Administration Society Limited

Notes on Accounts (continued)

Year Ended 31 December 2022

13. Creditors

	2022 £	2021 £
Trade creditors	10,501	6,390
Social security and other taxes	2,289	1,567
VAT	-	578,361
Accruals and deferred income	20,888	20,685
	<u>33,678</u>	<u>607,003</u>

14. Deferred income

	2022 £	2021 £
Balance at 1 January	7,832	10,262
Amounts released to income	(7,832)	(10,262)
Amounts deferred in the year	11,703	7,832
Balance at 31 December	<u>11,703</u>	<u>7,832</u>

15. Unrestricted funds

	£
Balance at 31 December 2020	509,808
Net movement in funds for the year	(24,578)
Balance at 31 December 2021	<u>485,230</u>
Net movement in funds for the year	(82,514)
Balance at 31 December 2022	<u>402,716</u>

16. Analysis of net assets between funds

All net assets of the charitable company are included within unrestricted funds.

17. Financial commitments

	2022 £	2021 £
As at 31 December the annual commitments under non-cancellable operating leases were as follows:-		
Due within 1 year	-	10,658
Due within 1 to 5 years	-	-
	<u>-</u>	<u>10,658</u>

The amount of non-cancellable operating lease payments recognised as an expense during the year was £10,687 (2021: £14,249).

British Educational Leadership Management and Administration Society Limited

Notes on Accounts (continued)

Year Ended 31 December 2022

18. Pension commitments

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the fund and amounted to £2,314 (2021: £2,040). Contributions of £318 (2021: £Nil) were payable at the year end and are included within accruals.

19. Related party transactions

Transactions with Trustees have been disclosed in note 8.

There were no other related party transactions during the year.

20. Ultimate controlling party

The ultimate controlling party is the board of directors.

BRITISH EDUCATIONAL LEADERSHIP, MANAGEMENT AND ADMINISTRATION SOCIETY

England & Wales - Charity number 268989

Accounts

Company registration number: 01141941
Charity registration number: 268989

**British Educational Leadership
Management and Administration Society Limited
(A Company Limited by Guarantee)**

Annual Report and Financial Statements

Year ended 31 December 2021



British Educational Leadership Management and Administration Society Limited

Annual Report

Year ended 31 December 2021

Contents

	Page
Trustees' report	1
Independent auditors' report	8
Statement of Financial Activities	11
Balance sheet	12
Notes to the financial statements	13

British Educational Leadership Management and Administration Society Limited

Report of the Trustees for the year ended 31 December 2021

The trustees (who are also directors of the charity for the purposes of company 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 trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS102) in preparing the annual report and financial statements of the charity.

Reference and Administration Details

Official name of charity: British Educational Leadership Management and Administration Society Limited

Charity registration number: 268989

Company registration number: 01141941

Directors and Trustees:

I Potter (Chair)	
D Outhwaite (Vice Chair)	
F Creaby (Honorary Treasurer)	
J Baxter	Resigned 18/08/2022
S J Courtney	
R McGinity	Resigned 01/08/2022
B K Kelly	Appointed 16/11/2021
S Y Culshaw	Appointed 16/11/2021
C Donnelly	
J Hetherington	Appointed 12/09/2022
D Mifsud	Appointed 12/09/2022
P Miller	Resigned 01/08/2022
B Moreno	Appointed 12/09/2022
V Showunmi	
P Moorosi	Resigned 18/08/2022
C A Simon	Resigned 16/11/2021
S Shah	Resigned 16/11/2021
S Shah	Appointed 12/09/2022
R Shanks	Resigned 01/01/2022
E Wood	Resigned 11/03/2021

Secretary: C Donnelly

Registered Office: Spaces Acero
1 Concourse Way
Sheffield
South Yorkshire
S1 2BJ

President and Vice-Presidents: Professor T Bush – President
Professor R Glatter – Immediate Past President
R Saran – Honorary Vice President
Professor P Ribbins – Honorary Vice President
B Vann – Vice President

Auditors: Hawsons Chartered Accountants
Statutory Auditors
Pegasus House
463a Glossop Road
Sheffield
S10 2QD

British Educational Leadership Management and Administration Society Limited

Report of the Trustees for the year ended 31 December 2021 (continued)

The Board of Trustees, who are also Directors for the purposes of the Companies Act 2006, present their report and the financial statements of the charity, for the year ended 31 December 2021.

Structure, Governance and Management

British Educational Leadership Management and Administration Society Limited ("BELMAS" or "The Company") is registered as a charity and is a company limited by guarantee, the liability of each member being limited to £1.

Organisational structure

The company is limited by guarantee and its objects, powers and constitutional matters are set out in the Memorandum and Articles of Association.

Recruitment and appointment of new trustees

Each year, individuals are invited to stand for election, which takes place at the AGM. Members of the society are entitled to vote.

Trustee induction and training

Newly elected trustees are given a brief on the organisation's structure and their responsibilities as trustees and directors. Trustees sign a declaration on conflict of interests on appointment.

Organisational structure

The Society is a registered charity, number 268989, incorporated in the UK and is constituted under a Memorandum of Association dated 26th October 1973 and Articles of Association revised on 19th September 1998. The Trustees of the society consist of the following:

The Chair

The Vice-Chair

The Honorary Secretary

The Honorary Treasurer

The Former Chair

Up to nine Elected Council Members

The Charity is governed by the Council which comprises the trustees and up to nine co-opted Council members. The Council meets at least three times in every calendar year. Elected Council members retire by rotation after three years' service and three members retire at every annual general meeting. The officers of the society, as listed above, are elected annually.

The executive board, comprising the officers of the society, supervises the day-to-day activities of the organisation and reports to the Council.

British Educational Leadership Management and Administration Society Limited

Report of the Trustees for the year ended 31 December 2021 (continued)

Objectives and Activities

Aims, Objectives, Strategies and Activities

The objectives of the charity are to promote, maintain, improve and advance public education by the advancement of the practice, teaching and study of, and research into educational leadership, management and administration. BELMAS aims to provide a distinctive, independent and critical voice in the pursuit of quality education through effective leadership and management.

The charity carries out the objectives by:

- Making grants for developments in schools, colleges and other educational institutions, and providing bursaries for doctoral research students.
- Providing member services to a worldwide membership.
- The publication of two academic journals.
- Provision of a website with accessible information and resources and activity through social media.
- Sponsoring specialist research interest groups.
- Organising conferences (including an annual international conference), seminars and small research conversations.
- Maintaining close links with similar organisations worldwide and organisations within the UK with shared aims and interests.

Public benefit

The trustees confirm that they have complied with the requirements of section 4 of the charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission for England and Wales.

Use of Volunteers

All trustees, including council officers, are volunteers and give their time and expertise to the Society without recompense. Travel and subsistence expense are reimbursed where necessarily incurred. Other volunteers include research interest group leaders and those who facilitate BELMAS activities.

Staffing

The BELMAS office comprises the Business Manager, Finance Administrator, website and Membership Administrator and a Marketing and Data Administrator.

