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- PRINT ON ONE SIDE ONLY

# FORM AR21

Trade Union and Labour Relations (Consolidation) Act 1992

## ANNUAL RETURN FOR A TRADE UNION

Name of Trade Union:	ASSOCIATION OF SCHOOL AND COLLEGE LEADERS
Year ended:	31 DECEMBER 2017
List no:	564T
Head or Main Office:	130 REGENT ROAD LEICESTER LE1 7PG
Website address (if available)	
Has the address changed during the year to which the return relates?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> (Click the appropriate box)
General Secretary:	MR GEOFF BARTON
Telephone Number:	0116 2991122
Contact name for queries regarding	MR STEVE KIND
Telephone Number:	0116 2991122
E-mail:	steve.kind@ascl.org.uk

**PLEASE FOLLOW THE GUIDANCE NOTES IN THE COMPLETION OF THIS RETURN.**

Any difficulties or problems in the completion of this return should be directed to the Certification Officer as below or by telephone to: 0330 109 3602

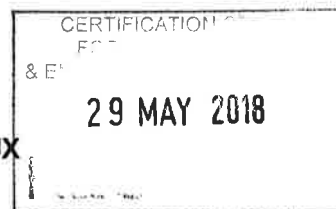
The address to which returns and other documents should be sent are:

**For Unions based in England and Wales:**

Certification Office for Trade Unions and Employers' Associations  
Lower Ground Floor, Fleetbank House, 2-6 Salisbury Square, London EC4Y 8JX

**For Unions based in Scotland:**

Certification Office for Trade Unions and Employers' Associations  
Melrose House, 69a George Street, Edinburgh EH2 2JG



(Revised November 2017)

# ASSOCIATION OF SCHOOL AND COLLEGE LEADERS

## GENERAL INFORMATION

### Officers

Carl Ward, President  
Sian Carr, Immediate Past President  
Richard Sheriff, Vice President (appointed 1 September 2017)  
David Waugh, Honorary Treasurer (appointed 1 September 2017)  
Patsy Kane, Membership Officer  
Carolyn Roberts, Honorary Secretary  
Geoff Barton, General Secretary (appointed 18 April 2017)  
Malcolm Trobe, Deputy General Secretary

### Bankers

National Westminster Bank Plc  
1 Granby Street  
Leicester  
LE1 6EJ

### Auditors

PKF Cooper Parry Group Ltd  
Chartered Accountants and Statutory Auditors  
Sky View  
Argosy Road  
East Midlands Airport  
Castle Donnington  
DE74 2SA

### Investment Managers

Veritas Asset Management (UK) Ltd  
90 Long Acre  
London  
WC2E 9RA

### Registered Office

130 Regent Road  
Leicester  
LE1 7PG

### Solicitors

Browne Jacobson  
Mowbray House  
Castle Meadow Road  
Nottingham  
NG2 1BJ

# RETURN OF MEMBERS

(see notes 10 and 11)

	NUMBER OF MEMBERS AT THE END OF THE YEAR				
	Great Britain	Northern Ireland	Irish Republic	Elsewhere Abroad (including Channel Islands)	TOTALS
MALE	9,527	96	1	42	<b>9,666</b>
FEMALE	8,892	96	0	41	<b>9,029</b>
TOTAL	18,419	192	1	83	<b>A 18,695</b>

Number of members at end of year contributing to the General Fund

18,695

Number of members included in totals box 'A' above for whom no home or authorised address is held:

0

## OFFICERS IN POST

(see note 12)

**Please attach as an annexe to this form a complete list of all officers in post at the end of the year to which this form relates, with the title of each person's office.**

## RETURN OF CHANGE OF OFFICERS

**Please complete the following to record any changes of officers during the twelve months covered by this return.**

Title of Office	Name of Officer ceasing to hold office	Name of Officer Appointed	Date
PRESIDENT	SIAN CARR	CARL WARD	01/09/2017
VICE PRESIDENT	CARL WARD	RICHARD SHERIFF	01/09/2017
IMMEDIATE PAST PRESIDENT	ALLAN FOULDS	SIAN CARR	01/09/2017

State whether the union is:

a. A branch of another trade union?

Yes

No

If yes, state the name of that other union:

b. A federation of trade unions?

Yes

No

If yes, state the number of affiliated unions:

and names:

# GENERAL FUND

(see notes 13 to 18)

	£	£
<b>INCOME</b>		
<b>From Members:</b> Contributions and Subscriptions		4,682,912
<b>From Members:</b> Other income from members (specify)		
<b>Total other income from members</b>		
<b>Total of all income from members</b>		4,682,912
<b>Investment income (as at page 12)</b>		50,659
<b>Other Income</b>		
Income from Federations and other bodies (as at page 4)		
Income from any other sources (as at page 4)		
<b>Total of other income (as at page 4)</b>		1,381,531
	<b>TOTAL INCOME</b>	6,115,102
<b>EXPENDITURE</b>		
<b>Benefits to members (as at page 5)</b>		2,621,416
<b>Administrative expenses (as at page 10)</b>		3,457,238
<b>Federation and other bodies (specify)</b>		
<b>Total expenditure Federation and other bodies</b>		0
<b>Taxation</b>		0
	<b>TOTAL EXPENDITURE</b>	6,078,654
		434,162
Surplus (deficit) for year including net investment gains of £397,714		
		3,293,049
		3,727,211
Amount of general fund at beginning of year		
Amount of general fund at end of year		

# ANALYSIS OF INCOME FROM FEDERATION AND OTHER BODIES AND OTHER INCOME

(see notes 19 and 20)

DESCRIPTION	£	£
<b>Federation and other bodies</b>		
<b>TOTAL FEDERATION AND OTHER BODIES</b>		
<b>Other income</b>		
Conferencing and partnerships	456,189	
Communications	71,112	
Annual Conference	463,230	
Rents received	15,000	
Fees and hire of services	235,498	
Management charge	115,771	
Other income	24,731	
<b>TOTAL OTHER INCOME</b>		<b>1,381,531</b>
<b>TOTAL OF ALL OTHER INCOME</b>		<b>1,381,531</b>

# ANALYSIS OF BENEFIT EXPENDITURE SHOWN AT GENERAL FUND

(see notes 21 to 23)

	£		£
Representation – Employment Related Issues		<b>brought forward</b>	169,991
		Education and Training services Conferences and seminars	252,191
Representation – Non Employment Related Issues		Negotiated Discount Services	
Communications			
Publications and postage	76,824		
Leader magazine	75,416		
Mailings to members	17,751	Salary Costs	
Advisory Services		Member Support salaries	1,840,247
		Member Support travel & expenses	119,857
Dispute Benefits		Other Benefits and Grants (specify)	
		Local Reps training	11,608
		Local Reps expenses	13,900
		Legal fees support to members	213,622
Other Cash Payments			
<b>carried forward</b>	169,991	<b>Total (should agree with figure in General Fund)</b>	2,621,416

(See notes 24 and 25)

