

THE FRIENDS OF THE ROYAL ACADEMY

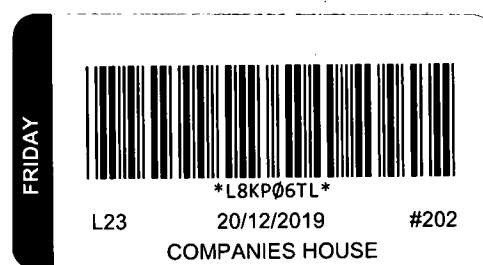
(A Company Limited by Guarantee)

**Registered Charity No. 272926
Registered Company No. 01291535**

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED

31 AUGUST 2019



The Friends of the Royal Academy Reference and Administrative Information

Patron

HRH The Duchess of Cornwall

Trustees

Clive Humby (Chairperson)
Nigel Abbas
Nicola Bannister
Diana Carney (resigned 6 September 2018)
Verity Harding
Ben Joseph (Treasurer) (resigned 29 March 2019)
Siobhan Moriarty-MacDonnell
Andrea O'Keeffe (Treasurer) (appointed 28 May 2019)
Richard Philipps
Oliver Rawlins
Axel Rüger (appointed 28 May 2019)
Rebecca Salter RA
Greg Sanderson
Sir Charles Saumarez Smith (resigned 1 December 2018)

Company Secretary

Susan Gent (resigned 27 November 2018)
Sarah Iddon (appointed 27 November 2018, resigned 28 January 2019)
Benedict Anstey (appointed 28 January 2019)

Auditors

Moore Kingston Smith LLP
Devonshire House
60 Goswell Road
London EC1M 7AD

Bankers

Lloyds Bank Plc
4th Floor
25 Gresham Street
London EC2V 7HN

Solicitors

Macfarlanes LLP
20 Cursitor Street

Withers LLP
16 Old Bailey
London EC4M 7EG

Registered Office

Burlington House
Piccadilly
London W1J 0BD

Registered Charity Number

272926

Registered Company Number

01291535

The Friends of the Royal Academy (A Company Limited by Guarantee) Trustees' Report

CONSTITUTION AND CHARITABLE OBJECTIVES

Constitution

The Friends of the Royal Academy ("the Charity") is a registered charity, which was incorporated as a company limited by guarantee in December 1976 to support the work of The Royal Academy of Arts ("the Royal Academy"), a legally separate charity (registered charity number 1125383, company number 6298947) which has promoted the fine arts in the UK since 1768, and the Royal Academy Trust (registered charity number 1067270), which was established in 1981, to provide funds in support of the Royal Academy.

Governance and management

The Charity is an independent body governed by a board of directors (the "Board"), who are also the trustees of the Charity. In accordance with the Articles of Association, the number of directors shall be not less than seven and not more than 15.

On appointment as a director, the appointee is invited to become a Member of the Charity. There can be up to 25 Members of the Charity and Members are drawn from several sources including: Royal Academicians, donors to the Royal Academy, the business community and other volunteers.

The Board convenes regular meetings to discuss the strategic, financial and operational performance of the Friends' membership scheme and meet frequently with the Royal Academy management team and other members of staff. Board members receive all relevant documentation relating to the constitution and operation of the Friends' membership scheme on appointment and are provided with additional training as required thereafter.

Charity Governance Code

The Charity and its trustees take good governance seriously and are aware of the Charity Governance Code, including its seven main principles.

In 2016 a detailed governance review was carried out across the Royal Academy, including its related parties. Amongst other outcomes, this introduced clear and precise terms of reference for the Charity's Board of Trustees, following a standard format. The Board has recently reviewed and updated these terms of reference, with specific attention to confidentiality and data protection. The Board also ensures the Charity adheres to organisation-wide policies and procedures, relating to areas such as whistleblowing, incident reporting, data protection, gift acceptance and conflicts of interest. The Board reviews and provides input to these policies where appropriate. The Chair of the Board sits on the Royal Academy Audit Committee and the Royal Academy Trust, helping to ensure consistent approaches to matters considered by these bodies and join up decision-making across the Royal Academy as an organisation.

Remuneration of key management personnel

The Charity considers key management personnel to be the trustees who do not receive remuneration for their services. As noted below, the day to day management of the Charity is performed by staff employed by the Royal Academy.