British Educational Leadership Management and Administration Society Limited

Report of the Trustees for the year ended 31 December 2021 (continued)

Achievement and Performance

Assessment of Achievements

Membership and Engagements

In 2021, BELMAS recorded 396 renewed and new memberships, with nearly a third (137) of those from overseas.

In response to the COVID Pandemic, BELMAS held a virtual conference with 127 attendees held on the 2nd and 3rd July 2021. BELMAS invested significantly in its technological approach by spending £31,967 in comparison to the £9,270 spent in 2020 when there was also a virtual conference. There were 53 abstracts and 3 symposia papers submitted with 48 papers finally programmed.

A total of 186 people attended five of the twelve active Research Interest Groups during the course of 2021. Most of these were held online due to the COVID pandemic.

The Chair of BELMAS began their series of roundtables with an online session being held in October 2021. 28 members attended from across the world including those from the UK, Ireland, UAE, USA, China, Turkey, South Africa, Thailand and New Zealand.

There were further in-person roundtables held at Queens University (Belfast, Northern Ireland), Cardiff University (Cardiff, Wales) and Mary Ward House (London, England). The Glasgow roundtable was postponed until May 2022.

Awards

BELMAS awarded a collective total of £11,760 in Research and Development Grants. These were awarded to four members: Mona Sakr, Abdulla Sodiq, Philip Wood and Lizana Oberholzer.

Overall, there was a significant increase on 2020 for the amount awarded for grants to BELMAS members. In 2020, BELMAS spent £8,600 on grants for the community, with nearly a £10,000 increase in 2021 which closed at £18,355.

Financial review

Financial position

BELMAS continues to hold sufficient reserves as it navigates its way out of the COVID Pandemic. The planned deficit by the Board represents as a commitment to celebrate the 50th Anniversary of BELMAS, while offering digital solutions to member engagement.

The Board have recognised a need for a longer term financial plan and will be reviewing its financial procedures and governance as part of this in 2022.

This risk is continued to be assessed on an annual basis and the organisation will be moving forwards with initiatives to ensure an additional sustainable income source.

British Educational Leadership Management and Administration Society Limited

Report of the Trustees for the year ended 31 December 2021 (continued)

Financial review (continued)

Going concern

The 2021 Conference had a total revenue of £5,749 which resulted in a net deficit of £26,218 for the virtual event. While this has been a planned deficit from the Board alongside a further planned deficit for 2022, the Board recognise that this is not sustainable for the long-term future.

The risk for the future is that BELMAS will need to provide an experience for all members across the UK and the world, while setting a realistic expectation for its members to sustain the charity.

While publications are BELMAS largest contribution in terms of funding and resource, and despite both publications continuing to perform extremely well, there is a continued decline in income from BELMAS current offer. There has been a £40,000 decrease in income from publications between 2020 (£240,169) and 2021 (£200,029).

Reserves policy

The Charity has secured the continuing publication of its journals with a new contract with publishing partners Sage effective from January 2022. The new contract necessarily reflects the uncertainties of academic publication in the light of the changing environment heralded by Open Access and consequently, forecast revenue is expected to decline over the life of the contract. Council has therefore determined that a more cautious reserves policy would be in the interest of the Society and has increased the business continuity reserves from £230k to £434k. Surpluses above this will fund a programme of research and development for the benefit of the membership.

The council monitors financial performance throughout the year and adjusts the society's development plans accordingly to ensure that reserves are maintained at agreed levels.

This policy is reviewed by the Council annually.

Financial instruments

Objectives and policies

The Charity's activities expose it to some financial risk governed by the charity's policies approved by the board of trustees. The charity does not use derivative financial instruments.

Cash flow risk

The Charity's activities encompass some expose to the financial risks of change in foreign currency exchange rates and interest rates. These transactions are minimal and the use of derivatives is not deemed necessary.

Credit risk

The Charity's principal financial assets are bank balances and cash, trade and other receivables.

The Charity's credit risk is primarily attributable to its trade receivables. The amounts presented in the balance sheet are net of allowances for doubtful receivables. An allowance for impairment is made where there is an identified loss event which, based on previous experience, is evidence of a reduction in the recoverability of the cash flows.

The Charity has no significant concentration of credit risk.

Liquidity risk

In order to maintain liquidity to ensure that sufficient funds are available for ongoing operation and future developments the Charity monitors the level of reserves throughout the year.

British Educational Leadership Management and Administration Society Limited

Report of the Trustees for the year ended 31 December 2021 (continued)

Risk management

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and errors.

The trustees have considered the risks to which the charity is exposed and have put in place procedures for managing these risks.

The trustees consider the major financial risks to be the reduction in revenue from royalties in respect of the charity's journals – Educational Management Administration and Leadership and Management in Education. The journals are published through SAGE Publications Ltd who provide annual reports on revenue performance and forecast trends in addition to close working relationships throughout the year. The trustees review and monitor income and expenditure at every council meeting and determine strategy accordingly.

Future plans

A review of the Charity's grants and awards policy and administration has been initiated with a view to extending and improving access for members.

Council also intends to continue work on improving governance policies and practice and further work is planned in the areas of international support and the development of partnerships.

British Educational Leadership Management and Administration Society Limited

Report of the Trustees for the year ended 31 December 2021 (continued)

Trustees' responsibilities in relation to the financial statements

The trustees (who are also directors of British Educational Leadership Management and Administration Society Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report (including the Strategic Report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS102)
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for maintaining proper accounting records which disclose, with reasonable accuracy at any time, the financial position of the charitable company, and enables them to ensure that the financial statements comply with the Companies Act 2006. The trustees are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement of disclosure to auditors

The trustees of the charitable company who held office at the date of approval of this Annual Report each confirm that:

- as far as they are aware, there is no relevant audit information (information needed by the charitable company's auditors in connection with preparing their report) of which the charitable company's auditors are unaware; and
- they have taken all the steps that they ought to take as trustees in order to make themselves aware of any audit information and to establish that the charitable company's auditors are aware of that information.

Reappointment of Auditors

A resolution to re-appoint Hawsons as auditors will be proposed at the Annual General Meeting.

Signed on behalf of the board



I Potter
Trustee

26 September 2022

British Educational Leadership Management and Administration Society Limited

Independent Auditors' Report to the Members of British Educational Leadership Management and Administration Society Limited

Opinion

We have audited the financial statements of British Educational Leadership Management and Administration Society Limited (the 'charitable company') for the year ended 31 December 2021 which comprise the Statement of Financial Activities, Balance Sheet and notes to the financial statements, including significant accounting policies. 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 charitable company's affairs as at 31 December 2021, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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 charitable company 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 trustees' 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 charitable company'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 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 trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, 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 financial statements 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 financial statements or a material misstatement in 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.

British Educational Leadership Management and Administration Society Limited

Independent Auditors' Report to the Members of British Educational Leadership Management and Administration Society Limited (continued)

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 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 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 trustees

As explained more fully in the trustees' responsibilities statement (set out on page 7), the trustees (who are also the directors of the charitable company for the purposes of company law) 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 trustees 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 trustees are responsible for assessing the charitable company'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 charitable company 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 auditor under the Companies Act 2006 and report in accordance with this Act.