<b>FUND 2</b>		<b>Fund Account</b>	
<b>Name:</b>		<b>£</b>	<b>£</b>
<b>Income</b>	From members		
	Investment income (as at page 12)		
	Other income (specify)		
	<b>Total other income as specified</b>		
	<b>Total Income</b>		
<b>Expenditure</b>	Benefits to members		
	Administrative expenses and other expenditure (as at page 10)		
	<b>Total Expenditure</b>		
	<b>Surplus (Deficit) for the year</b>		
	<b>Amount of fund at beginning of year</b>		
	<b>Amount of fund at the end of year (as Balance Sheet)</b>		
	<b>Number of members contributing at end of year</b>		

<b>FUND 3</b>		<b>Fund Account</b>	
<b>Name:</b>		<b>£</b>	<b>£</b>
<b>Income</b>	From members		
	Investment income (as at page 12)		
	Other income (specify)		
	<b>Total other income as specified</b>		
	<b>Total Income</b>		
<b>Expenditure</b>	Benefits to members		
	Administrative expenses and other expenditure (as at page 10)		
	<b>Total Expenditure</b>		
	<b>Surplus (Deficit) for the year</b>		
	<b>Amount of fund at beginning of year</b>		
	<b>Amount of fund at the end of year (as Balance Sheet)</b>		
	<b>Number of members contributing at end of year</b>		

(See notes 24 and 25)

<b>FUND 4</b>		<b>Fund Account</b>	
<b>Name:</b>		<b>£</b>	<b>£</b>
<b>Income</b>	From members		
	Investment income (as at page 12)		
	Other income (specify)		
	<b>Total other income as specified</b>		
	<b>Total Income</b>		
<b>Expenditure</b>	Benefits to members		
	Administrative expenses and other expenditure (as at page 10)		
	<b>Total Expenditure</b>		
	<b>Surplus (Deficit) for the year</b>		
	<b>Amount of fund at beginning of year</b>		
	<b>Amount of fund at the end of year (as Balance Sheet)</b>		
	<b>Number of members contributing at end of year</b>		

<b>FUND 5</b>		<b>Fund Account</b>	
<b>Name:</b>		<b>£</b>	<b>£</b>
<b>Income</b>	From members		
	Investment income (as at page 12)		
	Other income (specify)		
	<b>Total other income as specified</b>		
	<b>Total Income</b>		
<b>Expenditure</b>	Benefits to members		
	Administrative expenses and other expenditure (as at page 10)		
	<b>Total Expenditure</b>		
	<b>Surplus (Deficit) for the year</b>		
	<b>Amount of fund at beginning of year</b>		
	<b>Amount of fund at the end of year (as Balance Sheet)</b>		
	<b>Number of members contributing at end of year</b>		



(See notes 24 and 25)

<b>FUND 6</b>		<b>Fund Account</b>	
<b>Name:</b>		<b>£</b>	<b>£</b>
<b>Income</b>	From members		
	Investment income (as at page 12)		
	Other income (specify)		
	<b>Total other income as specified</b>		
	<b>Total Income</b>		
<b>Expenditure</b>	Benefits to members		
	Administrative expenses and other expenditure (as at page 10)		
	<b>Total Expenditure</b>		
	<b>Surplus (Deficit) for the year</b>		
	<b>Amount of fund at beginning of year</b>		
	<b>Amount of fund at the end of year (as Balance Sheet)</b>		
	<b>Number of members contributing at end of year</b>		

<b>FUND 7</b>		<b>Fund Account</b>	
<b>Name:</b>		<b>£</b>	<b>£</b>
<b>Income</b>	From members		
	Investment income (as at page 12)		
	Other income (specify)		
	<b>Total other income as specified</b>		
	<b>Total Income</b>		
<b>Expenditure</b>	Benefits to members		
	Administrative expenses and other expenditure (as at page 10)		
	<b>Total Expenditure</b>		
	<b>Surplus (Deficit) for the year</b>		
	<b>Amount of fund at beginning of year</b>		
	<b>Amount of fund at the end of year (as Balance Sheet)</b>		
	<b>Number of members contributing at end of year</b>		

(see notes 26 to 31)

<b>POLITICAL FUND ACCOUNT 1</b>		<b>To be completed by trade unions which maintain their own fund</b>	
		<b>£</b>	<b>£</b>
<b>Income</b>	Members contributions and levies		
	Investment income (as at page 12)		
	Other income (specify)		
	Total other income as specified		
	Total income		
<b>Expenditure</b>	Expenditure under section 82 of the Trade Union and Labour Relations (Consolidation) Act 1992 (specify)		
	Administration expenses in connection with political objects (specify)		
	Non-political expenditure		
	Total expenditure		
	Surplus (deficit) for year		
	Amount of political fund at beginning of year		
	Amount of political fund at the end of year (as Balance Sheet)		
	Number of members at end of year contributing to the political fund		
	Number of members at end of the year not contributing to the political fund		
	Number of members at end of year who have completed an exemption notice and do not therefore contribute to the political fund		

<b>POLITICAL FUND ACCOUNT 2</b>		<b>To be completed by trade unions which act as components of a central trade union</b>	
		<b>£</b>	<b>£</b>
<b>Income</b>	Contributions and levies collected from members on behalf of central political fund		
	Funds received back from central political fund		
	Other income (specify)		
	Total other income as specified		
	Total income		
<b>Expenditure</b>	Expenditure under section 82 of the Trade Union and Labour Relations (Consolidation) Act 1992 (specify)		
	Administration expenses in connection with political objects (specify)		
	Non-political expenditure		
	Total expenditure		
	Surplus (deficit) for year		
	Amount held on behalf of trade union political fund at beginning of year		
	Amount remitted to central political fund		
	Amount held on behalf of central political fund at end of year		
	Number of members at end of year contributing to the political fund		
	Number of members at end of the year not contributing to the political fund		
Number of members at end of year who have completed an exemption notice and do not therefore contribute to the political fund			

# ANALYSIS OF ADMINISTRATIVE EXPENSES AND OTHER OUTGOINGS EXCLUDING AMOUNTS CHARGED TO POLITICAL FUND ACCOUNTS

(see notes 32 and 33)

		£
<b>Administrative Expenses</b>		
Remuneration and expenses of staff		1,928,977
Salaries and Wages included in above	£1,758,746	
Auditors' fees		8,920
Legal and Professional fees		27,081
Occupancy costs		56,690
Stationery, printing, postage, telephone, etc.		116,113
Expenses of Executive Committee (Head Office)		
Expenses of conferences		
Other administrative expenses (see note 5 of the enclosed financial statements)		1,200,739
 <b>Other Outgoings</b>		
Interest payable:		
Bank loans (including overdrafts)		
Mortgages		
Other loans		
Depreciation		105,054
Taxation		
Outgoings on land and buildings (specify)		
Other outgoings (specify)		
Maintenance		13,664
	<b>Total</b>	3,457,238
Charged to:	General Fund (Page 3)	
	Fund (Account )	
	Fund (Account )	
	Fund (Account )	
	Fund (Account )	
	<b>Total</b>	





