THE BRITISH ACADEMY OF MANAGEMENT LIMITED
Annual Report and Financial Statements
For the year ended 31 December 2016

Company number 05869337
Charity number 1117999
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COMPANY INFORMATION

EXECUTIVE COMMITTEE (who are also trustees)
Professor Sir Cary Lynn Cooper - President
Professor Nic Beech - Chair
James Johnston - Vice Chair: Resources and Treasurer
Professor Bill Cooke - Vice Chair: Research and Publications
Professor David Denyer – Vice Chair: Academic Affairs of Conference and Capacity Building
Dr Anne Clare Gillon - Vice Chair: Special Interest Groups
Professor Katherine Jane Mason - Vice Chair: Management Knowledge and Education

COUNCIL MEMBERS
Elected members
Dr Lisa Anderson
Professor Charles Baden - Fuller
Professor Harry Barton
Professor Yehuda Baruch
Professor Ashley Braganza
Professor Nelarine Cornelius
Dr Julie Gore
Professor Claire Hannibal
Professor Robert MacIntosh
Professor Maureen Meadows
Dr. Margarita Nyfoudi
Professor Nicholas O'Regan
Professor Savvas Papagiannidis
Dr Colin Pilbeam
Dr Jean-Anne Stewart
Professor Mark Saunders
Dr. Alan Tait
Dr. Natalia Vershinina

Co-opted members
Abdulaziz Almutairi
Professor Emma Bell
Dr Dermot Breslin
Professor Pawan Budhwar
Dr Stefan Cantore
Professor Caroline Gatrell
Professor Keith Glaister
Dr Christian Harrison
Dr Leonard Holmes
Richard Jefferies
Dr Mark Loon
Kingsley Omiehe
Professor Emma Parry
Dr Neil Pyper
Professor Ken Starkey
Professor Richard Thorpe
Dr Charlotte Warin
Professor Geoffrey Wood
THE BRITISH ACADEMY OF MANAGEMENT LIMITED

COMPANY INFORMATION

ACADEMY STAFF

Monika Narvydaite - Academy Manager
Michael Fong - Deputy Academy Manager
Lewis Johnson - Membership and communications Administrator
Oana Mihut - Events and Networks Administrator
Hannah Crussell - Events Intern

COMPANY SECRETARY

David Smith Chartered Accountant
Keppoch
Croft Road
Oban
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COMPANY NUMBER               CHARITY NUMBER
05869337                     1117999

REGISTERED OFFICE

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NW1 2AA

INDEPENDENT ACCOUNTANT

Andrew Fearn
Leopold Accountancy Group Limited
Chartered Accountants
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EH2 4JB

BANKERS

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

SOLICITORS

Field Fisher Waterhouse LLP
Riverbank House
2 Swan Lane
London
EC4R 3TT
The Trustees (who are also directors of the charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of British Academy of Management (the company) for the year ended 31 December 2016. The Trustees confirm that the Annual Report and Financial Statements of the company comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard for Smaller Entities.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

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

Trustees

The directors of the company are also charity trustees for the purposes of charity law and under the company’s articles.

Organisational Structure

The Academy is governed by an Executive Committee and Council comprising around 30 academics.

Following a governance review, which was ratified at the AGM in Liverpool in September 2013, the structure of the Executive Committee was revised and for 2016 comprised the President, Chair and 5 Vice Chairs, including the Treasurer. Each of the Vice Chairs has been allocated responsibility for an aspect of the Academy’s activities.

The council members are elected for a period of three years by the general membership and their role is to supervise the affairs of the Academy, meeting at least three times a year. The Council also has the power to co-opt members onto the Council who will hold office until the next AGM.

The Council has six sub-committees which make recommendations on strategy to the Council and implement the Academy’s strategy and Council decisions in collaboration with the Executive Committee and the Academy office team.

Day to day responsibility for the provision of services rests with a small office team comprising five staff currently led by the manager.
OBJECTIVES AND ACTIVITIES

The Academy’s objective is to advance education in the disciplines of business and management for the public benefit and in particular

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

PRINCIPAL ACTIVITIES

The company's principal activity is to represent the community of management academics and promote the development of management research within the United Kingdom.

Further information on events and activities during the year and future developments is given the following Chair's report and the reports of the Special Interest Groups.

PLANS FOR THE FUTURE

Arising from the Academy's strategic review, the Vision, Mission and Strategic Goals are outlined below.

Vision:

To become the pre-eminent European learned society in business and management

Mission:

To:

- Support vigorous, relevant, ethical, and independent research in business and management
- Promote ethical and reflective business and management education
- Provide a prominent voice for the BAM community
- Showcase business and management scholarship within the national and international arena
- Develop alliances and networks with stakeholders including Business Schools, employers, practitioner communities, and learned societies

Medium Term Strategic Objectives

- To offer distinctive research and teaching capacity building opportunities
- To promote responsible, effective and innovative teaching and learning and contribute to its development
- To increase membership and offer members a first class service
- To strengthen communication with key stakeholders
Medium Term Strategic Objectives (continued)

- To ensure effective working relations with key stakeholders – business and management schools, funders of research, policy makers, employers, accreditation bodies, employers bodies, practitioner communities, media, national and international learned societies to advance and promote business, management and related subject areas
- To further Internationalise the academy through BAM journals and links with sister organisations

PUBLIC BENEFIT

BAM is engaged in development of capacity for public good, offers significant help to doctoral students, and offers a service to enable business and management academics to perform better. The Academy's activities during the year included:

- Running Academy workshops
- Running workshops for Special Interest Groups
- Organising and hosting the Academy's annual conference
- Organising and hosting a doctoral symposium
- Organising a development programme for Directors of Research

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

RISK MANAGEMENT

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

FINANCIAL REVIEW

Total income increased from £726,978 in 2015 to £738,948 and this is reflected in the increase in the surplus from £68,082 to £179,579.

Further commentary is given in the Treasurer’s Report on page 10.

The Academy's main sources of income continue to be members’ subscriptions, journal publishing income and income from the annual conference.
RESERVES

The Academy increased its general reserves by £179,579 to £815,060. These general reserves represent around 110% of the Academy's annual income or 146% of its annual expenditure. There are currently no restricted or designated reserves.

Reserves Policy – the trustees consider that reserves are required to ensure that the academy has a sufficient level of working capital to enable the smooth operation of the Academy. In addition they consider that additional reserves are required such that the Academy is in a position to weather a financial shock, whether a reduction in income or an unexpected increase in costs.

A sufficient level of reserves would ensure that, if necessary, the trustees would be able to arrange an orderly winding down of the charity’s affairs, whereby all of its financial responsibilities and obligations would be honoured. It has been agreed that the current level of reserves is sufficient to meet these aims and the trustees are seeking to increase expenditure in supporting its objectives and in particular its grant programme, over the coming years.

TRUSTEES

The trustees who served during the year were:
Professor Sir Cary Lynn Cooper
Professor Nic Beech
Professor William Cooke
Professor David Denyer
Dr Anne Clare Gillon
James Johnston
Professor Katherine Jane Mason

The trustees are elected by the members biennially. They may serve two years and may then submit themselves for re-election for a further two years. The rules specify that trustees may serve a maximum of four years.

The Academy is fortunate in being able to draw its trustees from the Council, which constitutes a pool of highly qualified individuals. On appointment to the Council the new members undergo an induction process, which includes training on trustee responsibilities.

PAY POLICY FOR SENIOR STAFF

The trustees receive no remuneration for their services other than the reimbursement of out-of-pocket expenses.

The pay of senior staff is reviewed annually and normally increased in accordance with average earnings taking regard of the charitable nature of the organisation. The trustees benchmark salary levels against pay and conditions available from similar organisations of a similar size, run on a voluntary basis; and specifically look to align with the Universities official salary scale.
STATEMENT OF TRUSTEES’ RESPONSIBILITIES

The Trustees (who are also directors of British Academy of Management for the purposes of company law) are responsible for preparing the Trustees’ report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company and charity law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the 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;
- make judgments 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 keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and 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.

This report was approved by the trustees on 11 July 2017 and signed on their behalf.

James Johnston
Trustee
2016 has been a fantastic year for BAM. We had the highest attendance rate of any year at our annual conference with over 850 delegates and 175 doctoral students. 35% of the delegates were international colleagues, coming from 46 countries.

BAM is becoming an international, not just a UK, Academy of management academics and researchers. Our membership is growing at about 10% per annum, and we have well over 2000 members. A testament to our success is the growth in SIG events, with well over 40 events in 2016 - the SIGs are alive and kicking, and engaging our colleagues in all areas of management.

Our relationships with other significant organisations in the management space is growing, with extremely fruitful collaborations with CIPD and CMI, and a closer working relationship with CABS. In 2017, we hope to develop a collaborative strategic and policy agenda with CABS, and hope to bring together CABS, CIPD, and the CMI to explore to issue of how business schools can enhance workplace wellbeing throughout industry and the public sector by increasing the social and interpersonal skills of line managers in an effort to reduce ill health and improve productivity in UK Plc.