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.

British Educational Leadership Management and Administration Society Limited

Independent Auditors' Report to the Members of British Educational Leadership Management and Administration Society Limited (continued)

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

The charitable company is subject to laws and regulations that directly and indirectly affect the financial statements. Based on our understanding of the charitable company and the environment it operates within, we determined that the laws and regulations which were most significant included FRS 102, Companies Act 2006, Health and Safety regulations and the Charities Act 2011. We considered the extent to which non-compliance with these laws and regulations might have a material effect on the financial statements, including how fraud might occur. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to the posting of inappropriate journal entries to improve the company's result for the period, and management bias in key accounting estimates.

Audit procedures performed by the engagement team included:

- Discussions with management and those responsible for legal compliance procedures within the charitable company to obtain an understanding of the legal and regulatory framework applicable to the charitable company and how the charitable company complies with that framework, including consideration of known or suspected instances of non-compliance with laws and regulations and fraud;
- Reviewing minutes of Board meetings;
- Identifying and assessing the design effectiveness of controls that management has in place to prevent and detect fraud and non-compliance with laws and regulations;
- Challenging assumptions and judgements made by management in their significant accounting estimates.
- Identifying and testing journal entries, in particular any journal entries posted with unusual account combinations or posted by senior management.

There are inherent limitations in the audit procedures described above and the more removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor-s-responsibilities-for. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Simon Bladen, Senior Statutory Auditor
For and on behalf of Hawsons Chartered Accountants, Statutory Auditors

Pegasus House
463a Glossop Road
Sheffield
S10 2QD

Date: 27 September.....2022

British Educational Leadership Management and Administration Society Limited

Statement of Financial Activities

Year Ended 31 December 2021

	Notes	Unrestricted Funds £	Restricted Funds £	2021 Total £	(as restated) 2020 Total £
Incoming resources					
Charitable activities	3	226,275	-	226,275	260,687
Investment income	2	2,701	-	2,701	2,302
Total incoming resources		<u>228,976</u>	<u>-</u>	<u>228,976</u>	<u>262,989</u>
Resources expended					
Charitable activities	4	18,355	-	18,355	9,215
Operating costs	4	235,199	-	235,199	171,502
Total resources expended		<u>253,554</u>	<u>-</u>	<u>253,554</u>	<u>180,717</u>
Net incoming resources before transfers		(24,578)	-	(24,578)	82,272
Transfers between funds		-	-	-	-
Net movement in funds		<u>(24,578)</u>	<u>-</u>	<u>(24,578)</u>	<u>82,272</u>
Funds brought forward		509,808	-	509,808	427,536
Funds carried forward		<u>485,230</u>	<u>-</u>	<u>485,230</u>	<u>509,808</u>

British Educational Leadership Management and Administration Society Limited

Company Registration Number 01141941

Balance Sheet

31 December 2021

	Notes	31 December 2021	(as restated) 31 December 2020
		£	£
Fixed assets			
Intangible assets	10	2,132	4,266
Tangible assets	11	7,491	6,213
		<u>9,623</u>	<u>10,479</u>
Current assets			
Debtors	12	571,500	596,750
Cash at bank and in hand		511,110	446,824
		<u>1,082,610</u>	<u>1,043,574</u>
Creditors – amounts falling due within one year	13	(607,003)	(544,245)
Net current assets		<u>475,607</u>	<u>499,329</u>
Total assets less current liabilities		<u>485,230</u>	<u>509,808</u>
Net assets		<u>485,230</u>	<u>509,808</u>
Charity funds			
Unrestricted funds	15	485,230	509,808
Total charity funds		<u>485,230</u>	<u>509,808</u>

The financial statements were approved by the board of trustees on 12 September 2022 and signed on its behalf by:



I Potter
Trustee

British Educational Leadership Management and Administration Society Limited

Notes on Accounts

Year Ended 31 December 2021

1. Accounting policies

The following accounting policies have been used consistently in dealing with items which are considered material to the company's affairs.

Statutory information

British Educational Leadership Management and Administration Society Limited is a charity (No.268989) and a company (No. 01141941) limited by guarantee incorporated under a memorandum of association, domiciled in England and Wales. The guarantors are the board of Trustees. The liability in respect of this guarantee, as set out in the memorandum, is limited to £1 per member. The registered office is at Spaces Acero, 1 Concourse Way, Sheffield, South Yorkshire, S1 2BJ.

Basis of preparation

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice. There has been no material departure from these standards.

The functional and presentational currency of the charity is GBP.

Going concern

After due consideration of all relevant factors, including the recent COVID-19 pandemic, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the annual report and accounts.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Income derived from events and royalty income is recognised as earned (that is, as the related goods or services are provided).

Investment income is recognised on a receivable basis.

Income from charitable activities includes income recognised as earned (as the related goods or services are provided) under contract.

Income is the amount derived from the provision of services and stated net of any discounts and sales taxes. The charity is registered for VAT.

British Educational Leadership Management and Administration Society Limited

Notes on Accounts

Year Ended 31 December 2021

1. Accounting policies (continued)

Expenditure

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

Costs of generating funds are the costs of trading for fundraising purposes.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure relates.

Grants payable are payments made to third parties in the furtherance of the charitable objectives. Where the charity gives a grant with conditions for its payment being a specific level of service or output to be provided, such grants are only recognised in the SoFA once the recipient of the grant has provided the specific service or output.

Grants payable without performance conditions are only recognised in the accounts when a commitment has been made and there are no conditions to be met relating to the grant which remain in the control of the charity.

Provisions for grant are made when the intention to make a grant has been communicated to the recipient but there is uncertainty about either the timing of the grant or the amount of grant payable.

Intangible assets

Intangible assets are shown at historical cost.

Development costs relating to the development of an animated video for use on the charity website have been capitalised. These development costs have a finite useful life and is carried at cost less accumulated amortisation and any accumulated impairment losses.

Amortisation

Amortisation is provided on intangible assets so as to write off the cost, less any estimated residual value, over their useful life of 5 years. Amortisation is included as under operating costs in the Statement of Financial Activities.

Tangible fixed assets

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

Fixtures and fittings	15% on reducing balance
-----------------------	-------------------------

Taxation

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

British Educational Leadership Management and Administration Society Limited

Notes on Accounts (continued)

Year Ended 31 December 2021

1. Accounting policies (continued)

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

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

Financial instruments

Classification

Financial assets and financial liabilities are recognised when the charity becomes a party to the contractual provisions of the instrument.

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the charity after deducting all of its liabilities.

Financial assets

Trade and other debtors

Trade and other debtors which are receivable within one year are initially measured at the transaction price. Trade and other debtors are subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses.

A provision for impairment of trade debtors is established when there is objective evidence that the amounts due will not be collected according to the original terms of the contract. Impairment losses are recognised in profit and loss for the excess of the carrying value of the trade debtors over the present value of the future cash flows discounted using the original effective interest rate. Subsequent reversals of an impairment loss that objectively relate to an event occurring after the impairment loss was recognised, are recognised immediately in profit or loss.

