

Annual Accounts 2021



0116 2991122



info@ascl.org.uk

June 2021



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Association of School and College Leaders Annual Accounts 2021

Officers

Pepe Di'lasio, President

Evelyn Forde, Vice President (appointed 1 September 2021)

Rachael Warwick, Immediate Past President

Arwel Jones, Honorary Treasurer

John Camp, Membership Officer

Stephen Brierley, Honorary Secretary

Geoff Barton, General Secretary

Trustees

Ian Bauckham, CBE (resigned 8 February 2022)

Allan Foulds

Jane Lees, CBE

Dame Joan McVittie

Sir Michael Griffiths

Bankers

National Westminster Bank Plc

1 Granby Street

Leicester

LE1 6EJ

Investment Managers

Veritas Asset Management (UK) Ltd

Riverside House

2a Southwark Bridge Road

London

SE1 9HA

Solicitors

Browne Jacobson

Mowbray House

Castle Meadow Road

Nottingham

NG2 1BJ

Auditors

Cooper Parry Group Ltd

Chartered Accountants and Statutory Auditor

Sky View

Argosy Road

East Midlands Airport

Castle Donnington

DE74 2SA

Registered Office

2nd Floor, Peat House

1 Waterloo Way

Leicester

LE1 6LP

Penningtons Manches

125 Wood Street

London

EC2V 7AW

Report of the Officers

The Association of School and College Leaders is a professional association and a registered trade union serving the leaders of secondary schools and colleges.

Statement of Officers' Responsibilities

The constitution requires the officers to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Association of School and College Leaders and of the income and expenditure of the Association for that period. The financial statements have been prepared in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland". In preparing those financial statements, the officers are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Association will continue.

The Officers are responsible for keeping proper accounting records that are sufficient to show and explain the Association's transactions and disclose with reasonable accuracy at any time the financial position of the Association of School and College Leaders and to enable them to ensure that the financial statements comply with accounting standards. They are also responsible for safeguarding the assets of the Association of School and College Leaders and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities and the maintenance of appropriate internal controls.

The Officers are responsible for the maintenance and integrity of the corporate and financial information included on the Association of School and College Leaders' website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

So far as each of the officers are aware at the time the report is approved:

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

Honorary Treasurer's Report

Support for our members remains the keystone of the Association. The budget has again enabled a very broad range of activities, advice, guidance and direct member support to be undertaken. In addition, we continue to influence and shape national education policies for the benefit of members and provide high quality CPD through national and regional information conferences across the UK.

The 2021 year saw an important milestone in the history of the Association with a decision made to sell our freehold property at Regent Road, Leicester – our HQ since 1988 – and relocate to leased premises in the city centre of Leicester. The Trustees entered into an initial five-year lease in the summer of 2021 and a subsequent total refurbishment of our new 5,200 sq.ft office which was completed in November 2021 has now presented the Association with impressive new, modern and flexible office space in an accessible location.

The 2021 year was another one of financial consolidation with the Association reporting its highest ever overall financial outturn of £1,798k (2020: £769k). This consisted of an operating surplus of £531k (2020: £352k) supplemented by a surplus on disposal of fixed assets of £266k (2020: £Nil) and an impressive unrealised net gain on our investments of £1,001k (2020: £417k). Record high total assets carried forward amounted to £7,087,898 (2020: £5,289,530) which incorporates the provision of a pensions' creditor in accordance with the accounting requirements of FRS 102.

The demands placed upon our resources across the growing membership continue to increase, particularly in the area of our member support and hotline services. During the 2021 year, we invested additional resource into our hotline, employer engagement, public relations and marketing services in order to meet high levels of demand in a year that once again was both materially

impacted by Covid-19 and an extremely challenging one for all of our members.

Total expenditure on direct support for members during the year (including legal fees, solicitors, regional and field officers and hotline) was £2.8m which was 45% (2020: 42%) of our total expenditure. This figure excludes annual conference costs and the work of the Policy team in representing the membership at government level together with the guidance and publications issued as part of the overall membership service.

Overall, total membership increased by 5% during 2021 to 21,637 (2020: 20,704) which again represented tremendous growth across the majority of member categories, with another high in-year recruitment of 2,301 new members attained. The early trend for 2022 has again been encouraging with total membership having increased by a further 1.8% year to date to a record high of 22,016 as at 31 March 2022.

The Association continues to strive to give a first-class service to its members whilst embracing on-going technological improvements to enhance both efficiencies and performance.

Covid-19

During the 2021 year, the Association was again impacted by the global pandemic. Whilst some income flows were again adversely affected, particularly the staging of events, considerable cost savings were realised as a direct result of substantially reduced travelling related costs and staging fees for various events.

The robust business continuity plans have again worked effectively for the Association and members' needs continue to be well served. The move to new HQ premises in late 2021 was relatively seamless and we continue to explore all options in improving our services to members and all third parties.

At the date of signing these financial statements, the officers have considered the effect of the pandemic on the Association with the information available to it, and do not believe that the pandemic will affect the Association's ability to continue to trade for the foreseeable future. See note 1.2 for further details.

Auditors

Cooper Parry Group Ltd have indicated their willingness to continue in office.

This report was approved by the Council on 17 June 2022 and signed on its behalf by:

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G Barton
General Secretary

Independent Auditor's Report to Members of the Association of School and College Leaders

Opinion

We have audited the financial statements of Association of School and College Leaders (the 'Association') for the year ended 31 December 2021 which comprise of the Income and Expenditure Account, Balance Sheet and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Association's affairs as at 31 December 2021, and of its surplus, 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 Trade Union and Labour Relations (Consolidation) Act 1992.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Association in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and

we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Officers' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Association's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Officers with respect to going concern are described in the relevant sections of this report.