We have reinforced our relationships with significant compatible bodies by awarding companionships to the following CEOs and leaders: Peter Cheese, Ann Francke, Frances O’Grady, Paul Adler, Margaret Linehan, Martin Grimmer and Sir Paul Judge.

Additionally, our journals are growing in strength internationally with the British Journal of Management’s impact factor of 2.2, and would you believe it the International Journal of Management Reviews at an astounding 4.85 (one of the highest impact factors of any management journal)!

BAM is on the brink of becoming a global brand in management research rather than just a UK-centric body of scholars, and any ideas or suggestions from our members for further innovations are extremely welcome.

The 31st Annual Conference is to be hosted by the University of Warwick from 5th - 7th September 2017 and the theme will be:

"Re-connecting management research with the disciplines: Shaping the research agenda for social sciences" - and will examine and review management's place within the wider social sciences.

Professor Nic Beech 11 July 2017
During 2016 there was a modest increase in the Academy's income from £726,979 to £738,948 and this can be attributed entirely to the increase income from the annual conference. Indeed the annual conference now accounts for around 45% of total income (2015: 43%).

Overall expenditure reduced from £658,897 in 2016 to £559,369, resulting in a significant improvement in the Academy's net income figure which stood at £179,579 for the year (2015 : £68,082).

Direct expenditure on charitable activities was down by £63,967. This is partly due to the drop in annual conference costs of £24,501 and also to the drop in grants paid out of £33,002.

Support costs also reduced in the year from £342,513 to £335,952, mainly due to a drop in staff costs.

In addition, there were exceptional costs in 2015 of £29,000 relating to landlord's repairs which did not recur and this contributed to the reduction in overall expenditure.

BAM's exceptionally healthy surplus for the year has further bolstered the Academy's reserves and these reserves are reflected in the year end cash balances. This strong financial position will allow the Academy to consider expanding its activities over the coming years.

James Johnston  
Treasurer  

11 July 2017
Corporate Governance
Chair’s report

Elections
All members of the new SIG committee were formally elected at the AG in September 2016. It was reported that the SIG had been under pressure over the past year and that the BAM executives were concerned at the lack of activity, and suggested that the committee need to be proactive in organising events for the members. In order that the SIG can carry on with its scholarly activities as normal, those present resolved to form a new committee and to allocate specific roles as shown below.

- Chairman Jia Liu
- Joint Track Chairs Jia Liu and Donald
- Treasurer Maggie Guo
- Secretary Leslie Piers
- Ex officio committee member Bchr and Shukrat

Conference track: CG Track
Social media: There is a CG SIG Facebook page thought it is not hugely active

Events:
- One event was held as MediaCityUK, Salford University. The event was “Early Career Researchers Conference held on Wednesday 3rd June, 9:00-18:00. The event was addressed by two high profile speakers from academia.

Other activities: No

- Over 2016, the then-SIG committee ran one event in Salford so doesn’t carry out as many events as planned. As the new SIG committee were elected, the new committee members plan to run 2-3 event in 2016-2017.

Planned 2017 events:
- Currently we have one event in plan, a CG workshop titled “International Symposium on Worker Directors – Progress or Pandemonium” to be held in January 2017, in Bournemouth, UK – THE EVENT WAS CANCELLED DUE TO LOW BOOKINGS

We will be holding another two SIG workshops: one in London and the other in Leeds

Jia Liu
Corporate Governance SIG Chair
e-Business and e-Government
Chair’s report

Elections

We hold our SIG’s elections in the summer. The call for the elections was advertised to all members seeking nominations. We had 6 people continuing their involvement while 5 new were added. The current list involved in the facilitating the SIG’s and track’s operations are listed above.

Conference track: Ebusiness and Egovernment Track
Social media: We had a LinkedIn group with 115 members. All SIG members have been invited this year to join the group.

Events:
- BAM & UKAIS Joint Doctoral Workshop in Salford University – 01/12/2016
- Research workshop in QMUL: Technology and Consumer Behaviour -20/05/2016
- Doctoral Symposium in QMUL - 18/05/2016
- Doctoral workshop in the University of East Anglia 28/01/2016

Other activities:
This academic year we have organised our third joint workshop with the UK Academy of Information Systems. We are now looking to organise a research workshop in Kent and the BAM2017 track.

Planned 2017 events:
- Kent research workshop (May 2017)
- BAM2017 Ebusiness and Egovernment track (September 2017)

Prof Savvas Papagiannidis
E-Business and E-Government SIG Chair
Entrepreneurship
Chair’s Report

Elections:
Dr. Natalia Vershinina was appointed Joint Chair of the Entrepreneurship SIG.

Conference track:
We had a successful conference track with 81 paper submissions to the track out of which 68 papers were accepted. There were two symposium proposals, one of which was accepted. Out of the 68 accepted papers 18 papers were withdrawn before the conference registration closed although the papers had been double blind-reviewed. So, overall we ended up with 50 submissions, out of which 25 were Full Papers, 24 were Developmental Papers, and there was 1 Symposium.

Social media: A new Facebook account was created to publicise SIG activities with 74 members to date.

Events:
- Event 1- Publishing Entrepreneurship Work in Mainstream Management Journals: Issues and Context
  Hosts: Entrepreneurship SIG, BAM, and Department of Entrepreneurship and Local Economy, Birmingham Business School, University of Birmingham
  Date: 14th September, 2016

- Event 2- Entrepreneurship SIG Doctoral Day: Research, Engagement and Impact
  Hosts: Entrepreneurship SIG, BAM, and Department of Entrepreneurship and Local Economy, Birmingham Business School, University of Birmingham
  Date: 13th September, 2016

- Event 3- Inside and Outside Views of the Entrepreneurial Process- Academics’ and Practitioners’ Viewpoints (Workshop)
  Hosts: Entrepreneurship SIG, BAM, and Birmingham City University Business School, Birmingham City University
  Date: 23rd June, 2016

- Event 4- Understanding Business Exit (Workshop)
  Host: Entrepreneurship SIG, British Academy of Management and Hayden Green Institute, University of Nottingham
  Date: 20th April, 2016

Other activities:
We regularly share with our membership important events outside BAM that are happening in our field.

The four events that were held last year were very successful. We managed to attract eminent scholars from our field in all these events. Most importantly, we were successful in inviting Prof. Gary Bruton from Texas Christian University, USA, and Prof. Dawn DeTienne, Colorado State University, USA, to contribute to these events. We had good attendance and very positive feedback from all attendees in these events. We received institutional support from hosting institutions who provided venue and financial support (in addition to the financial support we received from BAM) for the successful running of each event. While one of the four events was targeted at PhD students and early career researchers, the other three events were targeted at experienced researchers.

The BAM 2016 Conference track was well organised and SIG members’ contribution to paper reviews and session chairing was impressive.
Entrepreneurship Chair's Report (continued)

Planned 2017 events:

*Developing the Early Career Academic in the Entrepreneurship Discipline*

**Venue:** Coventry University (room to be confirmed)
**Date:** 25th May, 2017

This will be a co-badged event organised by BAM and the Institute of Small Business and Entrepreneurship. We are currently in discussion with the University of Liverpool Management School Entrepreneurship and Small Business Knowledge Platform to organise a second joint event with BAM Entrepreneurship SIG on developing research grants (specific topic to be confirmed). The date and venue is also to be confirmed.

We are also interested in putting out a call for our SIG members to organise a writing retreat to take place at Warwick University before or immediately after the BAM Conference in 2017. This will give BAM attendees, especially those travelling from abroad, an opportunity to take part in this important event.

Dilani Jayawarna, Entrepreneurship SIG Chair
Gender in Management
Chair’s Report

Elections
SIG chair announced ‘retirement’ at BAM conference 2015.

The BAM offices were asked for help with Election for replacement. We currently have one nomination for chair and shall be processing the replacement for the chair during the spring.

Conference track:
Track Chair = Adelina Broadbridge. A successful track with established as well as new presenters to the SIG. Eleven full papers and ten developmental papers were presented. Audience participation was very good and made for interactive sessions
Social media: NO

Events:
No events were undertaken over the past year. Various events were scheduled to take place but were postponed owing to event leaders changing jobs. This is the first year over the 14 year history of the SIG that separate events were not undertaken, and is very unusual for a SIG which normally aims for 3 events per year outside of the BAM Annual conference.

Other activities: NO

Planned 2017 events:

Confirmed events:
- 14.06.17 A conference to Honour Professor Ruth Simpson. Roehampton university
- 15.06.17 Challenging Gendered Media Mis(s)Representations of Women Professionals and Leaders’ conference (joining forces with an ESRC seminar series Conference – Central London)

Ideas generated from other our AGM included:
- Gender & the REF. Potential for a cross-generational conversation (2017)
- How people make decisions about work and family (2018)
- A conference to honour Professor Susan Vinnicombe (2018)

Comments:
We have asked BAM to assist in a democratic voting system to appoint a new chair for the SIG but have not been successful in obtaining an answer. The SIG will therefore use the current chair and BAM fellows who are part of GIM SIG to make a decision should more than one nomination be submitted.

