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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 2016
List no:	564T
Head or Main Office:	130, REGENT ROAD LEICESTER LE1 7PG
Website address (if available)	www.ascl.org.uk
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 (from 18 April 2017)
Telephone Number:	0116 2991122
Contact name for queries regarding	MR STEVE KIND
Telephone Number:	0116 2991122
E-mail:	steve.kind@ascl.org.uk

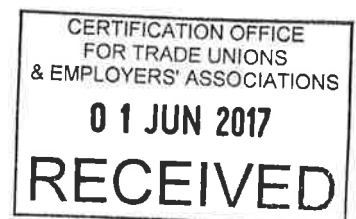
**PLEASE FOLLOW THE GUIDANCE NOTES IN THE COMPLETION OF THIS RETURN.**

Any difficulties or problems in the completion of this return should be directed to the Certification Officer as below or by telephone to: 020 7210 3734

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  
22<sup>nd</sup> Floor, Euston Tower, 286 Euston Road, London NW1 3JJ

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



(Revised February 2011)

# ASSOCIATION OF SCHOOL AND COLLEGE LEADERS

## GENERAL INFORMATION

### Officers

Sian Carr, President  
Allan Foulds, Immediate Past President  
Carl Ward, Vice President and Honorary Treasurer  
Patsy Kane, Membership Officer (appointed 1 September 2016)  
Carolyn Roberts, Honorary Secretary  
Geoff Barton, General Secretary (appointed 18 April 2017)  
Malcolm Trobe, Interim General Secretary (1 February 2016 to 17 April 2017)  
Brian Lightman, General Secretary (resigned 31 January 2016)  
Jonathan Fawcett, Membership Officer (resigned 31 August 2016)

### Bankers

National Westminster Bank Plc  
Gateway House  
Penman Way  
Grove Park  
Enderby  
Leicester  
LE19 1SY

### Investment Managers

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

### Solicitors

Browne Jacobson  
Mowbray House  
Castle Meadow Road  
Nottingham  
NG2 1BJ

Pattinson & Brewer  
4th Floor  
11 Pilgrim Street  
London  
EC4V 6RN

### Auditors

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

### Registered Office

130 Regent Road  
Leicester  
LE1 7PG

# 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	9,309	89	1	42	9,441
FEMALE	8,580	82	0	34	8,696
TOTAL	17,889	171	1	76	A <b>18,137</b>

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

0
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Number of members at end of year contributing to the General Fund

18,137
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## 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 persons 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	ALLAN FOULDS	SIAN CARR	01/09/2016
VICE PRESIDENT	SIAN CARR	CARL WARD	01/09/2016
IMMEDIATE PAST PRESIDENT	PETER KENT	ALLAN FOULDS	01/09/2016

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		4,615,790
<b>From Members:</b> Other income from members (specify)		
<b>Total other income from members</b>		
<b>Total of all income from members</b>		4,615,790
<b>Investment income (as at page 12)</b>		48,475
<b>Other Income</b>		
Income from Federations and other bodies (as at page 4)		
Income from any other sources (as at page 4)	2,061,232	
<b>Total of other income (as at page 4)</b>		2,061,232
		<b>6,725,497</b>
		<b>TOTAL INCOME</b>
<b>EXPENDITURE</b>		
<b>Benefits to members (as at page 5)</b>	2,671,523	
<b>Administrative expenses (as at page 10)</b>	3,931,381	
<b>Federation and other bodies (specify)</b>	-	
<b>Total expenditure Federation and other bodies</b>		
<b>Taxation</b>		
		<b>6,602,904</b>
		<b>TOTAL EXPENDITURE</b>
		122,593
		3,170,456
Amount of general fund at beginning of year		
		3,293,049
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>		0
<b>Other income</b>		
Conferencing and partnerships	486,307	
Communications	84,553	
Annual Conference	577,725	
Rents received	15,000	
Fees and hire of services	223,076	
Management charge	127,324	
Other income	62,616	
Realised and unrealised gains on investments	484,631	
<b>TOTAL OTHER INCOME</b>		2,061,232
<b>TOTAL OF ALL OTHER INCOME</b>		2,061,232