Relationship with the Royal Academy

Although the Charity is governed by an independent body, the day to day management of the Friends' membership scheme is through staff employed by the Royal Academy, who are supported by a team of unpaid Friends' volunteers.

Objectives and activities

The objects of the Charity, as set out in the Articles of Association, are to support the charitable work of the Royal Academy and the Royal Academy Trust. Its activities include ensuring sound financial control; clear strategic direction; and the targeting of funds to improve the Friends experience and public benefit.

The Friends of the Royal Academy (A Company Limited by Guarantee) Trustees' Report

Public benefit and impact

The Charity exists to support the charitable work of the Royal Academy and to promote and to co-operate with the Royal Academy and other charitable organisations in promoting the arts of design and the creation and appreciation of the arts.

In implementing the stated objectives through the strategies described above, the Board has complied with the duty in Section 17 of the Charities Act 2011 and the guidance published by the Charity Commission, namely to have due regard to public benefit.

The Charity donates its surplus to the Royal Academy in support of its charitable objectives and in doing so brings considerable benefit to members of the public who visit and participate in the activities of the Royal Academy. The impact and public benefit provided by the Royal Academy and the more formal impact assessment approach being undertaken, including identifying impact goals and tracking and measuring impact, is considered in the Royal Academy's 2019 Trustees' Report. Given that the Charity's donation has this year provided nearly 29% (2018: 28%) of the Royal Academy's incoming resources from ongoing activities, the Charity is providing a significant contribution towards meeting these impact goals.

The Friends membership scheme is open to all members of the public and offers significant cost savings to ensure the Friend, an adult family guest and up to four family children can enjoy unlimited entry to experience and appreciate the art on display at the Royal Academy. Friends are also kept up to date on news of the Royal Academy and the art world through the quarterly RA magazine and Friends' newsletters and emails, which are sent directly to each Friend.

The Friends also offer a Young Person category of membership at a reduced rate to enable young people to benefit from Friends membership at the Royal Academy and access to special events tailored towards the younger demographic.

Aims for the coming year

The aims and objectives for the 2019/20 financial year are as follows:

- To promote and enhance the appreciation of visual arts at the Royal Academy through the Friends' membership scheme
- To maximise the charitable contributions raised for the benefit of the Royal Academy
- To increase public participation for the benefit of the Royal Academy.

The Charity will seek to achieve these objectives through the continuation of a successful programme of Friends' events; campaigns to recruit new Friends; measures to retain Friends through continued improvement of the visitor experience; and providing new Friends offerings to give Friends greater choice.

FINANCIAL REVIEW, ACHIEVEMENTS AND PERFORMANCE

Financial review

During the year, the Charity received total income of £13,432,511 (2018: £12,799,072), including membership income and Gift Aid of £13,289,667 (2018: £12,756,398) from a total membership of 92,273 (2018: 96,277) Friends.

After expenditure of £1,769,043 (2018: £1,652,485) and a £92,087 (2018: £nil) donation to the Royal Academy Trust, net income amounted to £11,571,381 (2018: £11,146,587).

It is the practice of the Board to make a donation to the Royal Academy of the income received after the deduction of expenditure, with the objective to increase the net contribution year on year. During the year, the Board approved that legacy income received by the Charity should be donated to the Royal Academy Trust to be held in unrestricted funds to provide future support to the Royal Academy. The net income for the current year has been donated to the Royal Academy.

The net movement of funds for the year was £nil (2018: £nil). The Board does not recommend any transfer to or from reserves (2018: £nil).

The Friends of the Royal Academy (A Company Limited by Guarantee) Trustees' Report

Achievements and performance

Just over 8,600 new Friends joined in 2018/19 and with an annual renewal rate of 87%, we closed the year with 92,273 Friends, down from last year's closing number of 96,277.

In February 2018, the price of the main membership packages was increased by over 25%, reflecting the expanded exhibitions offer with the opening of the Royal Academy's new campus in May 2018. This was also the first price increase since 2013. Despite this, the annual renewal rate for the year at 87% was marginally up on the prior year rate of nearly 86%. An inflationary increase was made in February 2019 and full year renewal rates have remained consistent at 87%.