Adelina Broadbridge, GIM SIG Chair
Human Resource Management  
Chair’s Report

Elections:

Were any elections held for officer positions over the last twelve months? Yes – from January 2017 the following changes will take effect:

- Dr. Jonathan Crawshaw – stepped down from his position as Track Chair
- As the size of the Track is large, the committee approved the partial replacement and expansion of the team to include 1 x Chair, 2 x SIG Co-Chairs and 2 x Track Co-Chairs. The committee members viewed each of the applications nine applications and voted to elect the following:
  - Dr. Alison Glaister – Chair
  - Dr. Margarita Nyfoudi – SIG Co-Chair (from January 2017)
  - Dr. Stewart Johnstone – SIG Co-Chair (from January 2017)
  - Dr. Susan Kirk – Track Co-Chair (from January 2017)
  - Dr. Smirti Kutaula – Track Co-Chair (from January 2017)

Conference track:

We remain the largest Track at the BAM council. (Awaiting figures on submissions and acceptances from BAM office).

Social media:

Yes. Margarita Nyfoudi has been setting up a LinkedIn account for use by SIG members. This is something that we are keen to develop further and we will also start to advertise events through this.

Events:

The past year was successful in terms of the popularity of the HRM track at the annual conference, however, more of a concerted effort should be made to build upon the success of the track through the SIG. The capacity building sessions are useful and more of these activities should be organised and badged as HRM SIG events. The mini conference offered a good chance for those with a more specialist focus to examine the issues of talent management but the specialist nature limited the appeal of the conference. It was hoped that by considering TM as a ‘bridge field’ and the interdisciplinary nature of this, we would attract interest from other SIGs, but this was not the case. With the expansion of the team, we hope to offer more generalist and specialist events.


Planned 2017 events:

Pending: Currently liaising with Professor Nelarine Cornelius Queen Mary University of London regarding seminar.
Human Resource Management
Chair's Report (continued)

Pending: Currently liaising with Professor David Marsden LSE to discuss an interdisciplinary seminar tackling key issues of HRM and IR.

Pending: HRM SIG mini conference to take place 7th/8th June in London – Title of event: “So now what? HRM: Brexit and Beyond” – key speakers being contacted and more details to be circulated shortly.

Comments regarding the Track and Conference Process:

The IT system could better support Track Chairs – particularly in identifying and allocating reviewers. If we asked all those who submitted a paper to list a number of keywords and these were made available on the site it would be much easier to identify relevant reviewers. Outside of this, and the ongoing problem of having two reviews that are starkly different in their evaluation of papers.

The involvement of the BAM office in the Conference SIG events should continue. The systems for booking the catering at the AGM and organising the SIG meal in the evening have much improved, they streamline the process and provide valuable assistance.

Alison Glaister, HRM SIG Chair
Identity
Chair’s report

Elections

Christine Coupland stepped down from Track Convenor to allow opportunity for Ali Rostron to become involved in conference track organising.

Process of nomination and voting at the AGM. Changes to office holders are given under Administrative Arrangements above.

Conference track:
Over 30 submissions with delegates commenting on the high quality of paper presentations (full and developmental)

Social media:
Identity SIG LinkedIn page created.
Identity SIG twitter page created.
Both need development and maintenance.

Publications:
In progress – Special Issue on Registers of Identity, for International Journal of Management Reviews (Editorial team: Sandra Corlett, Christine Coupland, Peter McInnes and Matthew Sheep), with a proposed publication date of July 2017

Events:
2016 was a highly successful year with a range of activities being organized by the SIG and very positive feedback being received from conference delegates and workshop attendees.

- Seminar: Where is your ‘I’?: Reflecting on the relationship between research and the researcher’s personal identity. In collaboration with Nottingham Business School ‘Organizing as Practice’ Research Group, Nottingham Trent University, March 2016. This event was very well attended (30-40 delegates?)
- Professional Development Workshop: Identity research: Mapping the terrain, opening frontiers, BAM conference, 6 September 2016. The PDW was heavily over-subscribed and room capacity limited numbers able to attend (approximately 30?), despite the organisers requesting a larger room.

Planned 2017 events:

- Repeat of Professional Development Workshop: identity research – mapping the terrain, opening frontiers, at Northumbria University, on 12 January 2017 (attended by 18 delegates, plus 6 presenters)
- Joint Identity and Leadership Special Interest Groups Seminar on Leadership identities: Exploring the relationships between leadership and leader identities (attended by 40 delegates plus 4 presenters and 2 SIG co-ordinators)
- Possible Special Issue in Leadership Journal, following success of joint Identity and Leadership Seminar
- Possible Reading group or workshop ("Identity Reader") focussing upon the ‘difficult to access’ texts. Held either face-to-face or via skype/other medium. (Discussed at AGM)
- Other activities to be discussed at BAM 2017 conference AGM

Sandra Corlett, Identity SIG Chair
Innovation
Chair’s Report

Elections:

The AGM gave the chance to any members who wish to put himself/herself forward for a job in the SIG Board but there was no candidate other than the existing members of the Board. As a result the AGM was asked to reconfirm the positions held currently and the positions were confirmed unanimously.

Conference track:

A very lively Conference Track with 25 papers both Full and Developmental papers.

Social media: No

Publications:

A proposal was put for a Special Issue in the British Journal of Management on Hidden Innovation but our proposal was not accepted – partly because BJM does not specialise in Innovation!

Events:

A very successful year where we manage to organise three events while we have deployed an alliance strategy with organisations than can be proved useful to us (like WOMI).

All together we have 289 members, including 5 Deans and Associated Deans, 6 Heads of Department or Directors of Research or Doctoral Programme, 25 Professors and 137 Doctoral students. All in all our membership is a well-balanced one and includes academics from all levels of academic life.

- Innovation in the City
  - Main event
  - Place: University of Newcastle
  - Date: 6th September 2016
  - Attendants: 35 people
  - Presenters:
    - Professor Jonathan Sapsed, Newcastle University
    - Professor Rob Wilson, Newcastle University
    - James Cornford, University of East Anglia
    - Emeritus Professor John Goddard, OBE, Newcastle University
- Innovation Agenda for a More Inclusive Society
  - Capacity Building event
  - Place: University of Southampton
  - Date: 7th of December 2016
  - Attendants: 50 people
  - Presenters:
    - Prof Johanna Mair (Stanford University)
    - Prof Mustafa Ozbilgin (Brunel University)
    - Prof Haya Al-Dajani (Plymouth University)
    - Prof Jonathan Pinkse (University of Manchester)
Innovation  
Chair’s Report (continued)  

- Workshop on Medical Innovation (WOMI’ 16)  
- Main event  
- Place: SPRU/University of Sussex  
- Date: 15th of December 2016  
- Attendants: 26 people  
- Presenters:  
  ◆ 11 speakers  
  ◆ 12 papers - 29 authors  

Authors from 20 Universities in UK and Europe including University of Cambridge, University of Manchester and University of Nottingham (UK), Institute of Innovation & Entrepreneurship, University of Gothenburg (Sweden), Utrecht University (the Netherlands) and University of Passau (Germany).

Planned 2017 events:  
Discussions are help at the Board level for the activities of next year. For example an event on Open Innovation and SMEs has been suggested. No decision was made yet.

As usual we plan to organise at least two events: one as the main event and one as capacity building.

Do you have any other comments to make? These will be passed to the BAM Council /Executive?

Last year and after our experience with the BJM, we raised the issue of encouraging Innovation papers in BJM. We have been told that the BAM Council will discuss the issue but we have not heard anything back. It is an issue of concern for us: we need to find reliable and academically sound ways to include the innovation discussion in the Agenda of BJM.

Comments

Last year and after our experience with the BJM, we raised the issue of encouraging Innovation papers in BJM. We have been told that the BAM Council will discuss the issue but we have not heard anything back. It is an issue of concern for us: we need to find reliable and academically sound ways to include the innovation discussion in the Agenda of BJM.

George Tsekouras, Innovation SIG Chair
International Business and Management
Chair’s Report

Elections:
Frank McDonald stepped down as Co-Chair, a post he has held since the foundation of the IB & IM SIG. The AGM voted into their positions as follows: Emmanuella Plakoyiannaki, Co-Chair, who relinquished her role as Treasurer, in turn be replaced by Nick Papageorgiadis, who is new to the committee. Haina Zhang has transitioned from Secretary to Track Co-Chair and Haina Zhang and Keith Glaister, University of Warwick, Geoff Wood, University of Essex, Frank McDonald, University of Liverpool, and Pavlos Dimitratos, University of Glasgow, have accepted the invitation if the Committee to serve as co-opted members on the IB & IB SIG committee, to give the SIG the benefit of their expertise.

Conference track:
A very successful conference track was organised by Pavlos Dimitratos and awards were made for best conference paper and best doctoral paper.

Social media: No

Events:
Broadly speaking the SIG carried out successfully its planned activities in 2016.

The conference track at the annual conference attracted good papers and the award of prizes for the best papers continues to be a good development to encourage more papers at future conferences. Professor Dimitratos (Track Chair) worked closely with the SIG to develop the track.

The Symposium at the BAM Annual Conference attracted a good audience, and participation.