# ANALYSIS OF BENEFIT EXPENDITURE SHOWN AT GENERAL FUND

(see notes 21 to 23)

	£		£
Representation – Employment Related Issues		<b>brought forward</b>	187,519
		Education and Training services Conferences and seminars	194,838
Representation – Non Employment Related Issues		Negotiated Discount Services	
Communications			
Publications and postage	69,752		
Leader magazine	75,813		
Mailings to members	41,954	Salary Costs	
Advisory Services		Member Support salaries	1,750,513
		Member Support travel & exps	125,334
		Other Benefits and Grants (specify)	
		Branch Secretary training	9,758
Dispute Benefits		Branch expenses	15,809
		Legal fees support for Members	387,752
Other Cash Payments			
<b>carried forward</b>	187,519	<b>Total (should agree with figure in General Fund)</b>	2,671,523

(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		2,076,804
Salaries and Wages included in above	£1,922,787	
Auditors' fees		8,528
Legal and Professional fees		82,748
Occupancy costs		57,593
Stationery, printing, postage, telephone, etc.		97,643
Expenses of Executive Committee (Head Office) – (not separately identified)		
Expenses of conferences – (included in benefits to members)		
Other administrative expenses (specify) various – see Note 5 on pages 11 to 12 of financial statements		1,490,161
 <b>Other Outgoings</b>		
Interest payable:		
Bank loans (including overdrafts)		
Mortgages		
Other loans		
Depreciation		94,567
Taxation		
Outgoings on land and buildings (specify)		
Other outgoings (specify)		
Maintenance		23,337
	<b>Total</b>	3,931,381
Charged to:	General Fund (Page 3)	3,931,381
	Fund (Account )	
	Fund (Account )	
	Fund (Account )	
	Fund (Account )	
	<b>Total</b>	3,931,381

# ANALYSIS OF OFFICIALS SALARIES AND BENEFITS

(see notes 34 to 44 below)

Office held	Gross Salary £	Employers N.I. contributions £	Benefits			Total £
			Pension Contributions £	Other Benefits		
				Description	Value £	
General Secretary (resigned 31 January 2016)	15,688	12,134	1,538	Termination Payment re Settlement Agreement	100,000	129,360
Interim General Secretary	103,366	13,238	14,406	N/A	0	131,010
<b>TOTAL</b>	<b>119,054</b>	<b>25,372</b>	<b>15,944</b>		<b>100,000</b>	<b>260,370</b>

# ANALYSIS OF INVESTMENT INCOME

(see notes 45 and 46)

	Political Fund £	Other Fund(s) £
Rent from land and buildings		
Dividends (gross) from:		
Equities (e.g. shares)		48,271
Interest (gross) from:		
Government securities (Gilts)		
Mortgages		
Local Authority Bonds		
Bank and Building Societies		204
Other investment income (specify)		
		48,475
		<b>48,475</b>
		<b>48,475</b>
Credited to:		
	General Fund (Page 3)	48,475
	Fund (Account )	
	Fund (Account )	
	Fund (Account )	
	Fund (Account )	
	Fund (Account )	
	Political Fund	
	<b>Total Investment Income</b>	<b>48,475</b>

# BALANCE SHEET as at 31 DEC 2016

(see notes 47 to 50)