Financial liabilities

Financial liabilities are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

British Educational Leadership Management and Administration Society Limited

Notes on Accounts (continued)

Year Ended 31 December 2021

1. Accounting policies (continued)

Trade and other creditors

Trade and other creditors payable within one year are initially measured at the transaction price and subsequently measured at amortised cost, being the transaction price less any amounts settled.

Judgements

There are no significant estimates or judgements made in the process of applying the charity's accounting policies.

Prior period restatement

In the prior period, memberships which partially related to the year ended 31 December 2021 were recognised in full in the period ended 31 December 2020 and therefore have been amended accordingly.

In the period ended 31 December 2019, memberships which partially related to the year ended 31 December 2020 were recognised in full in the period ended 31 December 2019 and therefore have been amended accordingly.

The following correction has been made:

	Year ended 31 December 2020 £
Accruals and deferred income	10,262
Funds brought forward	(9,881)
Turnover	(381)

2. Investment income

	2021 £	2020 £
Interest on cash deposits	<u>2,701</u>	<u>2,302</u>

3. Income from charitable activities

	2021 £	2020 £
Charitable activities:		
Annual conference revenue	5,749	-
Publications	200,029	240,169
Membership subscriptions	20,497	20,518
	<u>226,275</u>	<u>260,687</u>

British Educational Leadership Management and Administration Society Limited

Notes on Accounts (continued)

Year Ended 31 December 2021

4. Expenditure

	2021 £	2020 £
Annual Conference	31,967	9,270
Wages and salaries	89,006	84,591
Other staff costs	4,800	-
Stipends	16,500	11,500
Travel and subsistence	4,561	5,041
Website costs	10,258	5,925
Rent and rates	16,839	17,817
Telephone and fax	11	2
Printing, postage and stationery	417	695
Office equipment	12,409	11,112
Legal and professional fees	9,265	3,810
Bank charges	2,788	1,758
Insurance	656	586
Storage	2,116	1,967
Sundry expenses	7,688	185
Other charity operating costs	22,682	14,710
Depreciation of fixtures and fittings	1,102	1,016
Amortisation	2,134	2,134
Grants	18,355	8,600
	<u>253,554</u>	<u>180,717</u>
Allocated		
Charitable activities	18,355	9,215
Operating costs	<u>235,199</u>	<u>171,502</u>
	<u>253,554</u>	<u>180,717</u>

5. Grants payable

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

	2021 £	2020 £
Grants	<u>18,355</u>	<u>8,600</u>

The support costs associated with grant making are nil.

British Educational Leadership Management and Administration Society Limited

Notes on Accounts (continued)

Year Ended 31 December 2021

7. Net income/(expenditure)

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

	2021 £	2020 £
Auditors' remuneration	6,950	2,710
Depreciation	1,102	1,016
Development costs amortisation	<u>2,134</u>	<u>2,134</u>

8. Trustees' remuneration and benefits

There were no trustees' remuneration or other benefits for the year ended 31 December 2021 nor for the year ended 31 December 2020.

Trustees' expenses

In the year, trustees were paid expenses of £9,032 (2020: £6,538) in relation to reimbursement and payment to a third party of travelling expenses and £1,250 (2020: £2,500) in relation to editor services regarding the Management in Education journals which are issued four times a year. The total number of trustees reimbursed was 7 (2020: 8).

In the year, fixed assets of £1,275 (2020: £nil) were purchased for use by 1 (2020: 0) trustee.

9. Staff costs

	2021 £	2020 £
Wages and salaries	80,618	80,403
Social security costs	6,348	2,266
Pension costs	2,040	1,922
	<u>89,006</u>	<u>84,591</u>

The average number of employees during the year was 4 (2020: 4).

No employees received emoluments in excess of £60,000.

British Educational Leadership Management and Administration Society Limited

Notes on Accounts (continued)

Year Ended 31 December 2021

10. Intangible fixed assets

	Development costs £
Cost	
At 1 January 2021 and 31 December 2021	<u>10,668</u>
Amortisation	
At 1 January 2021	6,402
Charge for year	2,134
At 31 December 2021	<u>8,536</u>
Net book value	
At 31 December 2021	<u>2,132</u>
At 31 December 2020	<u>4,266</u>

11. Tangible fixed assets

	Fixtures and fittings £
Cost	
At 1 January 2021	11,127
Additions	2,380
At 31 December 2021	<u>13,507</u>
Depreciation	
At 1 January 2021	4,914
Charge for year	1,102
At 31 December 2021	<u>6,016</u>
Net book value	
At 31 December 2021	<u>7,491</u>
At 31 December 2020	<u>6,213</u>

12. Debtors

	2021 £	2020 £
Trade debtors	511,380	511,380
Other debtors	-	2,375
Prepayments and accrued income	60,120	82,995
	<u>571,500</u>	<u>596,750</u>

British Educational Leadership Management and Administration Society Limited

Notes on Accounts (continued)

Year Ended 31 December 2021

13. Creditors

	2021	(As restated) 2020
	£	£
Trade creditors	6,390	1,712
Social security and other taxes	1,567	1,279
VAT	578,361	526,393
Accruals and deferred income	20,685	14,861
	<u>607,003</u>	<u>544,245</u>

14. Deferred income

	2021	2020
	£	£
Balance at 1 January	10,262	9,881
Amounts released to income	(10,262)	(9,881)
Amounts deferred in the year	7,832	10,262
Balance at 31 December	<u>7,832</u>	<u>10,262</u>

15. Unrestricted funds

	£
Balance at 31 December 2019 (as restated)	427,536
Net movement in funds for the year	82,653
Prior year adjustment	(381)
Balance at 31 December 2020 (as restated)	<u>509,808</u>
Net movement in funds for the year	(24,578)
Balance at 31 December 2021	<u>485,230</u>

16. Analysis of net assets between funds

All net assets of the charitable company are included within unrestricted funds.

17. Financial commitments

	2021	2020
	£	£
As at 31 December the annual commitments under non-cancellable operating leases were as follows:-		
Due within 1 year	10,658	20,723
Due within 1 to 5 years	-	19,167
	<u>10,658</u>	<u>39,890</u>

The amount of non-cancellable operating lease payments recognised as an expense during the year was £14,249 (2020: £20,852).

British Educational Leadership Management and Administration Society Limited

Notes on Accounts (continued)

Year Ended 31 December 2021

18. Pension commitments

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the fund and amounted to £2,040 (2020: £1,922). There were no outstanding contributions payable to the fund at the reporting date.

19. Related party transactions

Transactions with Trustees have been disclosed in note 8.

There were no other related party transactions during the year.

20. Ultimate controlling party

The ultimate controlling party is the board of directors.