The Workshop at MMU demonstrated that the SIG is performing a valuable service in the academic community to bridge the gap between academic enquiry and publication, and impact in the world on academia. This work will continue in 2017.

The events held in 2016 have already been reported to the BAM Office. They were:

- **BAM IB&IM SIG, AIB-UKI, SmartPLS, Alliance MBS and Birkbeck University Conference: Partial Least Squares Structural Equations Modeling (PLS-SEM) workshop.** This was a 3-day pre-AIB UK & I conference workshop to introduce participants to the state-of-the-art of PLS-SEM using the SmartPLS 3 software. The first day of the seminar provided an introduction to PLS-SEM. Participants learned the foundations of PLS-SEM and how to apply it by means of the SmartPLS software. The instructors were Prof. Dr. Christian M. Ringle: Professor of Management, Hamburg University of Technology (TUHH), Germany; Prof. Dr. Marko Sarstedt: Professor of Marketing, Otto-von-Guericke-Universität Magdeburg; and Dr. Jan Michael Becker: Post-Doctoral Researcher and Lecturer of Marketing, University of Cologne. It was held on 4th, 5th and 6th April 2016, 9am to 5pm daily, in London.
International Business and Management
Chair’s Report

- BAM IBIM SIG Event: Research engagement with users and Impact in International Business and International Management. The BAM Special Interest Group in International Business and International Management and IBNW extends an invitation to a one-day REF impact related workshop entitled “Research engagement with users and Impact in International Business and International Management”. The event is organised by Prof Frank McDonald (Liverpool), hosted by Prof Heinz Tüselmann (MMU) and the speakers include Prof Nigel Driffield (Professor of Strategy and International Business at Warwick Business School and member of the REF 2014 Business and Management Panel) and Dr Ian Drummond (Principal Research Officer, Enterprise Analysis, Business Innovation Directorate, Department for Business Energy and Industrial Strategy). Richard Hindle, Director of SQW Group an international Research and Consultancy Company with experience of conducting economic evaluations for projects with the private and public sectors and that has a special emphasis on regional development issues. Held at Manchester Metropolitan University Business School, All Saints Campus, Oxford Road, on 19th September 2016, 11.00am - 4.00pm.

Other activities:

A 90 minute Symposium was run on Qualitative Research in IB & IM, chaired and organized by Plakoyiannaki, Emmanuella. The mission of the Symposium was to initiate a dialogue regarding qualitative research in IB & IM concentrating on key challenges all the way to dealing with reviewer comments in top tier IB & IM journals.

Planned 2017 events:

- A Workshop on Case Selection in Qualitative Case Study Research in International Business and International Management. The aim of the workshop is to shed light to key issues and common misconceptions associated with case selection. It will raise questions such as: How do we select cases? What is the process of casing? When do we select cases? How do our epistemological assumptions reflected on case selection? What is the unit of analysis in case study research? How does case selection relate to theorizing? These are a few important questions we will address in the workshop. We will critically reflect on these questions by bringing in practices from international business/management and methodological literatures.

- This event will take place on the 6th April, 2017 10:30am-14:00pm. The two co-chairs will meet shortly to arrange further events, to balance out the topic offering between the different constituencies of the SIG.

Comments:

Possibly help with the matter of transcribing the minutes of the AGM, though this may not be a regular occurrence.

Jeremy Clegg,
International Business and Management SIG Co-chairs
Inter-Organization Collaboration: Partnerships, Alliances and Networks
Chair’s Report

Elections:

Llinos May Jehu, stepped down as the SIG treasure due to personal commitments as confirmed in the SIG AGM. This role was replaced by Jackie Barker.

Pamela McDonald-Kuhne, stepped down as the SIG PhD representative due to family issues as confirmed in the SIG AGM. This role was replaced by Tamara Mulherin.

Akash Puranik volunteered for the role of Information Officer, which was confirmed by those present in the SIG AGM. Dr Qile He (Horace) has completed his 3 years role as SIG Chair and Track Chair and indicated his willingness to carry on as the SIG Chair (and Track Chair). This was confirmed by those present in the SIG AGM.

Conference track:

The track had received 36 submissions. 3 of these were rejected. Within the 33 of the accepted papers 5 withdrew. 2 of the accepted papers were down-graded from full paper to developmental paper. A total of 28 papers (18 full papers and 10 developmental papers) were to be delivered at the conference. Discussions at each session were productive with good audience attendance. 2 Best Full Paper awards were presented during the BAM conference.

Social media: A SIG Linked-in Group was created

Publications:

Guest editors of the special volume for the Journal of Cleaner Production (Making, buying and collaborating for more sustainable production and consumption) has agreed to link the special volume to the SIG. Two members (Qile He and Albert Jolink) are on the Editorial Advisory Board of this special volume.

Events:

A successful one-day joint event on “The New Era of Strategic Alliances” with the Strategy SIG and Coventry University had been held at Coventry University Techno Centre on 22nd of September 2016. The event was supported by Coventry University with free venue and local admin support. The event had three keynote speakers and a workshop. Over 21 delegates from 13 institutions. The event resulted in a special journal issue proposal on strategic alliance.

The one-day joint event (organized by Qile He IOC SIG and Neil Pyper Strategy SIG) in Coventry had good attendance from 13 institutions. Feedback received was very positive. The joint event has also resulted in a special journal issue proposal on strategic alliances led by Dr Qile He and professor Maureen Meadows. The BAM conference has seen an increasing number of quality papers (especially a bigger number full papers) presented in the IOC track compared to previous years.

In addition QileQile and Albert have performed the role of editorial board members for a special volume of Journal of Cleaner Production. They have explored the possibility to organize a meeting linked with the special volume of the Journal of Cleaner Production, without success.

Following the appointment of Akash Puranik as the SIG Information Officer, a SIG linked-in group was created to better link and extend group memberships and improve group member awareness on the social media.
Inter-Organization Collaboration: Partnerships, Alliances and Networks
Chair’s Report (continued)

Overall, the year is successful for the SIG in comparison to previous years.

Planned 2017 events:

There are a couple of events being planned or proposed.

- Dr Albert Jolink is in the process of planning a joint session on ‘sustainable collaboration’ at the BAM 2017 conference, together with SBR SIG and OLSCM SIG.
- Dr Albert Jolink is also planning a research event on ‘inter-firm network’ in Spring 2017.
- Lina Landinez Gomez and Qile are in the process of planning a research event targeting PhD and Early career researchers.
- Qile and Maureen are leading the proposal of a special journal issue on strategic alliances based on the SIG event took place in September 2016.

Dr Qile He and Dr Albert Jolink
Inter-Organizational Collaboration SIG Co-chairs
Knowledge and Learning
Chair’s Report

Liz Houldsworth and Catherine Kelly stood down from the Committee at the AGM in September.

Daniel Degischer and Alexander Kofinas joined Committee as Track Co-Chairs for 2017. Elizabeth Monk Paul Hibbert have also joined the Committee.

SIG Constitution provides for the following Officer posts: Chair and Track Chair. Elections are held at AGM. The Committee plans to review the Constitution and bring proposed amendments, including other Officer posts and election procedures, to AGM 2017.

Conference track:

After review process: 12 full papers were accepted, as were 21 development papers and one symposium

Social media: No

Events:

The past year has been moderately successful, maintaining the success of the Conference track and holding one event. The addition of new members of the Committee has enabled a plan for a fuller range of activities in 2017.

Only one event was held by the SIG this year, jointly badged with MKE and Portsmouth Business School: ‘The Digital Classroom’ (20 June 2016)

Two other events had been under development but changes in work roles by key individuals prevented these from being finalised and held.

Planned 2017 events:

It is planned to run the following events jointly badged with MKE and host institutions.

- Curriculum Design in Management Learning (Centre for Management Learning, University of Surrey) – March (TBC)
- Writing Workshop: Journal of Management Education Special Issue: Management Education In Turbulent Times (University of Liverpool) – 7th April
- Research collaboration with students (University College London) – July (TBC)

It is also planned to run:

- an event at St Andrews in August, with guest speakers
- an ‘unconference’, in late autumn (venue TBD), to generate themes for prospective submissions to Conference 2018 and other events in 2018

Leonard Holmes, K&L SIG Chairs
Leadership and Leadership Development

Chair’s Report

At the SIG AGM in September 2016, Jean-Anne Stewart and Lynn Thurloway confirmed that they had both come to the end of their fixed term roles and would be standing down. Muhammad who is based in Melbourne required additional support as the doctoral representative. So we then organised a call for SIG members to stand for the committee, specifically Chair, Secretary and doctoral rep. We are very pleased that Dr Julie Wilson was elected as Chair, Kingsley Omeihe was elected as doctoral representative and that Dr Elaine Dunn was elected as Secretary. Claire Collins stood down as Treasurer in November 2016 and there were no volunteers to replace her, so Dr Lynn Thurloway kindly offered to step in and take this role.

The LLD SIG constitution document was produced in 2015, but will need further revisions in 2017, as it was recommended that the election guidance will need changing, to make sure that people standing for leading roles, such as Chair, should have previous experience of an officer role on the committee. The incoming Chair will take this forward and revise the constitution following consultation with the committee.

