

**INSTITUTE OF MANAGEMENT
CONSULTANTS AND ADVISERS
Report and Financial Statements
for the year ended
31 December 2018
(A company limited by guarantee)**

INSTITUTE OF MANAGEMENT CONSULTANTS AND ADVISERS

REPORT AND FINANCIAL STATEMENTS 2018

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INSTITUTE OF MANAGEMENT CONSULTANTS AND ADVISERS

DIRECTORS AND OTHER INFORMATION

BOARD OF DIRECTORS

Martin Markey
John Byrne
Lisa Byrne
Frank Hannigan
Marrita Elizabeth Kavanagh
Anthony O'Brien
Fredericka Sarah Sheppard
Eimear Duffy
Ciaran Brannigan
Cassandra Corbet

SECRETARY AND REGISTERED OFFICE

John Byrne
O'Connell & Associates
Unit 9 Bailey House
The Courtyard
Fonthill Business Park
Fonthill Road
Dublin 22

AUDITORS

Mazars
Chartered Accountants & Statutory Audit Firm
Harcourt Centre
Block 3
Harcourt Road
Dublin 2

BANKERS

Bank of Ireland
Ballsbridge
Dublin 4

INSTITUTE OF MANAGEMENT CONSULTANTS AND ADVISERS

DIRECTORS' REPORT

The directors submit their report together with the audited financial statements for the year ended 31 December 2018.

1. PRINCIPAL ACTIVITIES

The Institute of Management Consultants and Advisers ("IMCA") is the national and internationally recognised professional institute for management consultants and business advisers in Ireland.

The mission of the company is to foster and promote the value, quality and benefits of business consulting and advisory services in Ireland. The principal activity of the company is to promote the skill, knowledge and the adoption of the highest standards of conduct by members of the management consulting profession.

2. RESULTS AND REVIEW OF BUSINESS

The total income for the year ended 31 December 2018 was €74,916 (2017: €90,727).

The number of active members was 958 (2017: 1,344). The loss for the year amounted to €14,029 (2017: profit €5,573). The reserves at 31 December 2018 amounted to €27,515 (2017: €41,544).

3. RISKS AND UNCERTAINTIES

In common with many not-for-profit organisations, the organisation must maintain and develop its income sources to facilitate the ongoing support of its member services. In order to mitigate this risk, the directors review the sources of income on an ongoing basis. The directors are at all times conscious that maintaining the reputation of the organisation is critical.

4. EVENTS SINCE THE YEAR END

There have been no significant events affecting the company since the year end.

5. FUTURE DEVELOPMENTS

The company will continue to charge membership subscription and associated fees to its members, to cover the costs of administration and promotion of members' activities.

INSTITUTE OF MANAGEMENT CONSULTANTS AND ADVISERS

DIRECTORS' REPORT

6. DIRECTORS

In accordance with the constitution, one third of the directors are required to retire at the next Annual General Meeting and being eligible offer themselves for re-election.

The names of the persons who were directors at any time during the year ended 31 December 2018 are set out below. Unless otherwise stated, they all served as directors for the entire year ended on that date.

John Byrne
Alan Costello (resigned 19/11/18)
Frank Hannigan
Marrita Elizabeth Kavanagh
Eimear Duffy (appointed 13/12/18)
Cassandra Corbet (appointed 13/12/18)

Martin Markey
Kim McClenaghan (resigned 19/11/18)
Anthony O'Brien
Fredericka Sarah Sheppard
Ciaran Brannigan (appointed 13/12/18)

7. INTERESTS OF DIRECTORS AND SECRETARY

The company is limited by guarantee and does not have any share capital. Therefore, the directors and secretary who served during the year did not have any beneficial interest in the company.

