

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 2020				
List no:	564T				
Head or Main Office address:	130 REGENT ROAD				
	LEICESTER				
Postcode	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"/>	('X' in appropriate box)
General Secretary:	GEOFF BARTON				
Telephone Number:	0116 2991122				
Contact name for queries regarding the completion of this return	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

You should send the annual return to the following email address stating the name of the union in subject:

For Unions based in England and Wales: returns@certoffice.org

For Unions based in Scotland: ymw@tcyoung.co.uk

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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	9,944	87		48	10,079
Female	10,497	93		35	10,625
Other					
Total	20,441	180		83	A 20,704

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

20,704

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

3

Change of Officers

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

Position Held	Name of Officer ceasing to hold Office	Name of Officer Appointed	Date of change
PRESIDENT	RACHAEL WARWICK	RICHARD SHERIFF	01.09.20
VICE PRESIDENT	DAVID WAUGH	PEPE Di'LASIO	01.09.20
PAST PRESIDENT	RICHARD SHERIFF	RACHAEL WARWICK	01.09.20

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:

Officers in post

(see note 12)

Please complete list of all officers in post at the end of the year to which this return relates.

Name of Officer	Position held
RICHARD SHERIFF	PRESIDENT
PEPE DI'LASIO	VICE PRESIDENT
RACHAEL WARWICK	PAST PRESIDENT
ARWEL JONES	HON TREASURER
STEPHEN BRIERLEY	HON SECRETARY
JOHN CAMP	MEMBERSHIP OFFICER

General Fund

(see notes 13 to 18)

	£	£
Income		
From Members: Contributions and Subscriptions		5,208,762
From Members: Other income from members (specify)		
Total other income from members		
Total of all income from members		5,208,762
Investment income (as at page 12)		40,119
Other Income		
Income from Federations and other bodies (as at page 4)		
Income from any other sources (as at page 4)	1,538,827	
Total of other income (as at page 4)		1,538,827
		6,787,708
	Total income	
	Interfund Transfers IN	
Expenditure		
Benefits to members (as at page 5)		2,440,492
Administrative expenses (as at page 10)		3,578,585
Federation and other bodies (specify)		
Total expenditure Federation and other bodies		
Taxation		
	Total expenditure	6,019,077
	Interfund Transfers OUT	
	Surplus (deficit) for year	768,631
Amount of general fund at beginning of year		4,520,899
Amount of general fund at end of year		5,289,530

Analysis of income from federation and other bodies and other income

(see notes 19 and 20)

Description	£
Federation and other bodies	
Total federation and other bodies	
Any Other Sources	
Conferencing and partnerships	287,194
Communications	52,666
Annual Conference	484,734
Rents received	7,500
Fees and shared services	192,125
Management charge	77,146
Other income	20,640
(Unrealised gains on investments of £416,822)	416,822
Total other sources	1,538,827
Total of all other income	1,538,827

Analysis of benefit expenditure shown at the General Fund

(see notes 21 to 23)

			£
Representation – Employment Related Issues		brought forward	146,493
		Advisory Services	
Representation – Non Employment Related Issues		Other Cash Payments	
		Education and Training services	
		Conferences and seminars	84,003
Communications			
Publications and postage	76,280		
Leader magazine	60,551		
mailings to members	9,662		
		Negotiated Discount Services	
		Member Support staff salary costs	2,034,848
		Member Support staff travel expenses	29,920
Dispute Benefits			
		Other Benefits and Grants (specify)	
		Local Representatives training and expenses	13,123
		Legal fees support for members	132,105
carried forward	146,493	Total (should agree with figure in General Fund)	2,440,492

(See notes 21 and 23)

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

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

(See notes 21 and 23)

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

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

(See notes 21 and 23)

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

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

(See notes 21 and 23)

Fund 8		Fund Account	
Name:		£	£
Income	From members		
	Investment income (as at page 12)		
	Other income (specify)		
	Total other income as specified		
	Total Income		
	Interfund Transfers IN		
Expenditure	Benefits to members		
	Administrative expenses and other expenditure (as at page 10)		
	Total Expenditure		
	Interfund Transfers OUT		
	Surplus (Deficit) for the year		
	Amount of fund at beginning of year		
	Amount of fund at the end of year (as Balance Sheet)		
	Number of members contributing at end of year		

Fund 9		Fund Account	
Name:		£	£
Income	From members		
	Investment income (as at page 12)		
	Other income (specify)		
	Total other income as specified		
	Total Income		
	Interfund Transfers IN		
Expenditure	Benefits to members		
	Administrative expenses and other expenditure (as at page 10)		
	Total Expenditure		
	Interfund Transfers OUT		
	Surplus (Deficit) for the year		
	Amount of fund at beginning of year		
	Amount of fund at the end of year (as Balance Sheet)		
	Number of members contributing at end of year		