# BALANCE SHEET as at 31 DECEMBER 2017

(see notes 47 to 50)

Previous Year		£	£
1,206,204	<b>Fixed Assets</b> (at page 14)		1,207,040
3,062,008	<b>Investments</b> (as per analysis on page 15)	3,372,100	
	Quoted (Market value £ 3,372,100)		
25,000	Unquoted	25,000	
	<b>Total Investments</b>		3,397,100
	<b>Other Assets</b>		
	Loans to other trade unions		
385,588	Sundry debtors	380,757	
3,305	Cash at bank and in hand	997	
	Income tax to be recovered		
	Stocks of goods		
	Others (specify)		
	<b>Total of other assets</b>		381,754
4,682,105	<b>TOTAL ASSETS</b>		4,985,894
3,293,049	Fund (Account )		3,727,211
	Fund (Account )		
	Fund (Account )		
	Superannuation Fund (Account )		
	Political Fund (Account )		
	Revaluation Reserve		
	<b>LIABILITIES</b>		
	Amount held on behalf of central trade union political fund		
	Loans: From other trade unions		
160,000	Pension FRS102		145,000
35,518	Bank overdraft		8,040
212,573	Tax payable		117,199
445,738	Sundry creditors		450,601
486,103	Accrued expenses		488,188
	Provisions		
49,124	Other liabilities		49,655
	<b>TOTAL LIABILITIES</b>		1,258,683
4,682,105	<b>TOTAL ASSETS</b>		4,985,894

# FIXED ASSETS ACCOUNT

(see notes 51 to 55)

	Land and Buildings		Furniture and Equipment £	Motor Vehicles £	Not used for union business £	Total £
	Freehold £	Leasehol £				
<b>Cost or Valuation</b>						
At start of year	1,420,470		955,104			2,375,574
Additions	0		105,890			105,890
Disposals						
Revaluation/Transfers						
At end of year	1,420,470		1,060,994			2,481,464
<b>Accumulated Depreciation</b>						
At start of year	356,961		812,409			1,169,370
Charges for year	15,925		89,129			105,054
Disposals						
Revaluation/Transfers						
At end of year	372,886		901,538			1,274,424
<b>Net book value at end of year</b>	1,047,584		159,456			1,207,040
<b>Net book value at end of previous year</b>	1,063,509		142,695			1,206,204

# ANALYSIS OF INVESTMENTS

(see notes 56 and 57)

<b>QUOTED</b>	All Funds Except Political Funds £	Political Fund  £
Equities (e.g. Shares)		3,025,693
Government Securities (Gilts)		
Other quoted securities (to be specified)		
Cash held by investment fund manager		346,407
<b>TOTAL QUOTED (as Balance Sheet)</b>		<b>3,372,100</b>
Market Value of Quoted Investment		3,372,100
<b>UNQUOTED</b>		
Equities		
Investment in subsidiary		25,000
Government Securities (Gilts)		
Mortgages		
Bank and Building Societies		
Other unquoted investments (to be specified)		
<b>TOTAL UNQUOTED (as Balance Sheet)</b>		<b>25,000</b>
Market Value of Unquoted Investments		25,000



# ANALYSIS OF INVESTMENT INCOME (CONTROLLING INTERESTS)

(see notes 58 and 59)

<b>Does the union, or any constituent part of the union, have a controlling interest in any limited company?</b>		YES <input type="checkbox"/> X	NO <input type="checkbox"/>
If YES name the relevant companies:			
COMPANY NAME	COMPANY REGISTRATION NUMBER (if not registered in England & Wales, state where registered)		
ASCL PROFESSIONAL DEVELOPMENT LTD	02484662		
<b>Are the shares which are controlled by the union registered in the names of the union's trustees?</b>		YES <input type="checkbox"/> X	NO <input type="checkbox"/>
If NO, state the names of the persons in whom the shares controlled by the union are registered.			
COMPANY NAME	NAMES OF SHAREHOLDERS		

# SUMMARY SHEET

(see notes 60 to 71)

	All funds except Political Funds £	Political Funds £	Total Funds £
<b>INCOME</b>			
From Members	4,682,912		4,682,912
From Investments	50,659		50,659
Other Income (including increases by revaluation of assets)	1,381,531		1,381,531
<b>Total Income</b>	6,115,102		6,115,102
<b>EXPENDITURE</b> (including decreases by revaluation of			
<b>Total Expenditure</b>	6,078,654		6,078,654
 ADD: Net Investment Gain for Year	 397,714		 397,714
 <b>Funds at beginning of year</b> (including reserves)	 3,293,049		 3,293,049
<b>Funds at end of year</b> (including reserves)	3,727,211		3,727,211
 <b>ASSETS</b>			
Fixed Assets			1,207,040
Investment Assets			3,397,100
Other Assets			381,754
		<b>Total Assets</b>	4,958,894
 <b>LIABILITIES</b>			
		<b>Total Liabilities</b>	1,258,683
 <b>NET ASSETS (Total Assets less Total Liabilities)</b>			 3,727,211

# NOTES TO THE ACCOUNTS

(see notes 72 and 73)

**All notes to the accounts must be entered on or attached to this part of the return.**

Please refer to the annual report and accounts, Note 1

# ACCOUNTING POLICIES

(see notes 74 and 75)

## SIGNATURES TO THE ANNUAL RETURN

(see notes 76 and 77)

including the accounts and balance sheet contained in the return.

Secretary's Signature: <u>Geoff Barton</u>  Name: <u>GEOFF BARTON</u>  Date: <u>21 MAY 2018</u>	Chairman's Signature: <u>Steve Kind</u> (or other official whose position should be stated)  Name: <u>STEVE KIND FCCA</u>  Date: <u>21 MAY 2018</u>
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## CHECK LIST

(see notes 78 to 80)

(please tick as appropriate)

IS THE RETURN OF OFFICERS ATTACHED? (see Page 2 and Note 12)	YES	X <input type="checkbox"/>	NO	<input type="checkbox"/>
HAS THE RETURN OF CHANGE OF OFFICERS BEEN COMPLETED? (see Page 2 and Note 12)	YES	X <input type="checkbox"/>	NO	<input type="checkbox"/>
HAS THE RETURN BEEN SIGNED? (see Pages 19 and 21 and Notes 76 and 77)	YES	X <input type="checkbox"/>	NO	<input type="checkbox"/>
HAS THE AUDITOR'S REPORT BEEN COMPLETED? (see Pages 20 and 21 and Notes 2 and 77)	YES	X <input type="checkbox"/>	NO	<input type="checkbox"/>
IS A RULE BOOK ENCLOSED? (see Notes 8 and 78)	YES	X <input type="checkbox"/>	NO	<input type="checkbox"/>
A MEMBER'S STATEMENT IS: (see Note 80)	ENCLOSED	X <input type="checkbox"/>	TO FOLLOW	<input type="checkbox"/>
HAS THE SUMMARY SHEET BEEN COMPLETED (see Page 17 and Notes 7 and 59)	YES	X <input type="checkbox"/>	NO	<input type="checkbox"/>
IS A MEMBERSHIP AUDIT CERTIFICATE PROVIDED (See Pages 23 and 24 and Notes 88 to 94)	YES	X <input type="checkbox"/>	NO	<input type="checkbox"/>

# AUDITOR'S REPORT

(see notes 81 to 86)

made in accordance with section 36 of the Trade Union and Labour Relations (Consolidation) Act 1992.