8. ACCOUNTING RECORDS

The measures that the directors have taken to secure compliance with the requirements of sections 281 to 285 of the Companies Act 2014 with regard to the keeping of accounting records, are the employment of appropriately qualified accounting personnel and the maintenance of computerised accounting systems. The books and accounting records of the company are maintained at O'Connell & Associates, Unit 9, Bailey House, Fonthill Park, Fonthill Road, Dublin 22.

9. STATEMENT ON RELEVANT AUDIT INFORMATION

In the case of each of the persons who are directors at the time this report is approved in accordance with section 332 of the Companies Act 2014:

- (a) so far as each director is aware, there is no relevant audit information of which the company's statutory auditors are unaware, and
- (b) each director has taken all the steps that he or she ought to have taken as a director in order to make himself or herself aware of any relevant audit information and to establish that the company's statutory auditors are aware of that information.

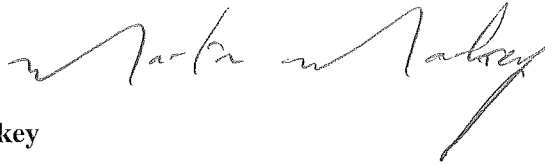
INSTITUTE OF MANAGEMENT CONSULTANTS AND ADVISERS

DIRECTORS' REPORT

10. AUDITORS

Mazars, Chartered Accountants and Statutory Audit Firm, have expressed their willingness to continue in office in accordance with Section 383(2) of the Companies Act 2014.

On behalf of the Board



M. Markey



J. Byrne

31 July 2019

INSTITUTE OF MANAGEMENT CONSULTANTS AND ADVISERS

DIRECTORS' RESPONSIBILITIES STATEMENT

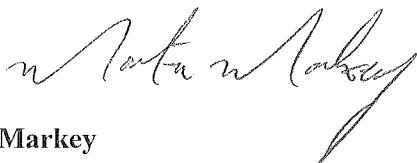
The directors are responsible for preparing the directors' report and the financial statements in accordance with applicable Irish law and regulations.

Irish company law requires the directors to prepare financial statements for each financial year. Under the law, the directors have elected to prepare the financial statements in accordance with the Companies Act 2014 and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" issued by the Financial Reporting Council. Under the law, the directors must not approve the financial statements unless they are satisfied they give a true and fair view of the assets, liabilities and financial position of the company as at the financial year end and of the profit or loss of the company for the financial year and otherwise comply with the Companies Act 2014. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether the financial statements have been prepared in accordance with applicable accounting standards, identify those standards, and note the effect and the reason for any material departure from those standards; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for ensuring that the company keeps or causes to be kept adequate accounting records which correctly explain and record the transactions of the company, enable at any time the assets, liabilities and financial position of the company to be determined with reasonable accuracy, enable them to ensure that the financial statements comply with the Companies Act 2014 and enable the financial statements to be audited. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

On behalf of the Board



M. Markey



J. Byrne

31 July 2019

**INDEPENDENT AUDITOR'S REPORT TO THE
MEMBERS OF INSTITUTE OF
MANAGEMENT CONSULTANTS AND ADVISERS**

Report on the audit of the financial statements

Opinion

We have audited the financial statements of Institute of Management Consultants and Advisers ('the company') for the year ended 31 December 2018 which comprise the statement of income and retained earnings, the statement of financial position, the statement of cash flows and notes to the financial statements, including the summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is the Companies Act 2014 and FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland.

In our opinion the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the company as at 31 December 2018 and of its loss for the year then ended;
- have been properly prepared in accordance with FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland; and
- have been properly prepared in accordance with the requirements of the Companies Act 2014.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and applicable law. Our responsibilities under those standards are described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which ISAs (Ireland) require us to report to you where:

- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

**INDEPENDENT AUDITOR'S REPORT TO THE
MEMBERS OF INSTITUTE OF
MANAGEMENT CONSULTANTS AND ADVISERS**

Other information

The directors are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2014

Based solely on the work undertaken in the course of the audit, we report that:

- in our opinion, the information given in the directors' report is consistent with the financial statements; and
- in our opinion, the directors' report has been prepared in accordance with the Companies Act 2014.