A limited edition RA250 membership scheme was launched last year to mark the Royal Academy's 250th anniversary in 2018 and the RA Schools 250th anniversary in 2019. This allowed Friends to increase their support and engage more deeply with the Royal Academy. This scheme has now closed with 585 members (included within the total Friends of 92,273) at the year end.

Total membership income and Gift Aid for the year of £13,289,667 represented an increase of over 4% on the previous year (2018: £12,756,398), with the full year impact of the increase in price from February 2018 and subsequent increase in February 2019 offsetting the decrease in the number of Friends.

The net income for the year before donations to the Royal Academy was £11,571,381, just under 4% up on the previous year (2018: £11,146,587).

In making a donation of £11,571,381 to the Royal Academy, the Charity has significantly contributed to the continuing development of the Royal Academy's activities, including the presentation of a world class exhibition programme, the post graduate education of artists in the Royal Academy Schools and the preservation and maintenance of the Royal Academy's historic buildings and collections.

Additional support from the Charity's activities has included a successful programme of Friends' events and other additional targeted fundraising events.

A number of initiatives were pursued throughout the year to maximise future performance:

- Face to face campaigns for the recruitment of new Friends from visitors to the exhibition programme
- Providing additional activities designed to enhance the experience of members, including events within the Royal Academy making use of the new public programming spaces available with the opening of the Royal Academy's expanded campus in May 2018
- Updating the strategic plan for the Friends membership scheme, with the objective of increasing both the yield and volume of Friends over the next five years.

Related party transactions

None of the trustees receive remuneration or other benefit from their work with the Charity. Transactions with related parties are disclosed in note 16 to the financial statements.

Reserves policy

The Board has reviewed the reserves of the Charity, including its free reserves (those that are not restricted, designated or invested in fixed assets). Having regard to the relationship with the Royal Academy and anticipated future cash flows, the current practice is to pass the entire annual net income to the Royal Academy and not to accumulate reserves. The Board considers that the actual level of free reserves at 31 August 2019 of £115,734 (2018: £115,734) is appropriate.

Risks

The Board, advised by specialist committees, the Royal Academy management team and the Royal Academy General Counsel, evaluates and monitors risks and ensures that systems and controls are in place and are subject to review. Where appropriate, management action is undertaken to mitigate those risks. The trustees have reviewed the risks to which the Charity is exposed and the mitigating actions planned to address them.

**The Friends of the Royal Academy
(A Company Limited by Guarantee)
Trustees' Report**

Risks (continued)

The major risks identified include the risk of a reduction in Friends membership due to price sensitivity, the changing popularity of the exhibition programme and demographic factors. Risk of failure of the database software and security due to a number of factors is also recognised, as well as risks generated from having to adhere to strict tax legislation and HMRC guidelines.

The management team is undertaking strategies to limit the exposure to these risks and to mitigate them as far as is achievable. Mitigation steps include continued review and improvement to the Friends' visitor experience and periodic Friends membership pricing reviews; continuous development and enhancement of software, with focus on data protection; and internal tax compliance controls and procedures, together with advice from external tax advisors on technical issues and the impact of any changes in legislation.

Statement of trustees' responsibilities

The trustees (who are also directors of The Friends of the Royal Academy for the purpose of company law) are responsible for preparing the trustees' report and the financial statements in accordance with the applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires directors to prepare financial statements for each financial year which give a true and fair view of the state of the 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 directors are required to:

- select suitable accounting policies and then apply them consistently;
- 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 charity will continue in business;
- observe the methods and principles in the Charities SORP.

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

Audit information

So far as each of the trustees at the time the trustees' report is approved is aware:

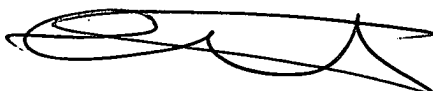
- there is no relevant information of which the auditors are unaware; and
- they have taken all relevant steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Auditors

A resolution to reappoint Moore Kingston Smith LLP as auditors will be put to the members at the Annual General Meeting.

This report was approved by the trustees on 11 December 2019 and signed on its behalf, by:

**Clive Humby
Chairperson**



Date:

11 December 2019

**The Friends of the Royal Academy
Independent Auditors' Report to Members of
The Friends of the Royal Academy**

Opinion

We have audited the financial statements of The Friends of the Royal Academy ("the charitable company") for the year ended 31 August 2019 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard Applicable in the UK and Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2019 and of its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable 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.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditors' report thereon. The trustees are responsible for the other information. 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.