BRITISH EDUCATIONAL LEADERSHIP, MANAGEMENT AND ADMINISTRATION SOCIETY

England & Wales - Charity number 268989

Accounts

REGISTERED COMPANY NUMBER: 01141941 (England and Wales)
REGISTERED CHARITY NUMBER: 268989

Report of the Trustees and
Financial Statements for the Year Ended 31 December 2020
for
British Educational Leadership
Management and Administration Society
Limited
known as BELMAS

Landin Wilcock & Co
Statutory Auditor
68 Queen Street
Sheffield
South Yorkshire
S1 1WR

British Educational Leadership
Management and Administration Society
Limited
known as BELMAS

Contents of the Financial Statements
for the Year Ended 31 December 2020

	Page
Report of the Trustees	1 to 6
Report of the Independent Auditors	7 to 9
Statement of Financial Activities	10
Balance Sheet	11 to 12
Notes to the Financial Statements	13 to 23

British Educational Leadership
Management and Administration Society
Limited (Registered number: 01141941)
known as BELMAS

Report of the Trustees
for the Year Ended 31 December 2020

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 December 2020. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Aims, Objectives, Strategies and Activities

The objectives of the charity are to promote, maintain, improve and advance public education by the advancement of the practice, teaching and study of, and research into educational leadership, management and administration. BELMAS aims to provide a distinctive, independent and critical voice in the pursuit of quality education through effective leadership and management.

The charity carries out these objectives by:

- Making grants for developments in schools, colleges and other educational institutions, and providing bursaries for doctoral research students
- Providing member services to a worldwide membership
- The publication of two academic journals
- Provision of a website with accessible information and resources and activity through social media
- Sponsoring specialist research interest groups
- Organising conferences (including an annual international conference), seminars and small research conversations
- Maintaining close links with similar organisations worldwide and organisations within the UK with shared aims and interests

Public benefit

The trustees confirm that they have complied with the requirements of section 4 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission for England and Wales.

Use of Volunteers

All trustees, including Council officers, are volunteers and give their time and expertise to the Society without recompense. Travel and subsistence expenses are reimbursed where necessarily incurred. Other volunteers include research interest group leaders and those who facilitate BELMAS activities.

Staffing

The BELMAS Office comprises the Business Manager, Finance Administrator, Website and Membership Administrator and a Marketing and Data Administrator.

ACHIEVEMENT AND PERFORMANCE

Assessment of Achievements

Membership and Engagement

The membership at the end of December 2020 totalled 568 members, of whom 177 members were resident outside the UK. BELMAS activities were necessarily moved online at an early point in the year and were supported by increased social media engagement and the weekly e-newsletter.

AWARDS

EMAL Best Paper and Early Career Researcher Awards

The winners of the Best Paper 2020 award were Jessica Holloway and Amanda Keddie and the Early Career Researcher 2020 award winner was Belinda Hughes.

MIE Board Choice

No award was made for the Board Choice Award but an award was made to Margaret Ritchie for the most downloaded paper during the year.

Doctoral Thesis Award

The Doctoral Thesis Award went to Belinda Hughes and Nguyen Anh Thu with Dianne Gomery as Runner Up and Xintong Lu shortlisted.

Student Bursary

The following were awarded Student Bursaries: Anar Mukhtarova, Benazir Rahman, Sally MacDonald, Mike Collins, Jeremy Noonan and Ian Dewes.

Investment performance

The Society's investment policy is to maximise capital growth whilst maintaining a cautious approach to investment risk.

FINANCIAL REVIEW

Financial position

Royalties from journal sales fell by 9% during the year. Membership subscription revenue has remained relatively stable. The cessation of face-to-face activities for most of the year as a consequence of the COVID-19 pandemic, including the cancellation of the annual conference, has led to annual conference income falling to nil for the 2020 year, contributing to an overall 25% decrease in income for the year. However, as a result of the COVID-19 pandemic and event cancellation there has also been a reduction in expenditure of 48% during the year.

Going concern

The Trustees have monitored the implications of the COVID-19 pandemic carefully and are satisfied that the guarantees provided in the contract for royalty income and the sustained membership strength to date will allow the Society to continue to perform well in the medium term.

Reserves policy

The Society has secured the continuing publication of its journals with a new contract with publishing partners Sage effective from January 2022. The new contract necessarily reflects the uncertainties of academic publication in the light of the changing environment heralded by Open Access and, consequently, forecast revenue is expected to decline over the life of the contract. Council has therefore determined that a more cautious reserves policy would be in the interests of the Society and has increased the business continuity reserve from £230K to £434K. Surpluses above this will fund a programme of research and development for the benefit of the membership.

The Council monitors financial performance throughout the year and adjusts the Society's development plans accordingly to ensure that reserves are maintained at agreed levels.

The policy is reviewed by the Council annually.

British Educational Leadership
Management and Administration Society
Limited (Registered number: 01141941)
known as BELMAS

Report of the Trustees
for the Year Ended 31 December 2020

FINANCIAL REVIEW

Financial Instruments

Objectives and policies

The Charity's activities expose it to some financial risk governed by the charity's policies approved by the board of trustees. The charity does not use derivative financial instruments.

Cash flow risk

The Charity's activities encompass some exposure to the financial risks of changes in foreign currency exchange rates and interest rates. These transactions are minimal and the use of derivatives is not deemed necessary.

Credit risk

The Charity's principal financial assets are bank balances and cash, trade and other receivables.

The Charity's credit risk is primarily attributable to its trade receivables. The amounts presented in the balance sheet are net of allowances for doubtful receivables. An allowance for impairment is made where there is an identified loss event which, based on previous experience, is evidence of a reduction in the recoverability of the cash flows.

The Charity has no significant concentration of credit risk.

Liquidity risk

In order to maintain liquidity to ensure that sufficient funds are available for ongoing operations and future developments the Charity monitors the level of reserves regularly throughout the year.

FUTURE PLANS

A review of the Society's grants and awards policy and administration has been initiated with a view to extending and improving access for members.

Council also intends to continue work on improving governance policies and practice and further work is planned in the areas of international support and the development of partnerships.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The company is limited by guarantee and its objects, powers and constitutional matters are set out in its Memorandum and Articles of Association.

Recruitment and appointment of new trustees

Each year, individuals are invited to stand for election, which takes place at the AGM. Members of the society are entitled to vote.

Trustee Inductions and Training

Newly elected trustees are given a brief on the organisation's structure and their responsibilities as trustees and directors. Trustees sign a declaration on conflict of interests on appointment.

British Educational Leadership
Management and Administration Society
Limited (Registered number: 01141941)
known as BELMAS

Report of the Trustees
for the Year Ended 31 December 2020

STRUCTURE, GOVERNANCE AND MANAGEMENT

Organisational structure

The Society is a registered charity, number 268989, incorporated in the UK and is constituted under a Memorandum of Association dated 26th October 1973 and Articles of Association revised on 19th September 1998. The Trustees of the society consist of the following:

The Chair

The Vice-Chair

The Honorary Secretary

The Honorary Treasurer

The Former Chair

Up to nine Elected Council Members

The Society is governed by the Council which comprises the trustees and up to six co-opted Council members. The Council meets at least three times in every calendar year. Elected Council members retire by rotation after three years' service and three members retire at every annual general meeting. The officers of the society, as listed above, are elected annually.