Leadership and Leadership Development SIG Elections 2016

As part of the commitment to BAM’s SIG regulations, and in line with the current LLD SIG constitution, the LLD SIG invited nominations for the roles of Chair, Secretary, Treasurer and Doctoral Rep on the committee. The BAM office and LLD SIG Secretary coordinated the election process, and subsequent voting.

Conference track: Yes.

Social media: LinkedIn group.

Events:

We had a very successful year, with a wide range of events aimed at a broad range of participants, from new researchers, to experienced academics and practitioners covering many current and relevant topics. We have hosted various styles of events such as interactive workshops, like the Collaboratory in July, as well as more traditional formats such as presentations of latest research and practice. We hope that we have provided many opportunities for our members to engage with us, whatever their background, interest and location.

- Responsible Leadership Collaboratory, Henley Business School, 19th July, 2016
- Developing Relationship Quality at Work Event, BAM office, 29th November, 2016

Other activities:

Promotion of related conferences e.g. ILA, DLCC and ISLC.

Planning and organising a small research project on ‘Responsible Leadership’ and meetings with BAM SRB SIG and UN PRME about the potential for this project.

Meeting with ILA about future events and collaborations

Informal dinner at ILA Atlanta in November 2016 for BAM SIG members and friends.
Leadership and Leadership Development
Chair’s Report (continued)

Planned 2017 events:

- ‘Identity Aspects of Relational and Purposeful Leadership’, Northumbria University, 13th January, 2017. Joint Identity and LLD SIG looking at “Identity aspects of relational and purposeful leadership” – Ann Cunliffe, Sharon Mavin and Brad Jackson are lead speakers for this event. We are hoping to offer student bursaries and we encourage all members to take part.
- DLCC, Brighton Business School, 13th – 14th July, 2017
- ILA International Conference, 12 – 15 October, 2017, Brussels

Comments

In view of the size of the new BAM offices, it would be nice to have access to a choice of reasonable, relatively low-cost venues in central London for events. I am pleased that the BAM office team are now very involved in identifying and managing the venue bookings and costs – this is most helpful.

I would like to thank Monika and her team – they are all excellent and always so polite and helpful to both the committee and the membership. We really appreciate all their hard work and professionalism!

Dr Jean-Anne Stewart
LLD SIG Chair
Marketing and Retail
Chair’s Report

Elections:

At the AGM in September 2016, changes were made with immediate effect:
The doctoral representative elected in September 2015 left her course during the year. Her replacement is
Michael Benson, Sheffield Hallam university

Sarah Louise Mitchell, at Henley Business School was elected as a committee member with responsibility for
social media.

Dr. Karise Hutchison stepped down from Deputy Chair, as previously agreed, this was a one year role to help
with an orderly hand over to the new Chair.

Conference track:

28 full papers (23 papers in 2015)
29 developmental papers (27 papers in 2015)
1 workshop submission

Social media:

Since the AGM in September we have appointed a social media committee member, Sarah Mitchell, who has
set up a Linked In site.

Events:

We planned three events in 2016 and were able to organise four. Two of these were joint events with CIM which
we had discussed in October 2015. These proved to be very successful in bringing cutting edge academic
research to a wider group of practitioners in marketing and both events were very well supported. Keith Glanfield
deserves considerable credit for organising this initiative.

The event at QML was jointly organised with the information SIG and was very well received. Another QML event
in April 2017 is planned. We must also thank Dr. Giliani for her event on ethical consumption and for organising
a special edition of an academic journal for selected presentations.

Overall, the committee was very pleased to have successfully launched the join initiative with CIM at Aston and
plan to hold an event in 2017 at an east midlands university.

We held four events in 2016

• “Sustainability and Ethical consumption” Organised by Dr. Alvina Gillani, Surrey University, 28th April
  30 attendees
• “Technology and consumer behaviour” Organised by Dr. Danae Manika, Queen Mary University of
  London, 20th May : 25 attendees
• “How Sustainable is your brand?” Aston University, 29th June. Co-organised with CIM, 60 attendees
• “Marketing as Practice” Aston University, 30th November. Co-organised with CIM, 45 attendees
Marketing and Retail
Chair’s Report (continued)

Other activities:

An introductory discussion with Nic Beech and Katy Mason in autumn 2016, about a study into changes in marketing, and the potential for a BAM supported study into marketing as practice.
A committee meeting was held on 30th November 2016 to discuss events and workshop planning for the year.
Planned 2017 events:
• 18th January, Research funding for fashion marketing. University of Manchester
• 24th April, QML event
• June, co-organised CIM event at an East Midlands university
• October, Supermarket retailing: presentation and discussion led by Booths. Sheffield Hallam University

Comments:

It would be helpful to have quarterly SIG accounts, or at least half yearly, distributed to treasurers. This information would help us to plan and monitor the year’s activities.

Anthony Kent, Marketing and Retail SIG Chair
Operations, Logistics and Supply Chain Management

Chair’s report

Elections:

The committee was due for re-election from January 2017. Committee members were asked if they wished to stand for re-election. The consensus was that this would be a good opportunity for new members to be involved in the SIG and so the existing committee decided to remain as members, but not as formal postholders. A call for nominations to SIG roles was sent out in July 2016, and expressions of interest were received. As there were sufficient posts to match each expression of interest, a ballot was not required. The new committee was confirmed at the AGM in September 2016. A full list of the new committee, and all PhD reps, for January 2017 onwards has been provided to BAM and is included as an appendix.

Conference track:

We continue to see year-on-year growth of submissions to the track. Although this year the growth is not significant, we feel it is noteworthy since POMS World Congress was happening at the same time as BAM and many of our community play a role in POMS. We received 38 submissions (up from 36 in the previous year) and accepted 35 of these (20 full, 15 developmental). 4 of the accepted papers were not presented at Conference. We are pleased that submissions to the track continue to grow and with the quality of the submissions and presentations.

Social media:
LinkedIn group – 167 members (increased from 108 last year). Twitter account created and being used.

Events:
One event was held this year. In March 2016 the University of Liverpool hosted a methodology workshop on Visual Management run by Dr Nicola Bateman from Loughborough University. 23 participants attended. Liverpool paid for the room and catering costs.

We delivered the Visual Management workshop as planned. Discussions regarding a joint event with the University of Sheffield have been carried over to 2017. There are many competing events for Operations, Logistics and Supply Chain SIG members (as evidenced by the competing conference in Havana held during the same dates as the BAM conference) and so limiting the number of events to 2 per year, plus conference activities, should ensure sufficient attendance at our events. SIG membership continues to grow and we received positive feedback regarding our event and Track and consider the past year to have been a success.

Planned 2017 events:

We have a joint event with the Sustainable and Responsible Business SIG on 20th April 2017. This event is a Doctoral Development Day on the research themes of Sustainability and Operations, Logistics and Supply Chain Management and will be held at Wolverhampton Business School.

As noted, a further event in conjunction with the University of Sheffield focused on a mini-PhD conference is currently under discussion.

Claire Moxham, OLSCM SIG Chair
Organisational Psychology
Chair’s report

Elections:

The SIG has been through a period of transition over the past year having had two members of the committee stepping down as they have come to the end of their time in position. Having been part of the SIG since 2012, Dr Joanne Lyubovnikova stepped down from her position as co-sig chair in September 2016 and Dr Alison Legood stepped down at the same time having been in post since 2013.

The SIG has not held formal elections for positions as they have been run on a voluntary and ad hoc basis based on who was willing to volunteer at the conference AGM for the SIG. Those who are willing to commit to the SIG outside of conference are given a role. However, In line with the new SIG constitutional guidelines no role can be held for more than 3 years without re-election and for no more than 2 elections. The new members volunteered themselves following the SIG AGM and have taken up positions accordingly.

A new constitution will be developed with the new committee members for 2017.

Conference track: Yes.

Social media: No.

Events: No. Due to unforeseen circumstances with the SIG committee we were unable to host events in 2016 as planned.

Planned 2017 events:
While we are disappointed to not host an event in 2016, the new SIG committee will be working to host events in 2017.

Dr. Joanne Lyubovnikova and Dr Alison Legood
Org Psychology SIG co-Chairs
Organisational, Transformation, Change and Development
Chair’s report

Elections:
Elections were held in AGM by a show of hands. Results below.
- Chair/Co-Chairs (Convener)- Joanne Murphy & Richard Jefferies
- Track Chair/Co-Chairs- Richard Jefferies & John Mendy
- Treasurer- Siva Sockalingam
- Former Chair (Ex-Officio)- Ashley Braganza
- Student Representative- Ini Enang & Thomas Thompson
- Steering Committee Member-Laurence Brooks
- Steering Committee Member- Stefan Cantore

Conference track:
- 20 Full Papers
- 19 Developmental Papers
- 1 Workshop (Cancelled on the day by the facilitator)

Social media: Twitter @ChangeBAM

Publications: SIG newsletter,

Events:The SIG has had a very successful year. Highlights include a refresh of its committee, and in particular the inclusion of new members in committee and track positions, three very successful events – one in conjunction with another SIG and a successful conference track.
- The OTCD SIG in conjunction with the Building Capacity Sub-Committee of the Council organized an Academic Writing workshop with Professor Rowena Murray. The workshop was hosted by the School of Business and Enterprise at the University of the West of Scotland. The workshop was attended by delegates from around the UK. The feedback from the event was extremely positive and we hope to run this event again next year. 23 Participants, very positive feedback.
- Leadership Event in the University of Brighton in conjunction with Leadership Sig. Hugely successful event organised by Dr Mark Hughes. 25 participants all very positive feedback.