**The Friends of the Royal Academy
Independent Auditors' Report to Members of
The Friends of the Royal Academy (continued)**

Opinions on other matter prescribed by the Companies Act 2006

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

- the information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' annual report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the trustees' annual report and from preparing a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 5, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

**The Friends of the Royal Academy
Independent Auditors' Report to Members of
The Friends of the Royal Academy (continued)**

Auditors' responsibilities for the audit of the financial statements (continued)

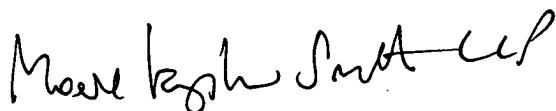
As part of an audit in accordance with ISAs (UK) we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Andrew Stickland (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

Devonshire House
60 Goswell Road
London EC1M 7AD

Date: 11 December 2019

**The Friends of the Royal Academy
Statement of Financial Activities
For the year ended 31 August 2019**

		Unrestricted funds 2019 £	Unrestricted funds 2018 £
	Note		
Income from:			
Donations and legacies		94,156	1,843
Charitable activities	4	13,289,667	12,756,398
Other income		48,688	40,831
Total income		13,432,511	12,799,072
Expenditure on:			
Charitable activities			
Members' activities	5	(1,769,043)	(1,652,485)
Donation to Royal Academy Trust		(92,087)	-
Donation to The Royal Academy of Arts		(11,571,381)	(11,146,587)
Total expenditure		(13,432,511)	(12,799,072)
Net income / (expenditure)	6	-	-
Total funds brought forward		115,734	115,734
Total funds carried forward		115,734	115,734

All gains and losses are included in the Statement of Financial Activities and derive from continuing activities.

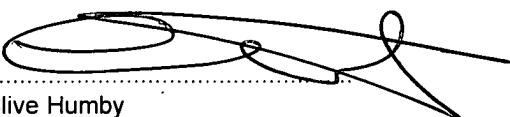
The notes on pages 12 to 17 form part of these financial statements.

**The Friends of the Royal Academy
Balance Sheet as at 31 August 2019**

	Note	2019 £	2018 £
Fixed assets	10	-	-
Current assets			
Debtors	11	310,735	240,168
Cash at bank and in hand		-	-
		310,735	240,168
Current liabilities			
Creditors - amounts falling due within one year	12	(195,001)	(124,434)
Net current assets		115,734	115,734
Total assets less total liabilities		115,734	115,734
The funds of the Charity:			
Unrestricted funds			
Unrestricted		115,734	115,734
Total funds		115,734	115,734

The notes on pages 12 to 17 form part of these financial statements.

Approved and authorised for issue by the Board on 11 December 2019


Clive Humby

Company No: 01291535

The Friends of the Royal Academy
Statement of Cash Flows
For the year ended 31 August 2019

	Note	2019 £	2018 £
Cash used in operating activities	13	<u>-</u>	<u>(11,540)</u>
Decrease in cash equivalents in the year		-	(11,540)
Cash and cash equivalents at the beginning of the year		<u>-</u>	<u>11,540</u>
Cash and cash equivalents at the end of the year		<u>-</u>	<u>-</u>

**The Friends of the Royal Academy
Notes to the Financial Statements
For the year ended 31 August 2019**

1 General information

The Friends of the Royal Academy ("the Charity"), is a registered charity, which is incorporated as a company limited by guarantee.

The Charity was established to primarily support the charitable work of The Royal Academy of Arts ("the Royal Academy") and to promote and to co-operate with the Royal Academy and other charitable organisations in promoting the Arts. The address of its registered office is Burlington House, Piccadilly, London.

2 Summary of significant accounting policies

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

The financial statements are prepared in sterling which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest pound.

The Charity is a Public Benefit Entity as defined by FRS 102.

a. Basis of preparation

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

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

b. Going concern

The trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern. There are no material uncertainties affecting the current year's financial statements.

c. Funds structure

Unrestricted income funds are sub analysed between designated funds, where the trustees have set aside amounts to be used for specific purposes or which reflect the non-binding wishes of donors; and unrestricted funds, which are used at the trustees' discretion in furtherance of the general objectives of the Charity.

d. Tangible fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation and accumulated impairment losses. Cost includes the original purchase price and costs directly attributed to bringing the asset to its working condition for its intended use.