Previous Year		£	£
1,171,049	<b>Fixed Assets</b> (at page 14)		1,206,204
	<b>Investments</b> (as per analysis on page 15)		
2,759,622	Quoted (Market value £3,062,008)	3,062,008	
1,000	Unquoted	25,000	
	<b>Total Investments</b>		3,087,008
	<b>Other Assets</b>		
	Loans to other trade unions		
440,482	Sundry debtors	385,588	
91,882	Cash at bank and in hand	3,305	
	Income tax to be recovered		
	Stocks of goods		
	Others (specify) :		
	<b>Total of other assets</b>		388,893
4,464,035	<b>TOTAL ASSETS</b>		4,682,105
3,170,456	Fund (Account )		3,293,049
	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		
166,000	Pension (FRS 102) – provision for liabilities & charges	160,000	
	Bank overdraft	35,518	
93,821	Tax payable	212,573	
	Sundry creditors		
366,088	Accrued expenses	445,738	
612,361	Provisions / deferred income	486,103	
55,309	Other liabilities	49,124	
	<b>TOTAL LIABILITIES</b>		1,389,056
4,464,035	<b>TOTAL ASSETS</b>		4,682,105

# FIXED ASSETS ACCOUNT

(see notes 51 to 55)

	Land and Buildings		Furniture and Equipment £	Motor Vehicles £	Not used for union business £	Total £
	Freehold	Leasehold				
<b>Cost or Valuation</b>						
At start of year	1,363,370		882,482			2,245,852
Additions	57,100		72,622			129,722
Disposals						
Revaluation/Transfers						
At end of year	1,420,470		955,104			2,375,574
<b>Accumulated Depreciation</b>						
At start of year	341,427		733,376			1,074,803
Charges for year	15,534		79,033			94,567
Disposals						
Revaluation/Transfers						
At end of year	356,961		812,409			1,169,370
<b>Net book value at end of year</b>	1,063,509		142,695			1,206,204
<b>Net book value at end of previous year</b>	1,021,943		149,106			1,171,049

# ANALYSIS OF INVESTMENTS

(see notes 56 and 57)

QUOTED	All Funds Except Political Funds £	Political Fund  £
Equities (e.g. Shares)	2,967,450	
Government Securities (Gilts)		
Other quoted securities (to be specified)		
Cash held by Investment Fund Manager	94,558	
TOTAL QUOTED (as Balance Sheet)	3,062,008	
Market Value of Quoted Investment	3,062,008	
UNQUOTED		
Equities		
Investment in subsidiary	25,000	
Government Securities (Gilts)		
Mortgages		
Bank and Building Societies		
Other unquoted investments (to be specified)		
TOTAL UNQUOTED (as Balance Sheet)	25,000	
Market Value of Unquoted Investments	3,087,008	



# 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 checked="" 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"/>	NO <input checked="" 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	4,615,790		4,615,790
From Investments	48,475		48,475
Other Income (including net investment gain for the year)	1,576,601 484,631		1,576,601 484,631
<b>Total Income</b>	<b>6,725,497</b>		<b>6,725,497</b>
<b>EXPENDITURE</b> (including decreases by revaluation of			
<b>Total Expenditure</b>	<b>6,602,904</b>		<b>6,602,904</b>
<b>Funds at beginning of year</b> (including reserves)	3,170,456		3,170,456
<b>Funds at end of year</b> (including reserves)	3,293,049		3,293,049
<b>ASSETS</b>			
Fixed Assets			1,206,204
Investment Assets			3,087,008
Other Assets			388,893
		<b>Total Assets</b>	<b>4,682,105</b>
<b>LIABILITIES</b>		<b>Total Liabilities</b>	<b>1,389,056</b>
<b>NET ASSETS (Total Assets less Total Liabilities)</b>			<b>3,293,049</b>

# 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 attached annual report and accounts

# ACCOUNTING POLICIES

(see notes 74 and 75)

Please refer to attached annual report and accounts

## SIGNATURES TO THE ANNUAL RETURN

(see notes 76 and 77)

**including the accounts and balance sheet contained in the return.**

Secretary's Signature: <u></u>  Name: Geoff Barton _____  Date: 26 May 2017	Chairman's Signature: <u></u> (or other official whose position should be stated) Name: Steve Kind, Director of Finance _____  Date: 26 May 2017
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## CHECK LIST

(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	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
A MEMBER'S STATEMENT ENCLOSED? (see Note 80)	TO FOLLOW	<input type="checkbox"/>	TO FOLLOW	<input type="checkbox"/> X
HAS THE SUMMARY SHEET BEEN COMPLETED	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 (continued)