Other information

The Officers are responsible for the other information. The other information comprises the information included in the report of the Officers, 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.

In the light of our knowledge and understanding of the Association and its environment obtained in the

course of the audit, we have not identified material misstatements in the Officers' report.

We have nothing to report in respect of the following matters in relation to which the Trade Union and Labour Relations (Consolidation) Act 1992 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 Association's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Officers' remuneration specified by law are not made; or
- a satisfactory system of control over transactions has not been maintained throughout the year; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Officers

As explained more fully in the Officers' responsibilities statement set out on page 1, the officers 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 Officers 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 Officers are responsible for assessing the Association'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 Officers either intend to liquidate the Association or to cease operations, or have 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 (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are

considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

Our assessment focussed on key laws and regulations the Association has to comply with and areas of the financial statements we assessed as being more susceptible to misstatement. These key laws and regulations included, but were not limited to, compliance with the Trade Union and Labour Relations (Consolidation) Act 1992, taxation legislation, data protection, anti-bribery and employment legislation.

We are not responsible for preventing irregularities. Our approach to detecting irregularities included, but was not limited to, the following:

- obtaining an understanding of the legal and regulatory framework applicable to the Association and how the Association is complying with that framework, including agreement of financial statement disclosures to underlying documentation and other evidence;
- obtaining an understanding of the Association's control environment and how the Association has applied relevant control procedures, through discussions with Officers and other management and by performing walkthrough testing over key areas;
- obtaining an understanding of the Association's risk assessment process, including the risk of fraud;
- reviewing meeting minutes of those charged with governance throughout the year; and
- performing audit testing to address the risk of management override of controls, including testing journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

Whilst considering how our audit work addressed the detection of irregularities, we also considered the likelihood of detection based on our approach. Irregularities arising from fraud are inherently more difficult to detect than those arising from error.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

This report is made solely to the Association's members, as a body, in accordance with the Trade Union and Labour Relations (Consolidation) Act 1992. Our audit work has been undertaken so that we might state to the Association'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 Association and the Association's members as a body, for our audit work, for this report, or for the opinions we have formed.

Cooper Parry Group Limited
Chartered Accountants
Statutory Auditor

Sky View
Argosy Road
Castle Donnington
DE74 2SA

Association of School and College Leaders

Income and expenditure as at 31 December 2021

	2021 £	2020 £
Income		
Subscriptions	5,666,054	5,208,762
Conferencing and partnerships	336,454	287,194
Communications	55,514	52,666
Annual Conference	295,640	484,734
Investment income	53,562	40,119
Rent received	-	7,500
Fees and shared services	194,927	192,125
Management charge	64,860	77,146
Other income	35,900	20,640
	<hr/>	<hr/>
Total incoming resources	6,702,911	6,370,886
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Expenditure		
Staff costs	4,267,929	4,119,732
HQ and central services	273,306	192,738
Equipment, supplies and materials	286,196	212,876
Other central expenses	417,682	298,024
Support for members	488,845	405,644
National meetings	215,408	232,319
Annual conference costs	63,535	399,448
Depreciation	128,196	133,910
ASCL FE costs	30,419	24,386
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Total resources expended	6,171,516	6,019,077
	<hr/>	<hr/>
Net incoming resources before other recognised gains and losses	531,395	351,809
Other recognised gains		
Realised and unrealised gains on investments	1,001,120	416,822
Surplus on disposal of fixed assets	265,853	-
	<hr/>	<hr/>
Net movement on funds	1,798,368	768,631
Reconciliation of funds:		
Funds brought forward at 1 January 2021	5,289,530	4,520,899
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Funds carried forward at 31 December 2021	7,087,898	5,289,530
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Association of School and College Leaders

Balance Sheet as at 31 December 2021

	31 December 2021		31 December 2020	
	£	£	£	£
Fixed assets				
Tangible assets		568,292		1,218,088
Investments at market value		6,966,314		4,465,936
Investment in subsidiary		25,000		25,000
		<hr/>		<hr/>
		7,559,606		5,709,024
Current assets				
Cash at bank and in hand	189,880		70,147	
Debtors	454,126		255,694	
	<hr/>		<hr/>	
	644,006		325,841	
	<hr/>		<hr/>	
Creditors: amounts falling due within one year				
Creditors	(1,091,874)		(649,966)	
	<hr/>		<hr/>	
Net current liabilities		(447,868)		(324,125)
Creditors: due after more than one year		-		(9,769)
Provision for liabilities and charges		(23,840)		(85,600)
		<hr/>		<hr/>
Total assets		7,087,898		5,289,530
		<hr/> <hr/>		<hr/> <hr/>
Funds employed				
Fixed asset fund		568,292		1,218,088
General fund		3,543,446		1,657,042
ASCL reserve fund		3,000,000		2,500,000
Pension reserve		(23,840)		(85,600)
		<hr/>		<hr/>
Total funds		7,087,898		5,289,530
		<hr/> <hr/>		<hr/> <hr/>

Approved by Council on 17 June 2022 and signed on their behalf by:

_____ Honorary Treasurer
 _____ General Secretary



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2nd Floor, Peat House, 1 Waterloo Way,
Leicester LE1 6LP



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