Other activities: SIG newsletter – distributed through BAM mailing list

Planned 2017 events:
Joint event with Irish Academy of Management Strategy SIG – (lead contact Robert Galavan)
Workshop on the translating change research to general management journals

Joanne Murphy and Richard Jefferies
OTCD SIG Chair
Performance Management
Chair’s report

Elections:
At the AGM there was an agreeing to work together in order to improve attendance to events organised by the SIG, typically events are attended by 15-20 people and had been kept free of charge for members and charged a nominal fee for non-members. However, the new BAM rules regarding funding rely on either more events being organised or more attendees per event. So, two new posts were created to help advertising the events as well as increase attendance, i.e. Doctoral representative for London and early career/post-doc representative.

Conference track: Yes

Social media: No

Events:
Two events were organised in 2016:

-The first one was held in Edinburgh on “Sandpit for preparing grant applications in Performance Management/Measurement: Grand challenges” in June 2016. The event involved presentations from Senior Academics from UK Universities. The target audience was doctoral students and academics with an interest in applying for research funding. The event followed from the Performance Management Association Conference, and has already helped create some synergies between the two communities.

-The second event was held in Oxford on ‘Project and Programme Performance Management’ in December 2016. The event involved presentations from academics and a practitioner in project management performance. The target audience was academics and practitioners with an interest in improving their project management performance skills. This event saw an increase in registration/attendance.

Planned 2017 events:
One of the future activities for the SIG is planned to take place in June 2017 preliminary entitled: “Performance management and Business Analytics” at Manchester Metropolitan University.

Another tentative event is being planned at the Regent’s University London, with the preliminary title of “Performance Management and Measurement in Entrepreneurial and Family Business”. This will be scheduled later in the year, it is envisaged that this event will attract wide interest.

Comments:
Thank you for your support with the finances in 2016.

Dr Luisa Huatuco, Performance Management SIG Chair
Public Management and Governance
Chair’s Report

Elections:

Harry Barton, the previous chair, stepped down due to retirement and thus lack of availability to dedicate to the role. Elections were held and a new SIG chair, treasurer, and track chair appointed.

Social media:

Russ Glennon and Megan Mathias were both very active during BAM conference and afterwards promoting the track and BAM key messages.

Events:

The last 12 months have been fairly quiet for the SIG, due in part to significant time constraints on the previous chair, worsened by difficulty in 2015 finding a replacement chair to come forward. The conference track, however, was successful and demonstrated that there is sufficient academic interest and potential for the SIG to flourish. This year will focus on attempting to develop new activities and increase SIG membership, and both the SIG and track have new chairs. Whilst no additional events were run in 2016, we would request that the budget is maintained for 2016/17 as a number of events have now been planned and we are seeking to reinvigorate the SIG.

Planned 2017 events:

A PMG day symposium on the governance of sports management, in collaboration with Sport England, Liverpool John Moores University and the University of Liverpool. This event will be held in Liverpool, and resources supported by LJMU. A SIG member has strong connections with Sport England, and the chair has secured agreement from an LJMU colleague to provide rooms and catering for the event. This event is currently being scheduled (likely to be either Easter holidays or towards the June/July).

A joint doctoral development workshop with the Joint Universities Council Public Administration Conference being held at Nottingham Trent University in September (the weekend immediately following BAM conference). A workshop session on blogging for impact being led by a successful blogger who publishes at and @flipchartRick. The focus of this session (date to be agreed between mid-May to late July) will be on developing public narratives for communicating research, and particularly engaging with practitioner communities. This will be open to all staff, and we will promote this especially to doctoral researchers and early career academics.

Dr Russ Glennon, Public Mgmt SIG Chair
Research Methodology
Chair's report

Elections:

Amanda Lee began her term as Treasurer on 1 January 2015, after being elected in October 2014 to take over from Kathryn Haynes on her retirement from the post.

Juliet Nagy took up the secretary role on 1 January 2016.

Gail Clarkson, stood down as the Editor of the SIG newsletter, we have yet to find a volunteer to take over this role.

Conference track:

The RM SIG Track at the University of Newcastle in September 2016 received 30 conference submissions; 8 less than the previous year's conference. Thus, 11 full papers, 16 developmental papers, 3 workshop sessions and a symposium were delivered at the conference research methodology track.

Social media:

Victor Dörfler and Marc Steirand continued to develop the SIG social media group they initiated in the previous year and kept members informed of relevant issues throughout the year.

Events:

The Internationalisation of research workshop – "Language, Translation and Academic Publishing in International Research" held at Sheffield University in January 2016.

The Eleventh Annual "Teaching Research Methods to Business and Management Students" was held at The University of Liverpool on 7th April 2016. Hosted by Steering Group Member David Higgins, the theme of the workshop was "Exploring aspects of doctoral practice: what works in the supervision and assessment of work-based doctorates". Invited speakers included: Prof. Ann Cunliffe (the role of reflexivity in the doctoral process, questions for supervisors/ students in developing impactful research), Dr Lisa Anderson & Prof. Jeff Gold (Developing & using methodological approaches to support work-based research), Prof. Kiran Trehan (Assessing & recognizing practice in the doctoral thesis: an examiner's insight) and Prof. Mark Saunders (Future's so bright, I've gotta wear shades – waking up business school engagement with work-based doctorates).

The Seventh Annual "Sharing our Struggles" workshop was hosted by The University of Birmingham Business School on 10th May 2016. The theme workshop was - "Putting pen to paper... Reflections, modes, interactions and dynamics and the workshop was convened by Dr Shlomo Tarba, Prof. Peter Stokes, Dr Gail Clarkson, Dr Mohammad Ahammad & Dr Yipeng Liu.

The Eight Annual Sharing on Struggles Workshop' was held at Leeds University Business School. Following the successful workshop at Birmingham Business School, the workshop focused strongly on research methodology and followed the theme of ‘Publishing your research methodology paper’. Contributors to the day included: Prof. Cathy Cassell, Prof. Peter Stokes, Prof. Kerrie Unsworth, Dr Shlomo Tarba & Dr Mohammad Ahammad.
Research Methodology
Chair’s report

Planned 2017 events:

At the SIG AGM in September 2016, discussions concerning activities for the coming year focused on remembering that a key purpose of the RM SIG is to support early-career researchers. It was, therefore agreed that in 2017 the SIG events should have strong focus on knowledgeable researchers presenting their experiences to early-career researchers about what they have learned from ‘the system’. Hence, the SIGs two annual events are to encompass these issues.

- The 12th annual Teaching Research Methods to Business and Management Students workshop is to be held at UCD Graduate school of Business in Dublin on 31st March 2017. It will focus on the theme of teaching research methods to large, challenging and diverse groups of business and management students.

- The 9th Sharing Our Struggles workshop is planned for December 2017 (theme and venue to be confirmed).

Gail Clarkson and Murray Clark, Research Methodology SIG co-Chair
Strategy
Chair’s Report

Conference track: Yes

Social media: The SIG has a LinkedIn group, though this has not been active over the past year. There are currently plans to expand our social media presence.

Events:
On 12th August 2016, the British Academy of Management Strategy special interest group held an online workshop for PhD students in strategic management. The event was hosted by The Bristol Business School, University of the West of England.

The workshop provided an opportunity for students to present their work informally and gain feedback. Presenters’ had the chance to interact with a panel of senior strategy scholars and built some networks with other doctoral students. Based on the initial reviews as well as the presentations, authors of the best 6 contributions related to strategy and innovation management were encouraged to revise, extend and submit their papers to a special issue hosted by Technology Analysis and Strategic Management Journal.

On June 01, 2016, The Strategy SiG in collaboration with the BAM Sustainability SiG organised a research symposium on ‘Business Strategies for Sustainability’. The workshop was hosted by the Aston Business school, Birmingham.

In September 2016, the SIG organised an event in collaboration with the Inter Organizational Collaboration SIG called The New Era of Strategic Alliances: Paradoxes, Challenges, and Solutions. This took places at Coventry University.

Planned 2017 events:

Event on Managing political risk and uncertainty from historical perspective in collaboration with the Business History SiG. This will take place on 27 February at Coventry University.

3rd Online Workshop for Doctoral Students in Strategic Management, to be held in June, 2017 at Brunel University, London

Event on consultancy and academia, details to be arranged.

Neil Pyper Strategy SIG Chair
Sustainable and Responsible Business
Chair’s report

Conference track:

The BAM 2016 SRB conference track consisted of a total of 54 papers received, 20 development papers and 35 full papers (compared to 16 development papers and 26 full papers in 2015, roughly a 30% rise). 2 papers were rejected due to not being relevant to the topic - and these were passed on to BAM Office to decide on their suitability. A small number of papers were also withdrawn by their authors shortly before the registration deadline.