Political fund account

(see notes 24 to 33)

£

£

Political fund account 1		To be completed by trade unions which maintain their own political fund	
	Income		
	Members contributions and levies		
	Investment income (as at page 12)		
Other income (specify)			
		Total other income as specified	
		Total income	
Expenditure under section (82) of the Trade Union and Labour Relations (Consolidation) Act 1992 on purposes set out in section (72) (1) where consolidation of expenditures from the political funds exceeds £2,000 during the period			
	Expenditure A (as at page i)		
	Expenditure B (as at page ii)		
	Expenditure C (as at page iii)		
	Expenditure D (as at page iv)		
	Expenditure E (as at page v)		
	Expenditure F (as at page vi)		
	Non-political expenditure (as at page vii)		
		Total expenditure	
		Surplus (deficit) for year	
		Amount of political fund at beginning of year	
		Amount of political fund at the end of year (as <u>Balance Sheet</u>)	
		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 contribute to the political fund	
Political fund account 2		To be completed by trade unions which act as components of a central trade union	
Income	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	
Expenditure	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	
		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	

The following pages 9i to 9vii relate to the Political Fund Account Expenditure

Political fund account expenditure (a)

Expenditure under section 72 (1) (a) of the Trade Union and Labour Relations (consolidation) Act.

To be completed where total expenditure from the political fund exceeds £2,000 during the period to which return relates.

Contribution to the funds of, or on the payment of expenses incurred directly or indirectly by a political party

Name of political party in relation to which money was expended	Total amount spent during the period £
Total	

Political fund account expenditure (b)

Expenditure under section 72 (1) (a) of the Trade Union and Labour Relations (consolidation) Act.

To be completed where total expenditure from the political fund exceeds £2,000 during the period to which return relates

Expenditure of money on the provision of any services or property for use by or on behalf of any political party	
Name of political party to which payment was made	Total amount paid during the period
	£
Total	

Political fund account expenditure (e)

Expenditure under section 72 (1) (a) of the Trade Union and Labour Relations (consolidation) Act.

To be completed where total expenditure from the political fund exceeds £2,000 during the period to which return relates.

The expenditure of money on the holding of any conference or meeting by or on behalf of a political party or of any other meeting the main purpose of which is the transaction of business in connection with a political party

Name of political party	£
Total	

Political fund account expenditure (f)

Expenditure under section 72 (1) (a) of the Trade Union and Labour Relations (consolidation) Act.

To be completed where total expenditure from the political fund exceeds £2,000 during the period to which return relates

On the production, publication or distribution of any literature, document, film, sound recording or advertisement the main purpose of which is to persuade people to vote for a political party or candidate or to persuade them not to vote for a political party or candidate

Name of organisation or political party	£
Total	

Expenditure from the political fund not falling within section 72 (1) of the trade union & labour relations (consolidation) act 1992

For expenditure not falling within section 72 (1) the required information is-

(a) the nature of each cause or campaign for which money was expended, and the total amount expended in relation to each one	£

Total expenditure

(b) the name of each organisation to which money was paid (otherwise than for a particular cause of campaign), and the total amount paid to each one	£

Total expenditure

(c) the total amount of all other money expended	£

Total expenditure

Total of all expenditures

Analysis of administrative expenses and other outgoings excluding amounts charged to political fund accounts

(see notes 34 and 35)

		£
Administrative Expenses		
Remuneration and expenses of staff		2,123,124
Salaries and Wages included in above	2,084,884	
Auditors' fees		8,488
Legal and Professional fees		57,459
Occupancy costs		48,035
Stationery, printing, postage, telephone, etc.		121,370
Expenses of Executive Committee (Head Office)		
Expenses of conferences		483,451
Other administrative expenses (specify)		
Refer to Note 5 of annual report and accounts		585,663
Other Outgoings		
Depreciation		133,910
Outgoings on land and buildings (specify)		
Maintenance		17,085
Other outgoings (specify)		
Total		3,578,585
Charged to:	General Fund (Page 3)	3,578,585
Total		3,578,585

Analysis of officials' salaries and benefits

(see notes 36 to 46 below)

Office held	Gross Salary	Employers N.I. contributions	Benefits		Total	
			Pension Contributions	Other Benefits		
				Description		Value
	£	£	£	£	£	
General Secretary	139,860	18,084	19,716		177,660	

Analysis of investment income

(see notes 47 and 48)

	Political Fund £		Other Fund(s) £
Rent from land and buildings			
Dividends (gross) from:			
Equities (e.g. shares)	39,785		
Interest (gross) from:			
Government securities (Gilts)			
Mortgages			
Local Authority Bonds			
Bank and Building Societies	334		
Other investment income (specify)			
	40,119		
		Total investment income	40,119
Credited to:			
		General Fund (Page 3)	40,119
		Political Fund	
		Total Investment Funds	40,119