Depreciation is calculated, using the straight line method, to allocate the cost of assets over their estimated useful lives, being five years.

**The Friends of the Royal Academy
Notes to the Financial Statements
For the year ended 31 August 2019**

2 Summary of significant accounting policies (continued)

e. Income

All income is recognised once the Charity has entitlement to the resources, it is probable (more likely than not) that the resources will be received and the monetary value can be measured reliably.

Membership income and related Gift Aid is accounted for on receipt of the income and is stated exclusive of any VAT.

Donations are accounted for when these are received.

Ticket sales made in relation to events taking place in the next financial year are included as deferred income.

f. Legacies

Legacies are accounted for as income where there is clear entitlement; the amounts can be measured reliably; and receipt is probable.

Receipt is probable when:

- Confirmation has been received from the representatives of the estate(s) that probate has been granted;
- The executors have established there are sufficient assets in the estate to pay the legacy; and
- All conditions attached to the legacy have been fulfilled or are within the Charity's control.

g. Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to each category of expense shown in the Statement of Financial Activities.

h. Pension costs

Pension costs reflect the employer pension contributions recharges from the Royal Academy. There is no liability for the Charity with regards to defined benefit pension scheme funding or any associated liabilities, with reference to its inclusion being provided in these financial statements, but merely to provide clarity with regards to the re-charged pension contributions only.

i. Charitable activities

Costs of charitable activities comprise the expenditure associated with supporting the Charity members and making donations to the Royal Academy and Royal Academy Trust.

Included within charitable activities are governance costs. These are costs incurred in the governance of the Charity and its assets. These are primarily concerned with constitutional and statutory requirements.

j. Financial instruments

i. Cash and cash equivalents

Cash and cash equivalents include cash at bank and in hand.

**The Friends of the Royal Academy
Notes to the Financial Statements
For the year ended 31 August 2019**

j. Financial instruments (continued)

ii. Debtors and creditors

Debtors and creditors receivable or payable within one year of the reporting date are carried at their transaction price. Debtors and creditors that are receivable or payable in more than one year and not subject to a market rate of interest are measured at the present value of the expected future receipts or payment discounted at a market rate of interest.

3 Critical accounting judgments and estimation uncertainty

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

a. Impairment of debtors

The Charity makes an estimate of the recoverable value of trade and other debtors. When assessing impairment of trade and other debtors, management considers factors including the current credit rating of the debtor, the ageing profile of debtors and historical experience.

4 Income from charitable activities	2019	2018
	£	£
Membership income	11,384,550	10,933,114
Gift Aid	1,905,117	1,823,284
Total	13,289,667	12,756,398

Membership income relates to annual amounts paid to become a "Friend" of the Charity. Total membership as at 31 August 2019 was 92,273 Friends (2018: 96,277 Friends).

5 Analysis of expenditure on members' activities	2019	2018
	£	£
Staff costs (see note 7)	425,774	342,481
Printing and mailing	308,001	289,944
Magazine	563,990	578,299
Marketing, research and acquisitions	185,016	159,661
Facilities charges	194,100	181,297
Audit fees	12,840	12,800
Accountancy fees	455	455
Other costs	78,867	87,548
Total	1,769,043	1,652,485

6 Net income / (expenditure)	2019	2018
	£	£
This is stated after charging:		
Auditors' remuneration:		
Audit services	12,840	12,800
Other services	455	455

**The Friends of the Royal Academy
Notes to the Financial Statements
For the year ended 31 August 2019**

7 Analysis of staff costs	2019	2018
	£	£
Wages and salaries	369,261	267,770
Social security costs	33,968	26,591
Employers pension contributions	22,545	18,020
Redundancy payments	-	30,100
	<hr/>	<hr/>
Total	425,774	342,481
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Staff costs represent the costs of staff employed by the Royal Academy and recharged to the Charity. The Charity engaged an average of 14 permanent staff (2018: 9).

One employee earned more than £60,000 in the year (2018: nil). This employee was in the band of £60,000 to £69,999 (2018: nil) and had pension contributions of £1,325 (2018: £nil).

The trustees have concluded that the board of trustees comprise the key management personnel of the Charity.