The executive board, comprising the officers of the society, supervises the day-to-day activities of the organisation and reports to the Council.

Risk management

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.

The trustees have considered the risks to which the charity is exposed and have put in place procedures for managing these risks.

The trustees consider the major financial risks to be the reduction in revenue from royalties in the respect of the society's journals - Educational Management Administration and Leadership and Management in Education. The Journals are published through SAGE Publications Ltd who provide annual reports on revenue performance and forecast trends in addition to close working relationships throughout the year. The trustees review and monitor income and expenditure at every council meeting and determine strategy accordingly.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

01141941 (England and Wales)

Registered Charity number

268989

Registered office

Spaces Acero
1 Concourse Way
Sheffield
South Yorkshire
S1 2BJ

British Educational Leadership
Management and Administration Society
Limited (Registered number: 01141941)
known as BELMAS

Report of the Trustees
for the Year Ended 31 December 2020

Trustees

Mr I Potter - Chair
Dr D Outhwaite - Vice Chair
Dr F Creaby - Honorary Treasurer (appointed 18.9.20)
Dr J Baxter
Dr S J Courtney (appointed 18.9.20)
Dr R McGinity
Dr B K Kelly (appointed 16.11.21)
Dr S Y Culshaw (appointed 16.11.21)
Dr C Donnelly (appointed 13.1.22)
Professor P Miller
Dr V Showunmi
Dr P Moorosi
Dr C A Simon (resigned 22.11.21)
Dr S Shah (resigned 16.11.21)
Mrs R Shanks - Immediate Past Chair
Mrs G Howland (resigned 18.9.20)
Mrs E Wood (resigned 11.3.21)
Dr A Taysum (resigned 18.9.20)

President and Vice-Presidents

Professor T Bush, President
Professor R Glatter, Immediate Past President
Dr R Saran, Honorary Vice President
Professor P Ribbins, Honorary Vice President
Dr B Vann, Vice President

Auditors

Landin Wilcock & Co
Statutory Auditor
68 Queen Street
Sheffield
South Yorkshire
S1 1WR

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of British Educational Leadership Management and Administration Society Limited for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

British Educational Leadership
Management and Administration Society
Limited (Registered number: 01141941)
known as BELMAS

Report of the Trustees
for the Year Ended 31 December 2020

STATEMENT OF TRUSTEES' RESPONSIBILITIES - continued

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Company law requires that the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the surplus or deficit of the charity for that period.

27TH MAY 2022

Approved by order of the board of trustees on and signed on its behalf by:

I Potter

.....
Mr I Potter - Trustee

Report of the Independent Auditors to the Trustees of
British Educational Leadership
Management and Administration Society
Limited

Opinion

We have audited the financial statements of British Educational Leadership Management and Administration Society Limited (the 'charitable company') for the year ended 31 December 2020 which comprise the Statement of Financial Activities, the Balance Sheet and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2020 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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 trustees' 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 charitable company'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 trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, 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 this gives rise to a material misstatement in the financial statements 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.

Report of the Independent Auditors to the Trustees of
British Educational Leadership
Management and Administration Society
Limited

Matters on which we are required to report by exception

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

- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements; or
- the charitable company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) 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 trustees 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 trustees are responsible for assessing the charitable company'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 charitable company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

We have been appointed as auditors under Section 145 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 financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- minimal reliance was placed upon the operating effectiveness of internal controls in the design and performance of our substantive procedures;
- discussions were held with management considering known or suspected non-compliance with laws, regulations and fraud;
- journal entries were reviewed for any entries made outside the ordinary reporting processes with particular emphasis on those with unusual account combinations, entries crediting incoming resources and those without specific descriptions;
- management assumptions in their significant accounting estimates were challenged and scrutinised.

There are inherent limitations in the audit procedures described above, and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through 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 Report of the Independent Auditors.

Report of the Independent Auditors to the Trustees of
British Educational Leadership
Management and Administration Society
Limited

Use of our report

This report is made solely to the charitable company'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 charitable company's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Landin Wilcock & Co

Landin Wilcock & Co

Statutory Auditor

Eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006

68 Queen Street

Sheffield

South Yorkshire

S1 1WR

Date: 30/05/2022.....

British Educational Leadership
Management and Administration Society
Limited
known as BELMAS

Statement of Financial Activities
(Incorporating an Income and Expenditure Account)
for the Year Ended 31 December 2020

	Notes	Unrestricted funds £	Restricted fund £	31/12/20 Total funds £	31/12/19 Total funds as restated £
INCOME AND ENDOWMENTS FROM					
Charitable activities	4				
Charitable Activities		-	-	-	63,877
Operating costs		261,068	-	261,068	284,534
Investment income	3	2,302	-	2,302	1,395
Total		<u>263,370</u>	<u>-</u>	<u>263,370</u>	<u>349,806</u>
EXPENDITURE ON					
Charitable activities	5				
Charitable Activities		9,215	-	9,215	88,833
Operating costs		171,502	-	171,502	255,601
Total		<u>180,717</u>	<u>-</u>	<u>180,717</u>	<u>344,434</u>
NET INCOME		<u>82,653</u>	<u>-</u>	<u>82,653</u>	<u>5,372</u>
RECONCILIATION OF FUNDS					
Total funds brought forward					
As previously reported		453,060	-	453,060	444,521
Prior year adjustment	11	(15,643)	-	(15,643)	(12,476)
As restated		<u>437,417</u>	<u>-</u>	<u>437,417</u>	<u>432,045</u>
TOTAL FUNDS CARRIED FORWARD		<u><u>520,070</u></u>	<u><u>-</u></u>	<u><u>520,070</u></u>	<u><u>437,417</u></u>

The notes form part of these financial statements

British Educational Leadership
Management and Administration Society
Limited (Registered number: 01141941)
known as BELMAS

Balance Sheet
31 December 2020

		Unrestricted funds	Restricted fund	31/12/20 Total funds	31/12/19 Total funds as restated
	Notes	£	£	£	£
FIXED ASSETS					
Intangible assets	12	4,266	-	4,266	6,400
Tangible assets	13	6,213	-	6,213	6,451
		<u>10,479</u>	-	<u>10,479</u>	<u>12,851</u>
CURRENT ASSETS					
Debtors	14	596,750	-	596,750	555,952
Cash at bank		446,824	-	446,824	356,709
		<u>1,043,574</u>	-	<u>1,043,574</u>	<u>912,661</u>
CREDITORS					
Amounts falling due within one year	15	(533,983)	-	(533,983)	(488,095)
		<u>509,591</u>	-	<u>509,591</u>	<u>424,566</u>
NET CURRENT ASSETS					
		<u>520,070</u>	-	<u>520,070</u>	<u>437,417</u>
TOTAL ASSETS LESS CURRENT LIABILITIES					
		<u>520,070</u>	-	<u>520,070</u>	<u>437,417</u>
NET ASSETS/(LIABILITIES)					
		<u>520,070</u>	-	<u>520,070</u>	<u>437,417</u>
FUNDS					
Unrestricted funds	17			520,070	437,417
TOTAL FUNDS					
				<u>520,070</u>	<u>437,417</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 December 2020.