We have obtained all the information and explanations which we consider necessary for the purposes of our audit. In our opinion the accounting records of the company were sufficient to permit the financial statements to be readily and properly audited and financial statements are in agreement with the accounting records.

Matters on which we are required to report by exception

Based on the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified any material misstatements in the directors' report. The Companies Act 2014 requires us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions required by sections 305 to 312 of the Act are not made.

We have nothing to report in this regard.

Respective responsibilities

Responsibilities of directors for the financial statements

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

**INDEPENDENT AUDITOR'S REPORT TO THE
MEMBERS OF INSTITUTE OF
MANAGEMENT CONSULTANTS AND ADVISERS**

Responsibilities of directors for the financial statements (continued)

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

Auditor's responsibilities for the audit of the financial statements

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

A further description of our responsibilities for the audit of the financial statements is located on the IAASA's website at: [http://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8f-a98202dc9c3a/Description of auditors responsibilities for audit.pdf](http://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8f-a98202dc9c3a/Description_of_auditors_responsibilities_for_audit.pdf). This description forms part of our auditor's report.

The purpose of our audit work and to whom we owe our responsibilities

Our report is made solely to the company's members, as a body, in accordance with section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



Mairéad Divilly
for and on behalf of Mazars
Chartered Accountants & Statutory Audit Firm
Harcourt Centre
Block 3
Harcourt Road
Dublin 2

31 July 2019

INSTITUTE OF MANAGEMENT CONSULTANTS AND ADVISERS

STATEMENT OF INCOME AND RETAINED EARNINGS

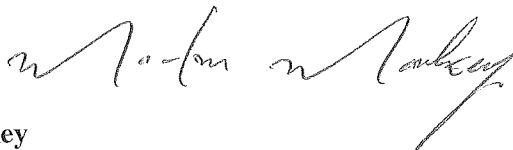
		Year ended 31 December 2018 €	Year ended 31 December 2017 €
	Notes		
Income	5	74,916	90,727
Operating expenses		(88,945)	(85,154)
Operating (loss)/profit	7	(14,029)	5,573
Taxation	8	—	—
(Loss)/profit after taxation		(14,029)	5,573
Retained earnings at beginning of year		<u>41,544</u>	<u>35,971</u>
Retained earnings at end of year		<u>27,515</u>	<u>41,544</u>

INSTITUTE OF MANAGEMENT CONSULTANTS AND ADVISERS

STATEMENT OF FINANCIAL POSITION

		31 December 2018 €	31 December 2017 €
	Notes		
<hr/>			
CURRENT ASSETS			
Debtors	9	1,934	23,135
Cash and cash equivalents		<u>30,428</u>	<u>24,464</u>
		32,362	47,599
CREDITORS			
Amounts falling due within one year	10	<u>(4,847)</u>	<u>(6,055)</u>
NET CURRENT ASSETS		<u>27,515</u>	<u>41,544</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>27,515</u>	<u>41,544</u>
CAPITAL AND RESERVES			
Profit and loss account		<u>27,515</u>	<u>41,544</u>

On behalf of the Board



M. Markey



J. Byrne

31 July 2019

INSTITUTE OF MANAGEMENT CONSULTANTS AND ADVISERS

STATEMENT OF CASH FLOWS

	Year ended 31 December 2018 €	Year ended 31 December 2017 €
Cash flows from operating activities		
(Loss)/profit after taxation	(14,029)	5,573
Movement in debtors	21,201	(21,298)
Movement in creditors	(1,208)	(3,791)
Net cash inflow/(outflow) from operating activities	<u>5,964</u>	<u>(19,516)</u>
Movement in cash and cash equivalents	5,964	(19,516)
Cash and cash equivalents at beginning of year	<u>24,464</u>	<u>43,980</u>
Cash and cash equivalents at end of year	<u>30,428</u>	<u>24,464</u>

INSTITUTE OF MANAGEMENT CONSULTANTS AND ADVISERS

NOTES TO THE FINANCIAL STATEMENTS

1. GENERAL INFORMATION

Institute of Management Consultants and Advisers is a company incorporated under the Companies Act 2014, without share capital, the liability of which is limited by the guarantee of its members, to such amount that may be required, but not exceeding €1.27. The company is a not-for-profit company and its Constitution expressly forbids any form of distribution to the members of the company.