See attached

*PAGES 3 & 4 OF ANNUAL REPORT AND ACCOUNTS*

Signature(s) of auditor or auditors:	<i>S. Atkins</i>	
Name(s):	SIMON ATKINS	
Profession(s) or Calling(s):	FCA - ICAEW	
Address(es):	PKF Cooper Parry Group Sky View Argosy Road Castle Donnington	
Date:	27 May 2017	
Contact name and telephone number:	<i>Simon Atkins</i> 0121 456 4456	

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

(see notes 88 to 94)

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

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*

5. 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**


6. 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 5 or 6 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	14 July 2017
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 2016**

# ASSOCIATION OF SCHOOL AND COLLEGE LEADERS

## GENERAL INFORMATION

### Officers

Sian Carr, President  
Allan Foulds, Immediate Past President  
Carl Ward, Vice President and Honorary Treasurer  
Patsy Kane, Membership Officer (appointed 1 September 2016)  
Carolyn Roberts, Honorary Secretary  
Geoff Barton, General Secretary (appointed 18 April 2017)  
Malcolm Trobe, Interim General Secretary (1 February 2016 to 17 April 2017)  
Brian Lightman, General Secretary (resigned 31 January 2016)  
Jonathan Fawcett, Membership Officer (resigned 31 August 2016)

### Bankers

National Westminster Bank Plc  
Gateway House  
Penman Way  
Grove Park  
Enderby  
Leicester  
LE19 1SY

### Investment Managers

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

### Solicitors

Browne Jacobson  
Mowbray House  
Castle Meadow Road  
Nottingham  
NG2 1BJ

Pattinson & Brewer  
4th Floor  
11 Pilgrim Street  
London  
EC4V 6RN

### Auditors

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

### Registered Office

130 Regent Road  
Leicester  
LE1 7PG

# ASSOCIATION OF SCHOOL AND COLLEGE LEADERS

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# ASSOCIATION OF SCHOOL AND COLLEGE LEADERS

## REPORT OF THE OFFICERS

YEAR ENDED 31 DECEMBER 2016

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, as well as continuing to influence national educational decisions and shape policies for the benefit of all members.

The 2016 year again proved to be a challenging year financially with unprecedented demands placed upon our resources, particularly again in the area of member support and external legal fees where £388k (2015: £372k) was expended in supporting members. Total expenditure on direct support for members (including legal fees, solicitors, regional and field officers and hotline) has increased again during the year to £2,672k (2015: £2,639k) which is 41% (2015: 37%) of the 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 2016

### Honorary Treasurer's Report (continued)

The audited accounts for 2016 depicted an improved picture on the previous year although still recording an operating deficit of £362,038 (2015: £998,006 deficit). Realised and unrealised gains on the investment portfolio of £484,631 (2015: £200,223) took the total net movement on funds to a net surplus of £122,593 (2015: £797,783 deficit) for the year. The total assets carried forward amounted to £3,293,049 (2015: £3,170,456) which incorporates the provision of a pensions creditor in accordance with the accounting requirements of FRS 102.

The Association has fully acknowledged that the 2016 year was a challenging one in many differing aspects and the outcomes of an internal organisational review which was undertaken during the early part of the year has resulted in a number of efficiency cost savings being made which has put the Association on a sound financial platform moving forward.

Overall, total membership decreased by 1.3% during 2016 to 18,136 (2015: 18,371) and whilst recruitment of new members remained in line with previous years, we again experienced an extremely high number of member resignations and retirements during the year. However, the early trend for 2017 has been particularly encouraging with total membership having increased by 3.2% to 18,717 as at 30 April 2017.

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 23 June 2017 and signed on its behalf by:

.....  
**M Trobe**  
**Deputy General Secretary**

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

### **INDEPENDENT AUDITORS' 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 for the year ended 31 December 2016 which comprise the Income and Expenditure Account, the Balance Sheet and the related notes. 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 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 auditors' 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 members as a body, for our audit work, for this report, or for the opinions we have formed.