The members have not deposited notice, pursuant to Section 476 of the Companies Act 2006 requiring an audit of these financial statements.

The trustees acknowledge their responsibilities for

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

These financial statements have been audited under the requirements of Section 145 of the Charities Act 2011.

The notes form part of these financial statements

British Educational Leadership
Management and Administration Society
Limited (Registered number: 01141941)
known as BELMAS

Balance Sheet - continued
31 December 2020

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

The financial statements were approved by the Board of Trustees and authorised for issue on ...~~27TH~~...~~MAY~~...2022..... and were signed on its behalf by:

I Potter

.....
Mr I Potter - Trustee

The notes form part of these financial statements

British Educational Leadership
Management and Administration Society
Limited
known as BELMAS

Notes to the Financial Statements
for the Year Ended 31 December 2020

1. CHARITY STATUS

The charity is a private company incorporated in England and Wales limited by guarantee and consequently does not have share capital. Each of the trustees is liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements

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

The presentation and functional currency is considered to be pounds sterling because this is the currency in the primary economic environment in which the charity operates.

Going concern

The trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern nor any significant areas of uncertainty that effect the carrying value of assets held by the charity.

Exemption from preparing a cash flow statement

The Charity adopted Bulletin 1 published on 2 February 2016 and have therefore not included a cash flow statement in these financial statements.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Income derived from events and royalty income is recognised as earned (that is, as the related goods or services are provided).

Investment income is recognised on a receivable basis.

Income from charitable activities includes income recognised as earned (as the related goods or services are provided) under contract.

Income is the amount derived from the provision of services and stated net of any discounts and sales taxes. The charity is currently not VAT registered.

Expenditure

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

Costs of generating funds are the costs of trading for fundraising purposes.

British Educational Leadership
Management and Administration Society
Limited
known as BELMAS

Notes to the Financial Statements - continued
for the Year Ended 31 December 2020

2. ACCOUNTING POLICIES - continued

Expenditure

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure relates.

Grants payable are payments made to third parties in the furtherance of the charitable objectives. Where the charity gives a grant with conditions for its payment being a specific level of service or output to be provided, such grants are only recognised in the SoFA once the recipient of the grant has provided the specific service or output.

Grants payable without performance conditions are only recognised in the accounts when a commitment has been made and there are no conditions to be met relating to the grant which remain in the control of the charity.

Provisions for grants are made when the intention to make a grant has been communicated to the recipient but there is uncertainty about either the timing of the grant or the amount of grant payable.

Intangible assets

Intangible assets are shown at historical cost.

Development costs relating to the development of an animated video for use on the charity website have been capitalised. These development costs have a finite useful life and is carried at cost less accumulated amortisation and any accumulated impairment losses.

Amortisation

Amortisation is provided on intangible assets so as to write off the cost, less any estimated residual value, over their useful life of 5 years. Amortisation is included as under operating costs in the Statement of Financial Activities.

Tangible fixed assets

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

Fixtures and fittings - 15% on reducing balance

Taxation

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

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

British Educational Leadership
Management and Administration Society
Limited
known as BELMAS

Notes to the Financial Statements - continued
for the Year Ended 31 December 2020

2. ACCOUNTING POLICIES - continued

Pension costs and other post-retirement benefits

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

Financial Instruments

Classification

Financial assets and financial liabilities are recognised when the charity becomes a party to the contractual provisions of the instrument.

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the charity after deducting all of its liabilities.

Financial assets

Trade and other debtors

Trade and other debtors which are receivable within one year are initially measured at the transaction price. Trade and other debtors are subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses.

A provision for impairment of trade debtors is established when there is objective evidence that the amounts due will not be collected according to the original terms of the contract. Impairment losses are recognised in profit and loss for the excess of the carrying value of the trade debtors over the present value of the future cash flows discounted using the original effective interest rate. Subsequent reversals of an impairment loss that objectively relate to an event occurring after the impairment loss was recognised, are recognised immediately in profit and loss.

Financial liabilities

Financial liabilities are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

Trade and other creditors

Trade and other creditors payable within one year are initially measured at the transaction price and subsequently measured at amortised cost, being the transaction price less any amounts settled.

3. INVESTMENT INCOME

	31/12/20	31/12/19
	£	as restated
	£	£
Interest on cash deposits	2,302	1,395

British Educational Leadership
Management and Administration Society
Limited
known as BELMAS

Notes to the Financial Statements - continued
for the Year Ended 31 December 2020

4. INCOME FROM CHARITABLE ACTIVITIES

		31/12/20	31/12/19 as restated
	Activity	£	£
Annual conference revenue	Charitable Activities	-	63,877
Publications	Operating costs	240,169	264,903
Membership subscriptions	Operating costs	20,899	19,631
		<u>261,068</u>	<u>348,411</u>

5. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Grant funding of activities (see note 6) £	Support costs £	Totals £
Charitable Activities	615	8,600	-	9,215
Operating costs	168,792	-	2,710	171,502
	<u>169,407</u>	<u>8,600</u>	<u>2,710</u>	<u>180,717</u>

6. GRANTS PAYABLE

	31/12/20	31/12/19 as restated
	£	£
Charitable Activities	<u>8,600</u>	<u>8,400</u>

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

	31/12/20	31/12/19 as restated
	£	£
Grants	<u>8,600</u>	<u>8,400</u>

The support costs associated with grant making are nil.

During the year, the total outlay in relation to grants was £8,600. Grants totalling £21,950 (2019: £10,400) were awarded to individuals for research projects and educational bursaries. Of the £21,950 awarded, £5,000 was paid during the year with the rest payable upon the grant conditions being met. As the grants are subject to conditions no provision is made in the accounts for grants awarded not paid.

British Educational Leadership
Management and Administration Society
Limited
known as BELMAS

Notes to the Financial Statements - continued
for the Year Ended 31 December 2020

7. NET INCOME/(EXPENDITURE)

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

	31/12/20	31/12/19 as restated
	£	£
Auditors' remuneration	2,710	2,660
Depreciation - owned assets	1,016	606
Deficit on disposal of fixed assets	-	2,921
Development costs amortisation	2,134	2,134
	<u>2,134</u>	<u>2,134</u>

8. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 December 2020 nor for the year ended 31 December 2019.

Trustees' expenses

In the year, trustees were paid expenses of £6,538 (2019: £20,683) in relation to reimbursement and payment to a third party of travelling expenses and such like. The total number of trustees reimbursed was 8 (2019: 13).

9. STAFF COSTS

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

	31/12/20	31/12/19 as restated
Staff	<u>4</u>	<u>4</u>

No employees received emoluments in excess of £60,000.