2. STATEMENT OF COMPLIANCE

These financial statements have been prepared in compliance with Financial Reporting Standard 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland” (“FRS102”) and the Companies Act 2014.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

a) Basis of financial statements

The financial statements have been prepared on a going concern basis under the historical cost convention.

The financial statements of the company are presented in Euro (“€”) which is also the functional currency of the company.

b) Income

Income represents annual subscriptions and associated fees charged to members which are included on the basis of amounts resolved by the directors to be levied in respect of the year ended 31 December 2018 to cover administration and other costs of the company. Revenue is measured at the fair value of the consideration received.

c) Taxation

The company is exempt from corporation tax on its activities in accordance with the Taxes Consolidation Act, 1997.

d) Cash and cash equivalents

Cash and cash equivalents comprises cash in hand and deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less.

NOTES TO THE FINANCIAL STATEMENTS

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (*continued*)

e) Financial instruments

The company has chosen to adopt Section 11 of FRS 102 in respect of financial instruments.

Financial assets

Basic financial assets, including trade and other debtors and cash and bank balances, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest.

Such assets are subsequently carried at amortised cost using the effective interest method.

At the end of each reporting period financial assets measured at amortised cost are assessed for objective evidence of impairment. If an asset is impaired the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in the statement of income and retained profit.

If there is decrease in the impairment loss arising from an event occurring after the impairment was recognised the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been had the impairment not previously been recognised. The impairment reversal is recognised in the statement of income and retained profit.

Financial assets are derecognised when (a) the contractual rights to the cash flows from the asset expire or are settled, or (b) substantially all the risks and rewards of the ownership of the asset are transferred to another party or (c) control of the asset has been transferred to another party who has the practical ability to unilaterally sell the asset to an unrelated third party without imposing additional restrictions.

Financial liabilities

Basic financial liabilities, including trade and other creditors and deferred income are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Trade creditors are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Financial liabilities are derecognised when the liability is extinguished, that is when the contractual obligation is discharged, cancelled or expires.

NOTES TO THE FINANCIAL STATEMENTS

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (*continued*)

e) Financial instruments (continued)

Offsetting

Financial assets and liabilities are offset and the net amounts presented in the financial statements when there is an enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle to liability simultaneously.

4. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

The company makes judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources in the application of the company's accounting policies. Estimates and judgements are continually evaluated and are based on historical experience and other factors that are considered to be reasonable under the circumstances. Actual results may differ from the estimates.

a) Critical judgements made in applying the company's accounting policy

Management is of the opinion that there are no critical judgements (other than those involving estimates) that have a significant effect on the amounts recognised in the financial statements.

b) Key sources of estimation uncertainty

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Impairment of trade and other receivables

The company assesses its receivables on a continuous basis for any objective evidence of impairment by considering factors, including the ageing profile, the creditworthiness and the past collection history of each debtor. If the financial conditions of these debtors were to deteriorate, resulting in an impairment of their ability to make payments, additional allowances may be required.

5. INCOME

Income represents annual subscriptions and associated fees charged to members, which are included on the basis of amounts resolved by the directors to be levied in respect of the year ended 31 December 2018 to cover administration and other costs of the company.

6. STAFF COSTS

The company has no remunerated employees. The directors perform their services for the company on a voluntary and non-remunerated basis. Administration, marketing and other services are acquired under contracts for services.