Social media: Twitter and Linked in were used to promote events

Events:

All intended activities were carried out and each was highly successful. Due to a BAM paper development workshop being run in January 2016, it was decided not to run a SIG specific paper development workshop in Jan 2016 as had been done in previous years. A repeat of this was run in Jan 2017, with a similar BAM paper development event run in the same week. Notably, these two events differed in structure, and some participants attended both.

Four strategic priorities identified by the BAM SIG Chairs meeting in June 2015 were used to plan events in 2016. These were broadly, assisting PhDs, advancing the research field, advancing practitioner engagement and improving teaching. As the 2015 events had included the first two, a priority on the third and fourth was sought. Of these, the third was achieved via an event at Aston with practitioner involvement, plus a workshop on Impact; the forth (on teaching) is in development for delivery in 2017 (see forthcoming activities).

- 19th-20th May. Management for Environmental Sustainability Mini-conference, Leicester University. This mini-conference featured parallel paper sessions from [20?] participants, plus keynote speakers. The overall theme was on the use of scales in sustainability analysis, as precursor to a BJM special issue on this topic (deadline Dec 2016). 26 people attended, all of whom delivered a paper, including two keynote speakers (professors).

- 8th June, Business Strategies for Sustainability Conference (in partnership with the Strategy SIG), Aston Business School. This event brought together academic speakers on sustainability and strategy with presentations on practitioners working with the sustainability group at Aston. A local network for sustainability bringing academics and companies together was proposed, with this being an introductory event. [attendees, 37, including practitioners].

- 29th June, Sustainability and Impact event, Newcastle University London. Focused on the experience of impact case studies in the REF and the forms of academic and practitioner engagement conducted in Europe, this one day workshop helped academics to understand the opportunities and barriers to achieving effective impact through research.

In addition, a further event as part of the joint programme run in partnership with the LLD SIG from 2015 onwards, on responsible leadership, ran an event at Henley, with 16 people attending.
Sustainable and Responsible Business
Chair’s report (continued)

Planned 2017 events:
The paper development workshop (described above) was held on Jan 26th 2017, at Manchester Metropolitan University

A phd workshop held in partnership with the OLSCM SIG (on sustainable operations and supply chains) will be held at Wolverhampton in April. This repeats the theme and format of an event held in Cardiff in 2015.

Discussions are underway for a weekend retreat funded by a research fund for sustainable & responsible business hosted by Birmingham University and co-run with the Chartered Association of Business Schools. The focus is on improving capacity for teaching business ethics in UK business schools. The involvement of the venue, Cumberland Lodge near Windsor, who specialises in such events and has a focus on ethics, is central to this proposal. Two weekend events for 30 students each are proposed for June and July 2017. Funding exists to provide generous bursaries and a broad spread of students from a wide range of business schools is sought. Expert speakers and facilitators will be invited, following formats established by Cumberland Lodge. Discussions are ongoing at present and news on progress will be communicated to Monika at BAM shortly.

Given the surplus generated in previous years, and current operating capacity at the SIG for event planning, there is a question as to whether some of the SIG budget might be potentially allocated to additional outputs. These might include costs related to capturing outputs from these workshops, possibly as match-funding with the Chartered ABS to help facilitate this? The output would potentially be in the form of transcriptions and summaries produced as a small report. This would be for distribution to business school deans &/or directors of teaching & learning via the Chartered ABS network,

A special session is proposed for the BAM annual conference bringing together the SRB, Inter-org and OLSCM SIGs on the topic of inter-firm collaborations and sustainability. A call for papers has been issued and papers will be clustered together in order to provide a focus for discussion and advance thinking in this area.

Comments:

I notice from the end of year financial statement issued by the BAM Office that the SIG has been charged for the cost of couriers. Presumably these are related to the delivery of marketing materials from the BAM Office, such as printed folders and flyers for the annual conference. Surely these should come out of a central BAM marketing budget and not be charged to the SIG finances?

Anthony Alexander SRB SIG Chair
INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF
The British Academy of Management Limited

I report on the accounts of the company for the year ended 31 December 2016 which are set out on pages 41 to 48.

Respective responsibilities of trustees and examiner

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed. The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of ICAS. Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

• Examine the accounts under section 145 of the 2011 Act
• To follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act
• To state whether particular matters have come to my attention

Basis of independent examiner's report

My examination was carried out in accordance with the general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the next statement.

Independent examiner's statement

In connection with my examination, no matter has come to my attention:

1. Which gives me reasonable cause to believe that in any material respect the requirements to keep accounting records in accordance with section 396 of the Companies Act 2006 and to prepare accounts which accord with the accounting records, comply with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities have not been met or

2. To which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Andrew Fearn
Leopold Accountancy Group
8 Young Street
Edinburgh
EH2 4JB

Date 11 July 2017
### Statement of Financial Activities

(including Income and Expenditure Account)

for the year ended 31 December 2016

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Notes</strong></td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td><strong>Income</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income from charitable activities 2</td>
<td>734,373</td>
<td>719,054</td>
</tr>
<tr>
<td>Income from other trading activities 2</td>
<td>2,382</td>
<td>6,004</td>
</tr>
<tr>
<td>Investment income 2</td>
<td>2,192</td>
<td>1,920</td>
</tr>
<tr>
<td><strong>Total income</strong></td>
<td>738,947</td>
<td>726,978</td>
</tr>
<tr>
<td><strong>Expenditure</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expenditure on charitable activities 3</td>
<td>559,368</td>
<td>629,896</td>
</tr>
<tr>
<td><strong>Total expenditure before exceptional item</strong></td>
<td>559,368</td>
<td>629,896</td>
</tr>
<tr>
<td>Exceptional item 4</td>
<td>-</td>
<td>29,000</td>
</tr>
<tr>
<td><strong>Total expenditure after exceptional item</strong></td>
<td>559,368</td>
<td>658,896</td>
</tr>
<tr>
<td><strong>Net income and net movement in funds for the year</strong></td>
<td>179,579</td>
<td>68,082</td>
</tr>
<tr>
<td><strong>Total funds brought forward</strong></td>
<td>635,481</td>
<td>567,399</td>
</tr>
<tr>
<td><strong>Total funds carried forward</strong></td>
<td>815,060</td>
<td>635,481</td>
</tr>
</tbody>
</table>

All amounts relate to continuing operations and to unrestricted funds.

There were no recognised gains and losses for 2016 other than those included in the Statement of Financial Activities.

The notes on pages 43 to 48 form part of these financial statements.
## THE BRITISH ACADEMY OF MANAGEMENT LIMITED

### BALANCE SHEET
as at 31 December 2016

<table>
<thead>
<tr>
<th>Notes</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FIXED ASSETS</strong></td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Tangible fixed assets</td>
<td>8</td>
<td>-</td>
</tr>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Debtors</td>
<td>9</td>
<td>139,446</td>
</tr>
<tr>
<td>Cash at bank</td>
<td></td>
<td>763,352</td>
</tr>
<tr>
<td></td>
<td></td>
<td>902,798</td>
</tr>
<tr>
<td><strong>CREDITORS: amounts falling due within one year</strong></td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>10</td>
<td>87,738</td>
<td>131,525</td>
</tr>
<tr>
<td><strong>NET CURRENT ASSETS/LIABILITIES</strong></td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>815,060</td>
<td></td>
<td>634,451</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS LESS CURRENT LIABILITIES</strong></td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>815,060</td>
<td></td>
<td>635,481</td>
</tr>
<tr>
<td><strong>FUNDS</strong></td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Unrestricted funds</td>
<td>13</td>
<td>815,060</td>
</tr>
</tbody>
</table>

The company was entitled to exemption from audit under S477 of the Companies Act 2006 relating to small companies.
The members have not required the company to obtain an audit in accordance with S476 of the Companies Act 2006.
The directors acknowledge their responsibilities for complying with the Companies Act with respect to accounting records and the preparation of accounts.
These financial statements were prepared in accordance with the provisions applicable to small companies subject to the small companies regime and in accordance with FRS102 SORP.

The financial statements were approved and authorised for issue by the trustees and were signed on their behalf on 11 July 2017.

**Professor Nic Beech**
Trustee

**James Johnston**
Trustee

The notes on pages 43 to 48 form part of these financial statements.
1. ACCOUNTING POLICIES

1.1 BASIS OF PREPARATION OF FINANCIAL STATEMENTS

The financial statements have been prepared in accordance with Accounting and Reporting for under the historical cost convention and 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 for Smaller Entities published in July 2014, the Financial Report Standard applicable in the United Kingdom and Republic of Ireland (FRS102) and the Charities Act 2011.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

1.2 INCOME

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

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

1.3 EXPENDITURE

All expenditure is recognised once there is a legal or constructive obligation to pay for the payment to a third party. It is probable that settlement will be required and the amount of the obligation can be measured reliably.

The company is not registered for VAT and accordingly, expenditure is shown gross of irrecoverable VAT.