1. In the opinion of the auditors or auditor do the accounts they have audited and which are contained in this return give a true and fair view of the matters to which they relate?  
(See section 36(1) and (2) of the 1992 Act and notes 83 and 84)

YES

If "No" please explain below.

2. Have the auditors or auditor carried out such investigations in the preparation of their audit report as will enable them to form an opinion as to:
- (a) whether the trade union has kept proper accounting records in accordance with section 28 of the 1992 Act;
  - (b) whether it has maintained a satisfactory system of control over its transactions in accordance with the requirements of that section; and
  - (c) whether the accounts to which the report relates agree with the accounting records?
- (See section 36(3) of the 1992 Act, set out in note 83)

YES

If "No" please explain below.

3. Are the auditors or auditor of the opinion that the union has complied with section 28 of the 1992 Act and has:
- (a) kept proper accounting records with respect to its transactions and its assets and liabilities; and
  - (b) established and maintained a satisfactory system of control of its accounting records, its cash holding and all its receipts and remittances.
- (See section 36(4) of the 1992 Act set out in rule 83)

YES

If "No" please explain below.

4. Please set out a copy of the report made by the auditors or auditor to the union on the accounts to which this AR21 relates. The report is to set out the basis upon which the audit has been conducted and/or such other statement as the auditor considers appropriate. Such a statement may be provided as a separate document.  
(See note 85)

# AUDITOR'S REPORT (section one)

Please refer to the attached Auditors Report contained within the annual report and accounts.

Signature(s) of auditor or auditors:

*S. Atkins*

Name(s):

SIMON ATKINS

Profession(s) or Calling(s):

FCA - ICAEW

Address(es):

PKF Cooper Parry Group  
Sky View  
Argosy Road  
Castle Donnington DE74  
2SA

Date:

23 MAY 2018

Contact name and telephone number:

0121 4564456

N.B. When notes to the accounts are referred to in the auditor's report a copy of those notes must accompany this return.

# MEMBERSHIP AUDIT CERTIFICATE

made in accordance with section 24ZD of the  
Trade Union and Labour Relations (Consolidation) Act 1992

(See notes 100 to 106)

At the end of the reporting period preceding the one to which this audit relates was the total membership of the trade union greater than 10,000?

**YES**

If "YES" please complete SECTION ONE below or provide the equivalent information on a separate document to be submitted with the completed AR21.

If "NO" please complete SECTION TWO below or provide the equivalent information on a separate document to be submitted with the completed AR21.

## MEMBERSHIP AUDIT CERTIFICATE SECTION ONE

*For a trade union with more than 10,000 members, required by section 24ZB of the 1992 Act to appoint an independent assurer*

1. In the opinion of the assurer appointed by the trade union was the union's system for compiling and maintaining its register of the names and addresses of its members satisfactory to secure, so far as is reasonably practicable, that the entries in its register were accurate and up-to-date throughout the reporting period?

**YES**


2. In the opinion of the assurer has he/she obtained the information and explanations necessary for the performance of his/her functions?

**YES**

If the answer to **either** questions 1 or 2 above is "NO" the assurer must:

- (a) set out below the assurer's reasons for stating that
- (b) provide a description of the information or explanation requested or required which has not been obtained
- (c) state whether the assurer required that information or those explanations from the union's officers, or officers of any of its branches or sections under section 24ZE of the 1992 Act
- (d) **send a copy of this certificate to the Certification Officer as soon as is reasonably practicable after it is provided to the union.**

**MEMBERSHIP AUDIT CERTIFICATE (continued)**

Signature of assurer	
Name	Ian Robinson
Address	Electoral Reform Services Ltd The Election Centre 33 Clarendon Road London N8 0NW
Date	5 <sup>th</sup> April 2018
Contact name and telephone number	Ian Robinson, Director and Head of Quality Control 020 8365 8909



**ASSOCIATION OF SCHOOL AND COLLEGE LEADERS**

**FINANCIAL STATEMENTS**

**31 DECEMBER 2017**

# ASSOCIATION OF SCHOOL AND COLLEGE LEADERS

## GENERAL INFORMATION

### Officers

Carl Ward, President  
Sian Carr, Immediate Past President  
Richard Sheriff, Vice President (appointed 1 September 2017)  
David Waugh, Honorary Treasurer (appointed 1 September 2017)  
Patsy Kane, Membership Officer  
Carolyn Roberts, Honorary Secretary  
Geoff Barton, General Secretary (appointed 18 April 2017)  
Malcolm Trobe, Deputy General Secretary

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LE1 6EJ

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PKF Cooper Parry Group Ltd  
Chartered Accountants and Statutory Auditors  
Sky View  
Argosy Road  
East Midlands Airport  
Castle Donnington  
DE74 2SA

### Investment Managers

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90 Long Acre  
London  
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### Registered Office

130 Regent Road  
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LE1 7PG

### Solicitors

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Mowbray House  
Castle Meadow Road  
Nottingham  
NG2 1BJ

# ASSOCIATION OF SCHOOL AND COLLEGE LEADERS

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# ASSOCIATION OF SCHOOL AND COLLEGE LEADERS

## REPORT OF THE OFFICERS YEAR ENDED 31 DECEMBER 2017

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 the 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 excellent national conferences and regional information conferences across the UK.

The 2017 year was one of financial consolidation notwithstanding the continued high demands placed upon our resources, particularly in the area of member support services. Total expenditure on direct support for members during the year (including legal fees, solicitors, regional and field officers and hotline) was £2.7m (2016: £2.7m) which was 43% (2016: 41%) 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.

# ASSOCIATION OF SCHOOL AND COLLEGE LEADERS

## REPORT OF THE OFFICERS – continued

YEAR ENDED 31 DECEMBER 2017

### Honorary Treasurer's Report (continued)

The audited accounts for 2017 depicted an improved picture on the previous year recording an operating surplus of £36,448 (2016: £362,038 deficit). Realised and unrealised gains on the investment portfolio of £397,714 (2016: £484,631) took the total net movement on funds to a net surplus of £434,162 (2016: £122,593 surplus) for the year. The total assets carried forward amounted to £3,727,211 (2016: £3,293,049) which incorporates the provision of a pensions creditor in accordance with the accounting requirements of FRS 102.