8 Trustees' remuneration, benefits and expenses

The Charity's trustees give their time freely and receive no remuneration for the work that they undertake as trustees. However, they can claim expenses to reimburse them for costs that they incur in fulfilling their duties.

No trustee was reimbursed for any costs incurred in fulfilling their duties (2018: £nil).

9 Taxation

The Charity has suffered no tax charge, as it is not subject to UK corporation tax on its charitable activities.

10 Tangible fixed assets	Computer equipment £
Cost	
At 31 August 2018	56,294
Disposals	<hr/> (56,294)
At 31 August 2019	<hr/> -
Depreciation	
At 31 August 2018	56,294
Disposals	<hr/> (56,294)
At 31 August 2019	<hr/> -
Net book value	
At 31 August 2019	<hr/> -
At 31 August 2018	<hr/> -

**The Friends of the Royal Academy
Notes to the Financial Statements
For the year ended 31 August 2019**

11 Debtors	2019	2018
	£	£
Trade debtors	540	711
Amounts owed by the Royal Academy	109,673	77,224
Amounts owed by R.A. Enterprises Limited	-	28,638
Recoverable taxes	185,672	115,163
Other debtors	-	3,849
Prepayments	14,850	14,583
	<hr/>	<hr/>
Total	310,735	240,168

Amounts owed by related undertakings are unsecured, interest free, have no fixed date of repayment and are repayable on demand.

12 Creditors - amounts falling due within one year	2019	2018
	£	£
Trade creditors	47,267	10,468
Taxation	81,308	83,135
Other creditors	5,914	-
Accruals	60,512	28,852
Deferred income (see below)	-	1,979
	<hr/>	<hr/>
Total	195,001	124,434

Deferred income relates to ticket sales made in relation to events taking place in the next financial year.

	2019	2018
	£	£
Balance brought forward at 1 September	1,979	3,191
Amount released to income	(1,979)	(3,191)
Amount deferred in the year	-	1,979
	<hr/>	<hr/>
Balance at 31 August	-	1,979

13 Notes to the statement of cash flows

Reconciliation of net movement in funds to net cash flow from operating activities:	2019	2018
	£	£
Net movement in funds:	-	-
Adjustments for:		
- Increase in debtors	(70,567)	(489)
- Increase / (decrease) in creditors	70,567	(11,051)
	<hr/>	<hr/>
Net cash used in operating activities	-	(11,540)

**The Friends of the Royal Academy
Notes to the Financial Statements
For the year ended 31 August 2019**

14 Financial commitments

The Charity had the following future minimum lease payments under non-cancellable operating leases for each of the following periods:

Payments due:	2019 £	2018 £
Not later than one year	37,800	37,800
Later than one year and not later than five years	<u>18,900</u>	<u>56,700</u>
Total	<u>56,700</u>	<u>94,500</u>

15 Financial instruments

	2019 £	2018 £
Financial assets measured at amortised cost	<u>110,213</u>	<u>110,422</u>
Financial liabilities measured at amortised cost	<u>113,693</u>	<u>39,320</u>

16 Related party transactions

During the year the Charity donated £11,571,381 (2018: £11,146,587) to the Royal Academy and reimbursed expenditure of £619,874 (2018: £523,778), including salaries of £425,774 (2018: £342,481) and facilities charges of £194,100 (2018: £181,297) for the Charity's use of Keeper's House, being £175,000 (2018: £164,745) for rent and £19,100 (2018: £16,552) for utilities. At the year end, £109,673 (2018: £77,224) was outstanding and included within debtors.

During the year, the Charity donated £92,087 (2018: £nil) to the Royal Academy Trust to be held in unrestricted funds to provide future support to the Royal Academy.

During the year the Charity purchased £563,990 (2018: £578,299) of goods from R.A. Enterprises Limited, a subsidiary of the Royal Academy, related to costs for the quarterly RA magazine. R.A. Enterprises Limited sold subscriptions with a value of £13,597 (2018: £29,388) on behalf of the charity. At the year end, £nil (2018: £28,638) was outstanding and included within debtors.

In order to optimise cash management efficiency, the current accounts of the Charity and the Royal Academy and its subsidiary undertakings are pooled, such that overnight all cleared debit and credit balances on the current accounts of these entities are set off into a single Royal Academy account. The debtor and creditor balances between each of the entities in this pooling group at the year end in part reflects this pooling arrangement.