INSTITUTE OF MANAGEMENT CONSULTANTS AND ADVISERS

NOTES TO THE FINANCIAL STATEMENTS

7.	OPERATING (LOSS)/PROFIT	2018	2017
		€	€

Operating (loss)/profit is stated after charging:

Directors' emoluments in respect of qualifying services	<u>—</u>	<u>—</u>
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8. TAXATION

In accordance with the Taxes Consolidation Act, 1997, the company is exempt from corporation tax on its activities on the basis that any surplus arising is derived from business done with its members. The company is only liable to corporation tax in respect of its deposit interest and any other passive income at the rate of 25%.

9.	DEBTORS	2018	2017
	Amounts falling due within one year	€	€

Accrued income	1,400	22,795
Sundry debtors and prepayments	<u>534</u>	<u>340</u>
	<u>1,934</u>	<u>23,135</u>

10.	CREDITORS	2018	2017
	Amounts falling due within one year	€	€

Accruals	4,847	5,075
Subscriptions received in advance	<u>—</u>	<u>980</u>
	<u>4,847</u>	<u>6,055</u>

11. RELATED PARTY TRANSACTIONS

There were no related party transactions in the year ended 31 December 2018 (2017: €Nil) that require disclosure under Section 33 of FRS 102 – 'Related Party Transactions and Disclosures'.

12. EVENTS SUBSEQUENT TO THE YEAR END

There have been no significant events affecting the company since the year end.

13. APPROVAL OF FINANCIAL STATEMENTS

The financial statements were approved by the directors on 31 July 2019.

INSTITUTE OF MANAGEMENT CONSULTANTS AND ADVISERS

DETAILED INCOME AND EXPENDITURE ACCOUNT

Schedules	Year ended 31 December 2018 €	Year ended 31 December 2017 €
Income		
General membership subscriptions and fees	42,326	44,924
Accredited practice subscriptions	29,415	45,803
Facility fees	1,425	-
Sponsorship	<u>1,750</u>	<u>-</u>
	<u>74,916</u>	<u>90,727</u>
Operating expenses		
Deficit on functions	A 2,588	3,355
Administrative expenses	B 4,081	7,465
Office expenses	C 3,376	10,081
Development expenses	D 55,872	56,805
Marketing and PR	E -	812
Audit and accountancy	6,212	3,407
Bad debt	4,571	-
Consultancy fees	8,681	-
ICMCI costs	F <u>3,564</u>	<u>3,229</u>
	<u>88,945</u>	<u>85,154</u>
Operating (loss)/profit	(14,029)	<u>5,573</u>

INSTITUTE OF MANAGEMENT CONSULTANTS AND ADVISERS

SCHEDULES TO THE DETAILED INCOME AND EXPENDITURE ACCOUNT

	Year ended 31 December 2018 €	Year ended 31 December 2017 €
A. DEFICIT ON FUNCTIONS		
CPD and general functions		
Expenditure	2,588	17,028
Income	—	(13,673)
	<u>2,588</u>	<u>3,355</u>
B. ADMINISTRATIVE EXPENSE		
Administration charges	3,708	3,432
AGM and meetings expenses	<u>373</u>	<u>4,033</u>
	<u>4,801</u>	<u>7,465</u>
C. OFFICE EXPENSES		
Website costs	1,176	7,499
Telephone	868	556
Stationery and office supplies	48	303
Insurance	178	-
Credit card and bank charges	1,106	1,723
	<u>3,376</u>	<u>10,081</u>
D. DEVELOPMENT EXPENSES		
Membership development consultancy	55,350	55,350
Surveys / newsletters	325	1,455
Subscriptions	197	—
	<u>55,872</u>	<u>56,805</u>
E. MARKETING AND PR		
Marketing Costs	—	<u>812</u>
F. ICMCI COSTS		
Administration charges	<u>3,564</u>	<u>3,229</u>