10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds	Restricted fund	Total funds as restated
	£	£	£
INCOME AND ENDOWMENTS FROM			
Charitable activities			
Charitable Activities	63,877	-	63,877
Operating costs	284,534	-	284,534
Investment income	1,395	-	1,395
Total	<u>349,806</u>	<u>-</u>	<u>349,806</u>
EXPENDITURE ON			
Charitable activities			
Charitable Activities	88,833	-	88,833
Operating costs	255,601	-	255,601

British Educational Leadership
Management and Administration Society
Limited
known as BELMAS

Notes to the Financial Statements - continued
for the Year Ended 31 December 2020

10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted funds	Restricted fund	Total funds as restated
	£	£	£
Total	344,434	-	344,434
NET INCOME	5,372	-	5,372
RECONCILIATION OF FUNDS			
Total funds brought forward			
As previously reported	444,521	-	444,521
Prior year adjustment	(12,476)	-	(12,476)
As restated	432,045	-	432,045
TOTAL FUNDS CARRIED FORWARD	437,417	-	437,417

11. PRIOR YEAR ADJUSTMENT

These accounts have been restated as a result of a review of the VAT status of the charity. This resulted in the publications income and a percentage of the conference income being identified as VATable supplies. Included in the accounts is a VAT liability of £526,393, made up of £457,733 of VAT and a penalty provision of £68,660. Also included is a debtor of £511,379 relating to a VAT only invoice which has been raised post year end. Adjustments have been made to the accounts for reclaimable input VAT, totalling £139,974 and output VAT of £86,328 which could not be claimed from the customer.

Of the above amounts a VAT creditor of £416,527, a penalty provision of £62,479, recoverable input VAT of £133,163 and irrecoverable output VAT of £86,327 related to 2019 and prior years.

The reconciliation from the above to the figures on the Statement of Financial Position is as follows:

	Total £	2019 £	Prior years £
Irrecoverable output VAT	(86,327)	(9,827)	(76,500)
Recoverable input VAT	133,163	13,980	119,183
Penalty provision	(62,479)	(7,320)	(55,159)
Total effect on SOFA	(15,643)	(3,167)	(12,476)

British Educational Leadership
Management and Administration Society
Limited
known as BELMAS

Notes to the Financial Statements - continued
for the Year Ended 31 December 2020

12. INTANGIBLE FIXED ASSETS

	Developm costs £
COST	
At 1 January 2020 and 31 December 2020	10,668
AMORTISATION	
At 1 January 2020	4,268
Charge for year	2,134
At 31 December 2020	6,402
NET BOOK VALUE	
At 31 December 2020	4,266
At 31 December 2019	6,400

13. TANGIBLE FIXED ASSETS

	Fixtures and fittings £
COST	
At 1 January 2020	10,349
Additions	778
At 31 December 2020	11,127
DEPRECIATION	
At 1 January 2020	3,898
Charge for year	1,016
At 31 December 2020	4,914
NET BOOK VALUE	
At 31 December 2020	6,213
At 31 December 2019	6,451

British Educational Leadership
Management and Administration Society
Limited
known as BELMAS

Notes to the Financial Statements - continued
for the Year Ended 31 December 2020

14. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31/12/20	31/12/19 as restated
	£	£
Trade debtors	511,380	463,363
Other debtors	2,375	2,375
Prepayments and accrued income	82,995	90,214
	<u>596,750</u>	<u>555,952</u>

15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31/12/20	31/12/19 as restated
	£	£
Trade creditors	1,712	4,104
Social security and other taxes	1,279	1,805
VAT	526,393	479,006
Accrued expenses	4,599	3,180
	<u>533,983</u>	<u>488,095</u>

16. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	31/12/20	31/12/19 as restated
	£	£
Within one year	20,723	20,723
Between one and five years	19,167	39,890
	<u>39,890</u>	<u>60,613</u>

The amount of non-cancellable operating lease payments recognised as an expense during the year was £20,852 (2019: £8,279).

17. MOVEMENT IN FUNDS

	At 1/1/20 £	Prior year adjustment £	Net movement in funds £	At 31/12/20 £
Unrestricted funds				
General fund	453,060	(15,643)	82,653	520,070
	<u>453,060</u>	<u>(15,643)</u>	<u>82,653</u>	<u>520,070</u>
TOTAL FUNDS				
	<u>453,060</u>	<u>(15,643)</u>	<u>82,653</u>	<u>520,070</u>

British Educational Leadership
Management and Administration Society
Limited
known as BELMAS

Notes to the Financial Statements - continued
for the Year Ended 31 December 2020

17. MOVEMENT IN FUNDS - continued

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	263,370	(180,717)	82,653
TOTAL FUNDS	<u>263,370</u>	<u>(180,717)</u>	<u>82,653</u>

Comparatives for movement in funds

	At 1/1/19 £	Prior year adjustment £	Net movement in funds £	At 31/12/19 £
Unrestricted funds				
General fund	419,521	(12,476)	30,372	437,417
Annual conference	25,000	-	(25,000)	-
	<u>444,521</u>	<u>(12,476)</u>	<u>5,372</u>	<u>437,417</u>
TOTAL FUNDS	<u>444,521</u>	<u>(12,476)</u>	<u>5,372</u>	<u>437,417</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	349,806	(319,434)	30,372
Annual conference	-	(25,000)	(25,000)
	<u>349,806</u>	<u>(344,434)</u>	<u>5,372</u>
TOTAL FUNDS	<u>349,806</u>	<u>(344,434)</u>	<u>5,372</u>

British Educational Leadership
Management and Administration Society
Limited
known as BELMAS

Notes to the Financial Statements - continued
for the Year Ended 31 December 2020

17. MOVEMENT IN FUNDS - continued

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

	At 1/1/19 £	Prior year adjustment £	Net movement in funds £	At 31/12/20 £
Unrestricted funds				
General fund	419,521	(28,119)	113,025	504,427
Annual conference	25,000	-	(25,000)	-
	<u>444,521</u>	<u>(28,119)</u>	<u>88,025</u>	<u>504,427</u>
TOTAL FUNDS	<u>444,521</u>	<u>(28,119)</u>	<u>88,025</u>	<u>504,427</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	613,176	(500,151)	113,025
Annual conference	-	(25,000)	(25,000)
	<u>613,176</u>	<u>(525,151)</u>	<u>88,025</u>
TOTAL FUNDS	<u>613,176</u>	<u>(525,151)</u>	<u>88,025</u>

Designated funds in the previous year related to money agreed to be put aside by the board of trustees for assistance in funding the annual conference expenses. £100,000 was put aside in 2016 with £25,000 per annum to be released each year for 4 years, including the 2019 year end. The designated funds are now nil.

18. EMPLOYEE BENEFIT OBLIGATIONS

Defined contribution pension scheme

The charity operates a defined contribution pension scheme. The pension cost charge for the period represents contributions payable by the charity to the scheme and amounted to £1,922 (2019: £1,378). There were no outstanding or prepaid contributions at either the beginning or end of the financial year.

British Educational Leadership
Management and Administration Society
Limited
known as BELMAS

Notes to the Financial Statements - continued
for the Year Ended 31 December 2020

19. RELATED PARTY DISCLOSURES

Ms J Baxter

During the year, stipend payments of £2,500 (2019: £2,500) were made to Ms J Baxter, a trustee of the charity, for editor services regarding the Management in Education journals which are issued four times a year.