Overall, total membership increased by 3% during 2017 to 18,695 (2016: 18,136) and whilst recruitment of new members was at record high levels, we again experienced an extremely high number of member resignations and retirements during the year. The early trend for 2018 has again been encouraging with total membership having increased by 2% to 19,057 as at 30 April 2018.

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.

### Auditors

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

This report was approved by the Council on 28 June 2018 and signed on its behalf by:

.....  
**G Barton**  
**General Secretary**

# ASSOCIATION OF SCHOOL AND COLLEGE LEADERS

## INDEPENDENT AUDITOR'S REPORT TO MEMBERS OF THE ASSOCIATION OF SCHOOL AND COLLEGE LEADERS

We have audited the financial statements of the Association of School and College Leaders ("the association") for the year ended 31 December 2017 which comprise the Income and Expenditure Account, the Balance Sheet, the Cashflow Statement and the related notes 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 (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland.'

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.

In our opinion, the financial statements:

- give a true and fair view of the state of the association's affairs as at 31 December 2017 and of its surplus for the year ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- 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**

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

## **ASSOCIATION OF SCHOOL AND COLLEGE LEADERS**

### **INDEPENDENT AUDITOR'S REPORT TO MEMBERS OF THE ASSOCIATION OF SCHOOL AND COLLEGE LEADERS**

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.

#### **Matters on which we are required to report by exception**

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 Report of the Officers.

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 by the association, 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 Statement of Officers' Responsibilities 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.

## **ASSOCIATION OF SCHOOL AND COLLEGE LEADERS**

### **INDEPENDENT AUDITOR'S REPORT TO MEMBERS OF THE ASSOCIATION OF SCHOOL AND COLLEGE LEADERS**

As part of an audit in accordance with ISAs (UK), we exercise professional judgement 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 purpose of expressing an opinion on the effectiveness of the association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the officers.
- Conclude on the appropriateness of the officers' 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 association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's 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 auditor's report. However, future events or conditions may cause the association 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.

**PKF COOPER PARRY GROUP LIMITED**

Chartered Accountants  
Statutory Auditors

Date:

Sky View  
Argosy Road  
East Midlands Airport  
Castle Donington  
DE74 2SA



**ASSOCIATION OF SCHOOL AND COLLEGE LEADERS  
INCOME AND EXPENDITURE ACCOUNT  
FOR THE YEAR ENDED 31 DECEMBER 2017**

	Note	2017 £	2016 £
<b>Income</b>			
Subscriptions		4,682,912	4,615,790
Conferencing and partnerships	3	456,189	486,307
Communications	3	71,112	84,553
Annual Conference		463,230	577,725
Investment income	3	50,659	48,475
Rent received		15,000	15,000
Fees and shared services		235,498	223,076
Management charge		115,771	127,324
Other income		24,731	62,616
		<hr/>	<hr/>
<b>Total incoming resources</b>		<b>6,115,102</b>	<b>6,240,866</b>
		<hr/>	<hr/>
<b>Expenditure</b>			
Staff costs	4	3,598,993	3,673,300
HQ and central services	5	284,659	332,776
Equipment and materials	5	233,944	190,320
Other central expenses	5	259,963	363,898
Support for members	5	781,169	921,010
National meetings	5	435,445	489,709
Annual conference costs		347,409	468,092
Depreciation	6	105,054	94,567
PPC costs		30,692	40,625
Other project costs		1,326	28,607
		<hr/>	<hr/>
<b>Total resources expended</b>		<b>6,078,654</b>	<b>6,602,904</b>
		<hr/>	<hr/>
<b>Net incoming/(outgoing) resources before other recognised gains and losses</b>		<b>36,448</b>	<b>(362,038)</b>
<b>Other recognised gains</b>			
Realised and unrealised gains on investments	7	397,714	484,631
		<hr/>	<hr/>
<b>Net movement on funds</b>		<b>434,162</b>	<b>122,593</b>
<b>Reconciliation of funds:</b>			
<b>Funds brought forward at 1 January 2017</b>		<b>3,293,049</b>	<b>3,170,456</b>
		<hr/>	<hr/>
<b>Funds carried forward at 31 December 2017</b>		<b>3,727,211</b>	<b>3,293,049</b>
		<hr/> <hr/>	<hr/> <hr/>

Incoming resources and resources expended relate to continuing operations.

There were no other gains and losses for the year other than those recognised above.

# ASSOCIATION OF SCHOOL AND COLLEGE LEADERS

## BALANCE SHEET AS AT 31 DECEMBER 2017

	Note	31 December 2017		31 December 2016	
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	6		1,207,040		1,206,204
Investments at market value	7		3,372,100		3,062,008
Investment in subsidiary	8		25,000		25,000
			<u>4,604,140</u>		<u>4,293,212</u>
<b>Current assets</b>					
Cash at bank and in hand		997		3,305	
Debtors	9	380,757		385,588	
		<u>381,754</u>		<u>388,893</u>	
<b>Creditors: amounts falling due within one year</b>					
Creditors	10	(1,113,683)		(1,229,056)	
			<u>(731,929)</u>		<u>(840,163)</u>
<b>Net current liabilities</b>			(731,929)		(840,163)
<b>Provision for liabilities and charges</b>	11		(145,000)		(160,000)
			<u>(731,929)</u>		<u>(840,163)</u>
<b>Total assets</b>			<u>3,727,211</u>		<u>3,293,049</u>
<b>Funds employed</b>					
Fixed asset fund			1,207,040		1,206,204
General fund			265,171		21,845
ASCL reserve fund			2,400,000		2,225,000
Pension reserve			(145,000)		(160,000)
			<u>3,727,211</u>		<u>3,293,049</u>
<b>Total funds</b>	12		<u>3,727,211</u>		<u>3,293,049</u>

Approved by the Council on 28 June 2018 and signed on their behalf by:

..... HONORARY TREASURER

..... GENERAL SECRETARY

The attached notes form an integral part of these financial statements.

# ASSOCIATION OF SCHOOL AND COLLEGE LEADERS

## NOTES TO THE ACCOUNTS YEAR ENDED 31 DECEMBER 2017

### 1.1 General information

The Association of School and College Leaders is a professional association and a registered trade union and is domiciled in the United Kingdom. The address of the registered office is shown on the general information page.

The financial statements are prepared in sterling (£). The financial statements are for a period of 52 weeks ended 31 December 2017 (2016: 52 weeks ended 31 December 2016).

### 1.2 Accounting policies

The following accounting policies have been applied in dealing with items which are considered material in relation to the financial statements.

#### **Basis of preparation of financial statements**

The financial statements have been prepared under the historical cost convention as modified for the revaluation of certain fixed assets and investments and in accordance with Financial Reporting Standard 102 (FRS 102), the Financial Reporting Standard applicable in the UK and the Republic of Ireland (including section 1a of FRS 102) and the Trade Union and Labour Relations (Consolidation) Act 1992.

The preparation of financial statements in conformity with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgment in the process of applying the Association's accounting policies. The areas involving a higher degree of judgment or complexity or areas where assumptions and estimates are significant to the financial statements are disclosed in note 2.