1.4 TANGIBLE FIXED ASSETS AND DEPRECIATION

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Fixtures and fittings 20% straight line
Office equipment 25% straight line

1.5 LEASES AND LEASED ASSETS

Costs in respect of operating leases are charged to the Statement of Financial Activities on a straight-line basis over the lease term. Assets held under finance leases and hire purchase contracts are capitalised in the Balance Sheet and depreciated over their useful lives.

1.6 DEBTORS

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

1.7 CASH AT BANK AND IN HAND

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

1.8 CREDITORS

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

1.9 FUNDS

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

2. INCOME

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income from charitable activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Members' subscriptions</td>
<td>109,740</td>
<td>108,938</td>
</tr>
<tr>
<td>Journal subscriptions</td>
<td>4,640</td>
<td>5,660</td>
</tr>
<tr>
<td>Annual conference</td>
<td>333,746</td>
<td>319,048</td>
</tr>
<tr>
<td>Workshop income</td>
<td>81,542</td>
<td>75,435</td>
</tr>
<tr>
<td>Journal publishing income</td>
<td>196,026</td>
<td>197,820</td>
</tr>
<tr>
<td>SIG income</td>
<td>8,679</td>
<td>12,004</td>
</tr>
<tr>
<td>Other income</td>
<td>-</td>
<td>149</td>
</tr>
<tr>
<td><strong>Total income</strong></td>
<td><strong>734,373</strong></td>
<td><strong>719,054</strong></td>
</tr>
</tbody>
</table>

Income from other trading activities

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rental income</td>
<td>2,382</td>
<td>6,004</td>
</tr>
</tbody>
</table>

Investment income

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank interest</td>
<td>2,192</td>
<td>1,920</td>
</tr>
</tbody>
</table>

**Total income**

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total income</strong></td>
<td><strong>738,947</strong></td>
<td><strong>726,978</strong></td>
</tr>
</tbody>
</table>
3. EXPENDITURE ON CHARITABLE ACTIVITIES

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charitable activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Journal editorial costs</td>
<td>39,452</td>
<td>38,268</td>
</tr>
<tr>
<td>Workshops and other expenditure</td>
<td>58,108</td>
<td>62,252</td>
</tr>
<tr>
<td>Annual conference costs</td>
<td>106,040</td>
<td>130,540</td>
</tr>
<tr>
<td>Grants payments</td>
<td>-</td>
<td>33,002</td>
</tr>
<tr>
<td>SIG expenses</td>
<td>19,817</td>
<td>23,321</td>
</tr>
<tr>
<td></td>
<td>223,417</td>
<td>287,383</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Support costs</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff costs</td>
<td>160,515</td>
<td>170,452</td>
</tr>
<tr>
<td>Training</td>
<td>558</td>
<td>-</td>
</tr>
<tr>
<td>Website and stationery</td>
<td>30,481</td>
<td>28,298</td>
</tr>
<tr>
<td>Professional fees</td>
<td>7,463</td>
<td>220</td>
</tr>
<tr>
<td>Premises</td>
<td>82,793</td>
<td>83,351</td>
</tr>
<tr>
<td>Insurance</td>
<td>1,690</td>
<td>3,130</td>
</tr>
<tr>
<td>Sundry expenses</td>
<td>4,552</td>
<td>9,387</td>
</tr>
<tr>
<td>Accountants fees</td>
<td>14,766</td>
<td>14,480</td>
</tr>
<tr>
<td>Executive and Council expenses</td>
<td>18,397</td>
<td>19,089</td>
</tr>
<tr>
<td>Bank charges</td>
<td>13,706</td>
<td>13,076</td>
</tr>
<tr>
<td>Depreciation</td>
<td>1,030</td>
<td>1,090</td>
</tr>
<tr>
<td></td>
<td>335,911</td>
<td>342,513</td>
</tr>
</tbody>
</table>

Total expenditure on charitable activities |

|                      | 559,368| 629,896|

The nature of the Academy's activities is such that it is very difficult to allocate support costs in a meaningful basis against these and it is not considered that such a split would enhance the information provided in the financial statements.

4. EXCEPTIONAL ITEM

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Landlord's building renewals</td>
<td>-</td>
<td>29,000</td>
</tr>
</tbody>
</table>

The exceptional item relates to the Academy's share of the cost of landlord's improvements to communal areas of the office building.
5. NET INCOME FOR THE YEAR

Net income for the year is stated after charging:

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Depreciation</td>
<td>£1,030</td>
<td>£1,030</td>
</tr>
<tr>
<td>Operating lease</td>
<td>£50,939</td>
<td>£58,200</td>
</tr>
</tbody>
</table>

6.1 STAFF COSTS

<table>
<thead>
<tr>
<th>Employee information</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>£147,923</td>
<td>£154,737</td>
</tr>
<tr>
<td>Employer's national insurance</td>
<td>£12,592</td>
<td>£15,715</td>
</tr>
<tr>
<td>Employer's pension contribution</td>
<td>£558</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>£161,073</td>
<td>£170,452</td>
</tr>
</tbody>
</table>

There were no employees whose emoluments were over £60,000.

In the opinion of the directors due to the small number of administration staff employed by the Academy all would be classified as key personnel. The Directors who act as an executive committee receive no remuneration for their services.

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

<table>
<thead>
<tr>
<th>No.</th>
<th>No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>5</td>
</tr>
</tbody>
</table>

All employees were involved in the direct delivery or support of the Academy's activities or in supporting the governance of the organisation.

6.2 TRUSTEE AND EMPLOYEE INFORMATION

<table>
<thead>
<tr>
<th>Trustee and Council information</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trustee expenses paid to 7 trustees (2015: 7 trustees)</td>
<td>£12,824</td>
<td>£14,358</td>
</tr>
<tr>
<td>Council members' expenses</td>
<td>£5,573</td>
<td>£4,731</td>
</tr>
<tr>
<td></td>
<td>£18,397</td>
<td>£19,089</td>
</tr>
</tbody>
</table>

There was no remuneration paid to the trustees other than the reimbursement of out of pocket expenses (2015: nil)

7. TAXATION

The charity's activities fall within the exemptions afforded by the provisions of the Income and Corporation Taxes Act 1988. Accordingly, there is no taxation charge in these accounts.
8. **TANGIBLE FIXED ASSETS**

<table>
<thead>
<tr>
<th></th>
<th>Fixtures and fittings</th>
<th>Office equipment</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COST</strong></td>
<td>£</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>As at 1 January 2016</td>
<td>56,603</td>
<td>25,179</td>
<td>81,782</td>
</tr>
<tr>
<td>Additions</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Disposals</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>At 31 December 2016</td>
<td>56,603</td>
<td>25,179</td>
<td>81,782</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Fixtures and fittings</th>
<th>Office equipment</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DEPRECIATION</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At 1 January 2016</td>
<td>56,603</td>
<td>24,149</td>
<td>80,752</td>
</tr>
<tr>
<td>Charge for year</td>
<td>-</td>
<td>1,030</td>
<td>1,030</td>
</tr>
<tr>
<td>Disposals</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>At 31 December 2016</td>
<td>56,603</td>
<td>25,179</td>
<td>81,782</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Fixtures and fittings</th>
<th>Office equipment</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NET BOOK VALUE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At 31 December 2016</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>At 1 January 2016</td>
<td>-</td>
<td>1,030</td>
<td>1,030</td>
</tr>
</tbody>
</table>

9. **DEBTORS**

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade debtors</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Other debtors</td>
<td></td>
<td>12,558</td>
</tr>
<tr>
<td>Prepayments and accrued income</td>
<td>126,888</td>
<td>137,081</td>
</tr>
<tr>
<td></td>
<td>139,446</td>
<td>150,186</td>
</tr>
</tbody>
</table>

10. **CREDITORS: amounts falling due within one year**

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade creditors</td>
<td>4,709</td>
<td>20,048</td>
</tr>
<tr>
<td>Other creditors</td>
<td>61,548</td>
<td>68,004</td>
</tr>
<tr>
<td>Accruals</td>
<td>21,481</td>
<td>43,473</td>
</tr>
<tr>
<td></td>
<td>87,738</td>
<td>131,525</td>
</tr>
</tbody>
</table>
11. COMMITMENTS UNDER OPERATING LEASES

At the year end, the annual commitments under operating leases were as follows:

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Land and</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>buildings</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expiring within 1 year</td>
<td>40,218</td>
<td>74,168</td>
</tr>
<tr>
<td>Expiring within 1 to 2 years</td>
<td>35,886</td>
<td>19,285</td>
</tr>
<tr>
<td>Expiring within 2 to 5 years</td>
<td>14,953</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>91,057</td>
<td>93,453</td>
</tr>
</tbody>
</table>

12. COMPANY STATUS

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

13. STATEMENT OF FUNDS

<table>
<thead>
<tr>
<th></th>
<th>Balance at 1 January 2016</th>
<th>Incoming resources</th>
<th>Resources expended</th>
<th>Balance at 31 December 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Unrestricted funds</td>
<td>635,481</td>
<td>738,947</td>
<td>(559,368)</td>
<td>815,060</td>
</tr>
</tbody>
</table>