#### **Respective responsibilities of the officers and auditors**

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. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

#### **Scope of audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the Association's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the officers and the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the annual report to identify material inconsistencies with the audited financial statements, and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

#### **Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the Association's affairs as at 31 December 2016 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.

# **ASSOCIATION OF SCHOOL AND COLLEGE LEADERS**

## **INDEPENDENT AUDITORS' REPORT - continued**

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

We have nothing to report in respect of the following matters where the Trade Union and Labour Relations (Consolidation) Act 1992 requires us to report to you if, in our opinion:

- proper 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
- 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.

**Sky View  
Argosy Road  
East Midlands Airport  
Castle Donnington  
DE74 2SA**

**PKF COOPER PARRY GROUP LTD  
Statutory Auditors**

**Date:** 23 June 2017

## ASSOCIATION OF SCHOOL AND COLLEGE LEADERS

### INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 DECEMBER 2016

	Note	2016 £	2015 £
<b>Income</b>			
Subscriptions		4,615,790	4,458,695
Conferencing and partnerships	3	486,307	503,881
Communications	3	84,553	105,758
Annual Conference		577,725	596,971
Investment income	3	48,475	56,744
Rent received		15,000	15,000
Fees and shared services		223,076	227,630
Management charge		127,324	124,560
Other income		62,616	83,998
BIS Project grant		-	20,009
		<hr/>	<hr/>
<b>Total incoming resources</b>		6,240,866	6,193,246
		<hr/>	<hr/>
<b>Expenditure</b>			
Staff costs	4	3,673,300	3,747,500
HQ and central services	5	332,776	355,583
Equipment and materials	5	190,320	237,785
Other central expenses	5	363,898	568,944
Support for members	5	921,010	994,889
National meetings	5	489,709	468,186
Annual conference costs		468,092	645,268
Depreciation	6	94,567	93,187
PPC costs		40,625	41,375
Other project costs		28,607	38,535
		<hr/>	<hr/>
<b>Total resources expended</b>		6,602,904	7,191,252
		<hr/>	<hr/>
<b>Net outgoing resources before other recognised gains and losses</b>		(362,038)	(998,006)
<b>Other recognised gains</b>			
Realised and unrealised gains on investments	7	484,631	200,223
		<hr/>	<hr/>
<b>Net movement on funds</b>		122,593	(797,783)
<b>Reconciliation of funds:</b>			
<b>Funds brought forward at 1 January 2016</b>		3,170,456	3,968,239
		<hr/>	<hr/>
<b>Funds carried forward at 31 December 2016</b>		3,293,049	3,170,456
		<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 2016**

	Note	31 December 2016		31 December 2015	
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	6		1,206,204		1,171,049
Investments at market value	7		3,062,008		2,759,622
Investment in subsidiary	8		25,000		1,000
			<hr/>		<hr/>
			4,293,212		3,931,671
<b>Current assets</b>					
Cash at bank and in hand		3,305		91,882	
Debtors	9	385,588		440,482	
		<hr/>		<hr/>	
		388,893		532,364	
<b>Creditors: amounts falling due within one year</b>					
Creditors	10	(1,229,056)		(1,127,579)	
		<hr/>		<hr/>	
<b>Net current (liabilities)</b>			(840,163)		(595,215)
<b>Provision for liabilities and charges</b>	11		(160,000)		(166,000)
			<hr/>		<hr/>
<b>Total Assets</b>			3,293,049		3,170,456
			<hr/> <hr/>		<hr/> <hr/>
<b>Funds employed</b>					
Fixed Asset Fund			1,206,204		1,171,049
Building Maintenance Fund			-		40,000
General Fund			21,845		25,407
ASCL Reserve Fund			2,225,000		2,100,000
Pension Reserve			(160,000)		(166,000)
			<hr/>		<hr/>
<b>Total Funds</b>	12		3,293,049		3,170,456
			<hr/> <hr/>		<hr/> <hr/>

Approved by the Council on 23 June 2017 and signed on their behalf by:

..... **HONORARY TREASURER**

..... **DEPUTY 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 2016

### 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 show 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 2016. (2015: 52 weeks ended 31 December 2015).