#### a) **Revenue**

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Association and the revenue can be reliably measured. Revenue is measured as the fair value of the consideration received or receivable, excluding value added tax.

#### b) **Fixed assets**

Depreciation is charged on the freehold buildings in order to write off their valuation over their expected useful lives. The rate used is 2% on valuation. No depreciation is provided on land.

Depreciation on other tangible fixed assets is charged so as to write off their full cost less estimated residual value over their expected useful lives at the following rates:

Office furniture and equipment	- 20% of cost per annum
Computer equipment	- 33.3% of cost per annum

# ASSOCIATION OF SCHOOL AND COLLEGE LEADERS

## NOTES TO THE ACCOUNTS YEAR ENDED 31 DECEMBER 2017

### Accounting policies (continued)

c) **Investments**

Investments are recognised initially at fair value which is normally the transaction price excluding transaction costs. Subsequently, they are measured at fair value with changes recognised in 'net gains/(losses) on investments' in the Income and Expenditure Account if the shares are publicly traded or their fair value can otherwise be measured reliably. Other investments are measured at cost less impairment.

Current asset investments are short term highly liquid investments and are held at fair value. These include cash on deposit and cash equivalents with a maturity of less than one year.

d) **Stock**

Stock of publications and goods is valued at the lower of cost and net realisable value.

e) **Operating leases**

Rentals charged on operating leases are written off to the Income and Expenditure Account over the period of the lease.

f) **Pension costs and liabilities**

The amount charged to the Income and Expenditure Account as part of staff costs in respect of the Association's pensions arrangements represents the employer's contributions due for the year. Please see note 19 for details of The Pensions Trust's Growth Plan.

g) **Debtors**

Short term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

h) **Cash and cash equivalents**

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible into known amounts of cash with insignificant risk of change in value.

i) **Financial instruments**

The Association enters into only basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable, loans from banks and other third parties, loans to related parties and investments in non-puttable ordinary shares. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

j) **Creditors**

Short term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

2. **Judgements in applying accounting policies and key sources of estimation uncertainty**

The Association makes estimates and assumptions concerning the future. Management are also required to exercise judgement in the process of applying the Association's accounting policies. Estimates and judgements 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.

# ASSOCIATION OF SCHOOL AND COLLEGE LEADERS

## NOTES TO THE ACCOUNTS YEAR ENDED 31 DECEMBER 2017

### **Judgements in applying accounting policies and key sources of estimation uncertainty (continued)**

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

In preparing these financial statements, the officers have made the following judgements:

- Impairment of other assets – The Association reviews the carrying value of all other assets for indications of impairment at each period end. If indicators of impairment exist, the carrying value of the asset is subject to further testing to determine whether its carrying value exceeds its recoverable amount. This process will usually involve the estimation of future cash flows which are likely to be generated by the asset.
- A provision is recognised when the Association has a present legal or constructive obligation as a result of past event for which it is probable that an outflow of resources will be required to settle the obligation and the amount can be reliably estimated. If the effect is material, provisions are determined by discounting the expected future cash flow at a rate that reflects the time value of money and the risks specific to the liability.

Whether a present obligation is probable or not requires judgment. The nature and type of risks for these provisions differ and management's judgment is applied regarding the nature and extent of obligations in deciding if an outflow of resources is probable or not.

The following are the Association's key sources of estimation uncertainty:

Recoverability of trade debtors. Trade and other receivables are recognised to the extent that they are judged recoverable. Management reviews are performed to estimate the level of reserves required for irrecoverable debt. Provisions are made specifically against invoices where recoverability is uncertain.

Management makes allowance for doubtful debts based on an assessment of the recoverability of debtors. Allowances are applied to debtors where events or changes in circumstances indicate that the carrying amounts may not be recoverable. Management specifically analyse historical bad debts, making a judgment to evaluate the adequacy of the provision for doubtful debts. Where the expectation is different from the original estimate, such difference will impact the carrying value of debtors and the charge in the income and expenditure account.

Depreciation and residual values. The Officers have reviewed the asset lives and associated residual values of all fixed asset classes, and in particular, the useful economic life and residual values of fixtures and fittings, and have concluded that asset lives and residual values are appropriate.

The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In re-assessing asset lives, factors such as technological innovation, product life cycles and maintenance programmes are taken into account. Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projects disposal values.

# ASSOCIATION OF SCHOOL AND COLLEGE LEADERS

## NOTES TO THE ACCOUNTS YEAR ENDED 31 DECEMBER 2017

		2017 £	2016 £
<b>3</b>	<b>Income</b>		
	<i>Conferencing and Partnership income</i>		
	Conferences and seminars	265,131	292,129
	Partnership income	191,058	194,178
		456,189	486,307
	<i>Communications</i>		
	Leader	48,802	47,498
	Website charges	15,710	15,665
	Mailings	6,600	21,390
		71,112	84,553
	<i>Investment income</i>		
	Dividends from investments	50,632	48,271
	Bank interest	27	204
		50,659	48,475

		2017 Number	2016 Number
<b>4</b>	<b>Staff Costs</b>		
	The average monthly number of persons employed during the year was as follows:		
	Member Support	39	39
	Policy and Public Relations	12	14
	Specialists	10	10
	Operations and administration	17	16
		78	79

The full time equivalent (FTE) number of staff for the year was 65 (2016: 67).

	2017 £	2016 £
Staff costs for the above persons:		
Wages and salaries	2,902,952	2,783,066
Restructuring costs	-	181,070
Social security costs	312,629	312,141
Other pension costs	381,115	389,069
	3,596,696	3,665,346
Contracted out staffing services	2,297	7,954
	3,598,993	3,673,300

Key management personnel comprise members of the Leadership Group of ASCL. During the year, a total of £484,573 related to the above total staff costs was paid to these individuals (2016: £603,598).

