

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

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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 | | (82,514) | - | (82,514) | (24,578) |
| 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 | 4,780 | 7,491 |
| | | <u>4,780</u> | <u>9,623</u> |
| Current assets | | | |
| Debtors | 12 | 114,757 | 571,500 |
| Cash at bank and in hand | | 316,857 | 511,110 |
| | | <u>431,614</u> | <u>1,082,610</u> |
| Creditors – amounts falling due within one year | 13 | (33,678) | (607,003) |
| Net current assets | | <u>397,936</u> | <u>475,607</u> |
| Total assets less current liabilities | | <u>402,716</u> | <u>485,230</u> |
| Net assets | | <u>402,716</u> | <u>485,230</u> |
| Charity funds | | | |
| Unrestricted funds | 15 | 402,716 | 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 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.

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 |
| | 416,234 | 253,554 |
| Allocated | | |
| Charitable activities | 4,500 | 18,355 |
| Operating costs | 411,734 | 235,199 |
| | 416,234 | 253,554 |

5. Grants payable

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

| | 2022 £ | 2021 £ |
|--------|--------------|---------------|
| Grants | 4,500 | 18,355 |

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 | 10,668 |
| Amortisation | |
| At 1 January 2022 | 8,536 |
| Charge for year | 2,132 |
| At 31 December 2021 | 10,668 |
| Net book value | |
| At 31 December 2022 | - |
| At 31 December 2021 | 2,132 |

11. Tangible fixed assets

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

12. Debtors

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

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.