### 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 2016

### 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 2016

### **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 2016

		2016 £	2015 £
<b>3</b>	<b>Income</b>		
	<i>Conferencing and Partnership income</i>		
	Conferences and seminars	292,129	334,709
	Partnership income	194,178	169,172
		486,307	503,881
	<i>Communications</i>		
	Leader	47,498	45,594
	Website charges	15,665	34,111
	Mailings	21,390	26,053
		84,553	105,758
	<i>Investment income</i>		
	Dividends from investments	48,271	56,192
	Bank interest	204	552
		48,475	56,744

		2016 Number	2015 Number
<b>4</b>	<b>Staff Costs</b>		
	The average monthly number of persons employed during the year was as follows:		
	Member support	39	38
	Policy and Public Relations	14	13
	Specialists	10	13
	Operations and administration	16	22
		79	86

The full time equivalent (FTE) number of staff for the year was 67 (2015: 73).

	2016 £	2015 £
Staff costs for the above persons:		
Wages and salaries	2,783,066	2,972,993
Restructuring costs	181,070	-
Social security costs	312,141	315,717
Other pension costs	389,069	441,634
	3,665,346	3,730,344
Contracted out staffing services	7,954	17,156
	3,673,300	3,747,500

Key management personnel comprise members of the Leadership Group of ASCL. During the year, a total of £603,598 related to the above total staff costs was paid to these individuals (2015: £638,320).

**ASSOCIATION OF SCHOOL AND COLLEGE LEADERS**

**NOTES TO THE ACCOUNTS  
YEAR ENDED 31 DECEMBER 2016**

5	<b>Expenditure</b>	<b>2016</b>	<b>2015</b>
		£	£
	<b><i>Headquarters and central services</i></b>		
	Bank and credit card charges	20,669	17,135
	Rates, light, heating and cleaning	57,593	55,895
	Building maintenance	23,337	32,532
	Staff training and development	45,168	51,596
	HQ travel expenses	63,727	94,562
	Insurance	32,649	32,543
	Staff recruitment costs	79,149	61,302
	Business continuity costs	10,484	10,018
		<hr/>	<hr/>
		332,776	355,583
		<hr/>	<hr/>
	<b><i>Equipment and materials</i></b>		
	Hire and maintenance of equipment	77,813	87,366
	Postage, telephone and mobile connectivity	73,444	84,079
	Website and IT purchases	14,864	31,351
	General printing, stationery and books	24,199	34,989
		<hr/>	<hr/>
		190,320	237,785
		<hr/>	<hr/>
	<b><i>Other central expenses</i></b>		
	Audit, accounting and professional fees	91,276	94,845
	Database support and training	54,574	260,784
	Donation to ASCL Benevolent Fund	15,323	15,387
	Affiliation fees and subscriptions	12,328	12,190
	Media and communications	12,185	17,290
	Sundry expenses	1,073	414
	Future Shape of ASCL professional fees	-	14,450
	PR strategy and manifesto costs	25,722	65,457
	Member recruitment and advertising	52,036	77,008
	Exhibition costs	18,916	26,856
	Party political conferences	3,612	8,970
	Hospitality and sundry expenses	2,958	3,997
	Irrecoverable VAT – current year	35,905	(28,704)
	Irrecoverable VAT – historical adjustment	37,990	-
		<hr/>	<hr/>
		363,898	568,944
		<hr/>	<hr/>
	<b><i>Support for members</i></b>		
	Conferences and seminars – direct costs	194,838	248,325
	Legal support for members	387,752	371,934
	Publications and postage	69,752	79,647
	Leader	75,813	86,451
	Mailings to members	41,954	46,568
	Member support travel and expenses	125,334	124,659
	Branch secretary training and support	9,758	16,904
	Branch expenses	15,809	20,401
		<hr/>	<hr/>
		921,010	994,889
		<hr/>	<hr/>