**ASSOCIATION OF SCHOOL AND COLLEGE LEADERS**

**NOTES TO THE ACCOUNTS  
YEAR ENDED 31 DECEMBER 2017**

5 Expenditure	2017 £	2016 £
<b><i>Headquarters and central services</i></b>		
Bank charges	21,230	20,669
Rates, light, heating and cleaning	56,690	57,593
Building maintenance	13,664	23,337
Staff training and development	36,361	45,168
HQ travel expenses	78,523	63,727
Insurance	32,582	32,649
Staff recruitment costs	35,386	79,149
Business continuity costs	10,223	10,484
	<hr/>	<hr/>
	284,659	332,776
	<hr/> <hr/>	<hr/> <hr/>
<b><i>Equipment and materials</i></b>		
Hire and maintenance of equipment	97,515	77,813
Postage, telephone and mobile connectivity	87,864	73,444
Website and IT purchases	20,316	14,864
General printing, stationery and books	28,249	24,199
	<hr/>	<hr/>
	233,944	190,320
	<hr/> <hr/>	<hr/> <hr/>
<b><i>Other central expenses</i></b>		
Audit, legal and professional fees	36,001	56,304
Investment fund management fees	38,254	34,972
Database support and training	53,308	54,574
Donation to ASCL Benevolent Fund	14,994	15,323
Affiliation fees and subscriptions	15,071	12,328
Media and communications	11,660	12,185
Sundry expenses	990	1,073
PR strategy and manifesto costs	11,223	25,722
Member recruitment and advertising	36,150	52,036
Exhibition costs	18,114	18,916
Party political conferences	19,648	3,612
Hospitality and sundry expenses	2,905	2,958
Irrecoverable VAT – current year	1,645	35,905
Irrecoverable VAT – historical adjustment	-	37,990
	<hr/>	<hr/>
	259,963	363,898
	<hr/> <hr/>	<hr/> <hr/>
<b><i>Support for members</i></b>		
Conferences and seminars – direct costs	252,191	194,838
Legal support for members	213,622	387,752
Publications and postage	76,824	94,522
Leader magazine	75,416	75,813
Mailings to members	17,751	17,184
Member support travel and expenses	119,857	125,334
Local Representatives training and support	11,608	9,758
Local Representatives expenses	13,900	15,809
	<hr/>	<hr/>
	781,169	921,010
	<hr/> <hr/>	<hr/> <hr/>

# ASSOCIATION OF SCHOOL AND COLLEGE LEADERS

## NOTES TO THE ACCOUNTS YEAR ENDED 31 DECEMBER 2017

<b>5</b>	<b>Expenditure: continued</b>	<b>2017</b>	<b>2016</b>		
		£	£		
	<b><i>National meetings and working groups</i></b>				
	Presidential support	119,208	168,318		
	Council meetings (accommodation and travel)	128,773	154,670		
	Panels and working groups	14,735	17,768		
	Subscriptions	5,174	4,670		
	Travel expenses	56,893	43,083		
	Specialists travel expenses	91,708	90,290		
	National and district elections	18,954	10,910		
		435,445	489,709		
		435,445	489,709		
<b>6</b>	<b>Fixed Assets</b>				
		<b>Freehold land &amp; buildings</b>	<b>Computer equipment</b>	<b>Office furniture &amp; equipment</b>	<b>Total</b>
		£	£	£	£
	<b>Cost or Valuation</b>				
	At 1 January 2017	1,420,470	738,510	216,594	2,375,574
	Additions	-	96,135	9,755	105,890
		1,420,470	834,645	226,349	2,481,464
	At 31 December 2017	1,420,470	834,645	226,349	2,481,464
		1,420,470	834,645	226,349	2,481,464
	<b>Depreciation</b>				
	At 1 January 2017	356,961	627,657	184,752	1,169,370
	Charge for the year	15,925	70,756	18,373	105,054
		372,886	698,413	203,125	1,274,424
	At 31 December 2017	372,886	698,413	203,125	1,274,424
		372,886	698,413	203,125	1,274,424
	<b>Net book value</b>				
	At 31 December 2017	1,047,584	136,232	23,224	1,207,040
		1,047,584	136,232	23,224	1,207,040
	At 31 December 2016	1,063,509	110,853	31,842	1,206,204
		1,063,509	110,853	31,842	1,206,204

Freehold land and buildings are included at fair value. The most recent valuation was carried out as at 31 December 2015 by Innes England, Leicester, on an open market basis as defined in the RICS Valuation – Professional Standards UK January 2014 (revised April 2015).

The Association has elected in accordance with s35.10(d) of FRS102, to use the fair value of freehold land and buildings at 1 January 2015, the date of transition of FRS102, as their deemed cost.



**ASSOCIATION OF SCHOOL AND COLLEGE LEADERS**

**NOTES TO THE ACCOUNTS  
YEAR ENDED 31 DECEMBER 2017**

<b>7 Investments</b>		<b>2017</b>	<b>2016</b>
		<b>£</b>	<b>£</b>
Market value at 1 January 2017		3,062,008	2,759,622
Additions		381,680	481,781
Disposal proceeds		(721,373)	(571,108)
Movement in cash		252,071	(92,918)
Net investment gain		397,714	484,631
		<hr/>	<hr/>
Market value at 31 December 2017		3,372,100	3,062,008
		<hr/>	<hr/>
		<b>Market Value</b>	<b>Cost</b>
	<b>2017</b>	<b>2016</b>	<b>2017</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Other listed investments	3,025,693	2,967,450	2,167,020
Cash on deposit	346,407	94,558	346,407
	<hr/>	<hr/>	<hr/>
	3,372,100	3,062,008	2,513,427
	<hr/>	<hr/>	<hr/>
			2,013,114
			<hr/>

The fair value of listed investments is determined by reference to the quoted price for identical assets in an active market at the balance sheet date.

All investments are carried at their fair value. Investments in equities and fixed interest securities are all traded in quoted public markets, primarily the London Stock Exchange. Holdings in common investment funds, unit trusts and open-ended investment companies are at the bid price. The basis of fair value for quoted investments is equivalent to the market value, using the bid price. Asset sale and purchases are recognised at the date of trade at cost (that is their transaction value).

The main risk to the Association from financial instruments lies in the combination of uncertain investment markets and volatility in yield. Liquidity risk is anticipated to be low as all assets are traded. The Association's investments are mainly traded in markets with good liquidity and high trading volumes. The Association has no material investment holdings in markets subject to exchange controls or trading restrictions.

The Association manages these investment risks by retaining expert advisors and operating an investment policy that provides for a high degree of diversification of holdings within investment classes that are quoted on recognised stock exchanges.

# ASSOCIATION OF SCHOOL AND COLLEGE LEADERS

## NOTES TO THE ACCOUNTS YEAR ENDED 31 DECEMBER 2017

### 8 Investment in subsidiary

The Association's investment at the balance sheet date in the share capital of unlisted companies is as follows:

<b>Subsidiary Undertaking:</b>	ASCL Professional Development Limited
<b>Nature of business:</b>	Provider of professional development for ASCL members and other members of school and college leadership teams
<b>Class of shares held:</b>	25,000 Ordinary shares
<b>% held:</b>	100%

Net assets as at 31 December 2017: £157,150 (2016: £88,268)

Result after tax for the year ended 31 December 2017: £68,882 profit (2016: £26,555 profit)

	2017 £	2016 £
<b>9 Debtors</b>		
Sales ledger balances	122,619	114,764
Sundry debtors and prepayments	225,956	211,166
Accrued income	14,000	30,739
Amount due from subsidiary undertaking	-	11,165
Amount due from ASCL Benevolent Fund	3,409	1,456
Amount due from ASCL Educational Development Trust	12,690	8,934
Amount due from Foundation for Leadership in Education	2,083	7,364
	<u>380,757</u>	<u>385,588</u>
	<u><u>380,757</u></u>	<u><u>385,588</u></u>
<b>10 Creditors</b>		
Bank overdraft	8,040	35,518
PAYE and NIC	93,783	103,716
SWPF and other pensions	49,655	49,124
Other sundry creditors, accruals and deferred income	696,591	775,837
Amount due to subsidiary undertaking	71,361	-
Subscriptions in advance	54,270	62,570
Subscriptions for lifetime members	62,031	62,483
Partnership commission in advance	54,536	30,951
VAT payable	23,416	108,857
	<u>1,113,683</u>	<u>1,229,056</u>
	<u><u>1,113,683</u></u>	<u><u>1,229,056</u></u>