**ASSOCIATION OF SCHOOL AND COLLEGE LEADERS**

**NOTES TO THE ACCOUNTS  
YEAR ENDED 31 DECEMBER 2016**

<b>5</b>	<b>Expenditure: continued</b>	<b>2016</b>	<b>2015</b>
		<b>£</b>	<b>£</b>
	<b><i>National meetings and working groups</i></b>		
	Presidential support	168,318	144,000
	Council meetings (accommodation and travel)	154,670	167,201
	Panels and working groups	17,768	15,826
	Subscriptions	4,670	4,382
	Travel expenses	43,083	40,518
	Specialists travel expenses	90,290	96,259
	National and district elections	10,910	-
		<hr/>	<hr/>
		489,709	468,186
		<hr/> <hr/>	<hr/> <hr/>

**6 Fixed Assets**

	Freehold land & buildings £	Computer equipment £	Office furniture & equipment £	Total £
<b>Cost or Valuation</b>				
At 1 January 2016	1,363,370	670,699	211,783	2,245,852
Additions	57,100	67,811	4,811	129,722
	<hr/>	<hr/>	<hr/>	<hr/>
At 31 December 2016	1,420,470	738,510	216,594	2,375,574
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Depreciation</b>				
At 1 January 2016	341,427	570,130	163,246	1,074,803
Charge for the year	15,534	57,527	21,506	94,567
	<hr/>	<hr/>	<hr/>	<hr/>
At 31 December 2016	356,961	627,657	184,752	1,169,370
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Net book value</b>				
At 31 December 2016	1,063,509	110,853	31,842	1,206,204
	<hr/>	<hr/>	<hr/>	<hr/>
At 31 December 2015	1,021,943	100,569	48,537	1,171,049
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

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 2016**

<b>7</b>	<b>Investments</b>	<b>2016</b> <b>£</b>	<b>2015</b> <b>£</b>
	Market value at 1 January 2016	2,759,622	2,888,011
	Additions	481,781	566,926
	Disposal proceeds	(571,108)	(910,846)
	Movement in cash	(92,918)	15,308
	Net investment gain	484,631	200,223
		<hr/>	<hr/>
	Market value at 31 December 2016	3,062,008	2,759,622
		<hr/> <hr/>	<hr/> <hr/>

	<b>Market Value</b>		<b>Cost</b>	
	<b>2016</b>	<b>2015</b>	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Other listed investments	2,967,450	2,572,146	1,918,556	1,689,539
Cash on deposit	94,558	187,476	94,558	187,476
	<hr/>	<hr/>	<hr/>	<hr/>
	3,062,008	2,759,622	2,013,114	1,877,015
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <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 2016

### 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 2016: £88,268 (2015: £37,713)

Result after tax for the year ended 31 December 2016: £26,555 profit (2015: £269,127 loss)

	2016 £	2015 £
<b>9 Debtors</b>		
Sales ledger balances	114,764	200,945
Sundry debtors and prepayments	211,166	141,312
Accrued income	30,739	22,343
Amount due from subsidiary undertaking	11,165	75,498
Amount due from/(to) ASCL Benevolent Fund	1,456	(2,512)
Amount due from ASCL Educational Development Trust	8,934	2,896
Amount due from Foundation for Leadership in Education	7,364	-
	<u>385,588</u>	<u>440,482</u>
<b>10 Creditors</b>		
Bank overdraft	35,518	-
PAYE and NIC	103,716	105,438
SWPF and other pensions	49,124	55,309
Other sundry creditors, accruals and deferred income	775,837	833,798
Subscriptions in advance	62,570	50,067
Subscriptions for lifetime members	62,483	58,916
Partnership commission in advance	30,951	35,668
VAT payable/(recoverable)	108,857	(11,617)
	<u>1,229,056</u>	<u>1,127,579</u>

# ASSOCIATION OF SCHOOL AND COLLEGE LEADERS

## NOTES TO THE ACCOUNTS YEAR ENDED 31 DECEMBER 2016

<b>11</b>	<b>Provision for liabilities and charges</b>	<b>2016</b>	<b>2015</b>
		<b>£</b>	<b>£</b>
	<b>Pension fund liability</b>		
	As at 1 January 2016	166,000	148,000
	Movement in year through income and expenditure account	(6,000)	18,000
		<hr/>	<hr/>
	As at 31 December 2016	<u>160,000</u>	<u>166,000</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 1.1.2016	Income	Expenditure	Transfers	Investment gain	At 31.12.2016
	£	£	£	£	£	£
Fixed Asset Fund	1,171,049	-	-	35,155	-	1,206,204
Building Maintenance Fund	40,000	-	-	(40,000)	-	-
General Fund	25,407	6,240,866	(6,608,904)	(120,155)	484,631	21,845
Pension Liability Fund	(166,000)	-	6,000	-	-	(160,000)
ASCL Reserve Fund	2,100,000	-	-	125,000	-	2,225,000
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	<b>3,170,456</b>	<b>6,240,866</b>	<b>(6,602,904)</b>	<b>-</b>	<b>484,631</b>	<b>3,293,049</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.

#### **Building Maintenance Fund**

The purpose of this fund is for the external decoration and maintenance of the freehold property occupied by the Association in Leicester.

#### **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 2016

### 13 Taxation

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

### 14 Contingent liabilities

At 31 December 2016 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 2016 are £26,160 (2015: £25,415).

### 16 Subsidiary undertaking

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

### 17 Related party transactions

During the year, The Association paid for expenses on behalf of ASCL Professional Development Limited totalling £698,918 (2015: £775,698).

In addition, during the year net purchases of £79,860 (2015: £94,600) were made from ASCL Professional Development Limited.

The net balance due to the Association from ASCL Professional Development Limited as at the year ended 31 December 2016 was £11,165 (2015: £75,498)

A number of the Association's officers are also Trustees of The ASCL Educational Development Trust, from whom £8,934 (2015: £2,896) was due at the year end.

### 18 Capital Commitments

The Association had capital commitments totalling £Nil as at 31 December 2016 (2015: £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 2016

### 19 Pensions Trust Growth Plan (continued)

A full actuarial valuation for the scheme was carried out at 30 September 2011. This valuation showed assets of £780m, liabilities of £928m 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

#### Deficit contributions

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From 1 April 2013 to 31 March 2023: £13.9m per annum  
(payable monthly and increasing by 3%  
each on 1st April)

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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 £177m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme as follows:

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

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From 1 April 2016 to 30 Sept 2028: £54,560 per annum  
(payable  
monthly)

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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.

#### Present Value of Provision

	Year Ended 31 December 2016 £000s	Period Ending 31 December 2015 £000s
Present value of provision	160	166

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**ASSOCIATION OF SCHOOL AND COLLEGE LEADERS**

**NOTES TO THE ACCOUNTS  
YEAR ENDED 31 DECEMBER 2016**

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

**Reconciliation of Opening and Closing Provisions**

	Year Ended 31 December 2016 £000s	Period Ending 31 December 2015 £000s
Provision at start of period	166	148
Unwinding of the discount factor (interest expense)	4	3
Deficit contribution paid	(17)	(17)
Remeasurements - impact of any change in assumptions	7	(4)
Remeasurements - amendments to the contribution schedule	-	36
Provision at end of period	160	166

**Income and Expenditure Impact**

	Year Ended 31 December 2016 £000	Period Ending 31 December 2015 £000s
Interest expense	4	3
Remeasurements – impact of any change in assumptions	7	(4)
Remeasurements – amendments to the contribution schedule	-	36
Contributions paid in respect of future service	-	-
Costs recognised in income and expenditure account	-	-

**Assumptions**

	31 December 2016 % per annum	31 December 2015 % per annum
Rate of discount	1.44	2.50

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 £226,649 (2015: £251,823).