# ASSOCIATION OF SCHOOL AND COLLEGE LEADERS

## NOTES TO THE ACCOUNTS YEAR ENDED 31 DECEMBER 2017

<b>11</b>	<b>Provision for liabilities and charges</b>	<b>2017</b>	<b>2016</b>
		<b>£</b>	<b>£</b>
	<b>Pension fund liability</b>		
	As at 1 January 2017	160,000	166,000
	Movement in year through income and expenditure account	(15,000)	(6,000)
		<hr/>	<hr/>
	As at 31 December 2017	<u>145,000</u>	<u>160,000</u>

In accordance with Financial Reporting Standard 102, the Association has recognised a provision for the future deficit contribution payments it is required to make under the terms of its membership of The Pensions Trust Growth Plan pension plan. Movements in the provision are recognised in the Income and Expenditure Account. (See note 19 for further detail of the Growth Plan).

### 12 Analysis of funds

	At 1.1.2017	Income	Expenditure	Transfers	Investment gain	At 31.12.2017
	£	£	£	£	£	£
Fixed Asset Fund	1,206,204	-	-	836	-	1,207,040
General Fund	21,845	6,115,102	(6,093,654)	(175,836)	397,714	265,171
Pension Liability Fund	(160,000)	-	15,000	-	-	(145,000)
ASCL Reserve Fund	2,225,000	-	-	175,000	-	2,400,000
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	<b>3,293,049</b>	<b>6,115,102</b>	<b>(6,078,654)</b>	<b>-</b>	<b>397,714</b>	<b>3,727,211</b>
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

#### Fixed asset Fund

The purpose of this fund is to fund the future depreciation of fixed assets.

#### General Fund

The fund represents the accumulated un-earmarked reserves of the Association.

#### Pension Liability Fund

This fund matches the provisions in respect of deficit contribution payments due from the Association to the Pension Fund.

#### ASCL Reserve Fund

The purpose of this fund is to cover any extraordinary costs (including legal defence) that may arise in future years. The Officers have established a policy whereby the Fund should be maintained within a range of £2,225,000 and £2,500,000 with any shortfall or excess being transferred from or to the General Fund.

# ASSOCIATION OF SCHOOL AND COLLEGE LEADERS

## NOTES TO THE ACCOUNTS YEAR ENDED 31 DECEMBER 2017

### 13 Taxation

The Association is exempt from corporation tax on income which is not trading income.

### 14 Contingent liabilities

At 31 December 2017 there were no contingent liabilities.

### 15 Branch funds

These accounts exclude any funds relating to Branches of the Association. The known funds of these branches at 31 December 2017 are £00,000 (2016: £26,160).

### 16 Subsidiary undertaking

The Association has a 100% shareholding in ASCL Professional Development Limited, which is a private association registered in England.

### 17 Related party transactions

During the year, The Association paid for expenses on behalf of ASCL Professional Development Limited totalling £586,374 (2016: £698,918).

In addition, during the year net purchases of £119,100 (2016: £79,860) were made from ASCL Professional Development Limited.

The net balance due from the Association to ASCL Professional Development Limited as at the year ended 31 December 2017 was £71,361 (2016: £11,165 owed to the Association).

A number of the Association's officers are also Trustees of The ASCL Educational Development Trust, from whom £12,690 (2016: £8,934) was due at the year end.

### 18 Capital Commitments

The Association had capital commitments totalling £Nil as at 31 December 2017 (2016: £Nil).

### 19 Pensions Trust Growth Plan

The Association participates in the scheme, a multi-employer scheme which provides benefits to some 1,300 non-associated participating employers. The scheme is a defined benefit scheme in the UK. It is not possible for the Association to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore it accounts for the scheme as a defined contribution scheme.

The scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The scheme is classified as a 'last-man standing arrangement'. Therefore the Association is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

# ASSOCIATION OF SCHOOL AND COLLEGE LEADERS

## NOTES TO THE ACCOUNTS YEAR ENDED 31 DECEMBER 2017

### 19 Pensions Trust Growth Plan (continued)

A full actuarial valuation for the scheme was carried out at 30 September 2014. This valuation showed assets of £793m, liabilities of £970m and a deficit of £148m. To eliminate this funding shortfall, the Scheme Trustee has asked the participating employers to pay additional contributions to the scheme as follows:

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From 1 April 2016 to 30 September 2025:	£12,945,440 per annum (payable monthly and increasing by 3% each on 1st April)
From 1 April 2016 to 30 Sept 2028:	£54,560 per annum (payable monthly)

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Unless a concession has been agreed with the Trustee the term to 2025 applies.

The recovery plan contributions are allocated to each participating employer in line with their estimated share of the Series 1 and Series 2 scheme liabilities.

Where the scheme is in deficit and where the Association has agreed to a deficit funding arrangement the Association recognises a liability for this obligation. The amount recognised is the net present value of the deficit reduction contributions payable under the agreement that relates to the deficit. The present value is calculated using the discount rate detailed in these disclosures. The unwinding of the discount rate is recognised as a finance cost.

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Present values of provision	145	160
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**ASSOCIATION OF SCHOOL AND COLLEGE LEADERS**

**NOTES TO THE ACCOUNTS  
YEAR ENDED 31 DECEMBER 2017**

**19 Pensions Trust Growth Plan (continued)**

**Reconciliation of Opening and Closing Provisions**

	Year Ended 31 December 2017 £000s	Period Ending 31 December 2016 £000s
Provision at start of period	160	166
Unwinding of the discount factor (interest expense)	2	4
Deficit contribution paid	(17)	(17)
Re-measurements - impact of any change in assumptions	-	7
Re-measurements - amendments to the contribution schedule	-	-
Provision at end of period	145	160

**Income and Expenditure Impact**

	Year Ended 31 December 2017 £000	Period Ending 31 December 2016 £000s
Interest expense	2	4
Re-measurements – impact of any change in assumptions	-	7
Re-measurements – amendments to the contribution schedule	-	-
Contributions paid in respect of future service	-	-
Costs recognised in income and expenditure account	-	-

**Assumptions**

	31 December 2017 % per annum	31 December 2016 % per annum
Rate of discount	1.39	1.44

The discount rates shown above are the equivalent single discount rates which, when used to discount the future recovery plan contributions due, would give the same results as using a full AA corporate bond yield curve to discount the same recovery plan contributions.

Employer contributions for the year payable into the Growth Plan amounted to £215,831 (2016: £226,649).