Fixed assets account

(see notes 53 to 57)

	Land and Buildings		Furniture and Equipment £	Motor Vehicles £	Not used for union business £	Total £
	Freehold £	Leasehold £				
Cost or Valuation						
At start of year	1,420,470		1,333,014			2,753,484
Additions			111,841			111,841
Disposals						
Revaluation/Transfers						
At end of year	1,420,470		1,444,855			2,865,325
Accumulated Depreciation						
At start of year	415,740		1,097,587			1,513,327
Charges for year	21,666		112,244			133,910
Disposals						
Revaluation/Transfers						
At end of year	437,406		1,209,831			1,647,237
Net book value at end of year	983,064		235,024			1,218,088
Net book value at end of previous year	1,004,730		235,427			1,240,157

Analysis of investments

(see notes 58 and 59)

Quoted	All Funds Except Political Funds £	Political Fund £
Equities (e.g. Shares)	3,060,610	
Government Securities (Gilts)		
Other quoted securities (to be specified)		
cash on deposit	483,597	
fixed interest securities	921,729	
Total quoted (as Balance Sheet)	4,465,936	
Market Value of Quoted Investment	4,465,936	
Unquoted		
Equities		
Government Securities (Gilts)		
Mortgages		
Bank and Building Societies		
Other unquoted investments (to be specified)		
Investment in ASCL PD Ltd	25,000	
Total unquoted (as Balance Sheet)	25,000	
Market Value of Unquoted Investments		

Analysis of investment income (controlling interests)

(see notes 60 and 61)

Does the union, or any constituent part of the union, have a controlling interest in any limited company?

Yes <input checked="" type="checkbox"/>	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

Are the shares which are controlled by the union registered in the names of the union's trustees?

Yes <input checked="" type="checkbox"/>	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 62 to 73)

	All funds except Political Funds	Political Funds £	Total Funds £
Income			
From Members	5,208,762		5,208,762
From Investments	40,119		40,119
Other Income (including increases by revaluation of assets)	1,538,827		1,538,827
Total Income	6,787,708		6,787,708
Expenditure (including decreases by revaluation of assets)			
Total Expenditure	6,019,077		6,019,077
Funds at beginning of year (including reserves)	4,520,899		4,520,899
Funds at end of year (including reserves)	5,289,530		5,289,530
Assets			
Fixed Assets			1,218,088
Investment Assets			4,490,936
Other Assets			325,841
		Total Assets	6,034,865
Liabilities		Total Liabilities	745,335
Net Assets (Total Assets less Total Liabilities)			5,289,530

Summary sheet

(see notes 62 to 73)

	All funds except Political Funds £	Political Funds £	Total Funds £
Income			
From Members			
From Investments			
Other Income (including increases by revaluation of assets)			
Total Income			
Expenditure (including decreases by revaluation of assets)			
Total Expenditure			
Funds at beginning of year (including reserves)			
Funds at end of year (including reserves)			
Assets			
Fixed Assets			
Investment Assets			
Other Assets			
		Total Assets	
Liabilities		Total Liabilities	
Net Assets (Total Assets less Total Liabilities)			

Ballots & Industrial Action- If you have 6 or more entries for either of these, please complete the Excel Spreadsheet

(see notes 74 to 80)

Did the union hold any ballots in respect of industrial action during the return period?	No
If Yes How many ballots were held: <input style="width: 50px;" type="text"/>	
For each ballot held please complete the information below:	
Ballot 1	
Number of individual who were entitled to vote in the ballot	<input style="width: 80px;" type="text"/>
Number of votes cast in the ballot	<input style="width: 80px;" type="text"/>
Number of Individuals answering "Yes" to the question	<input style="width: 80px;" type="text"/> 1
Number of individuals answering "No" to the question	<input style="width: 80px;" type="text"/> 2
Number of invalid or otherwise spoiled voting papers returned	<input style="width: 80px;" type="text"/> 3
	1-3 should total "Number of votes cast"
Were the number of votes cast in the ballot at least 50% of the number of individuals who were entitled to vote in the ballot	<input style="width: 60px;" type="text"/>
Does section 226(2B) of the 1992 Act apply in relation to this ballot (see notes 76-80)?	<input style="width: 60px;" type="text"/>
If yes, were the number of individuals answering "Yes" to the question (or each question) at least 40% of the number of individuals who were entitled to vote in the ballot	<input style="width: 60px;" type="text"/>
Ballot 2	
Number of individual who were entitled to vote in the ballot	<input style="width: 80px;" type="text"/>
Number of votes cast in the ballot	<input style="width: 80px;" type="text"/>
Number of Individuals answering "Yes" to the question	<input style="width: 80px;" type="text"/> 1
Number of individuals answering "No" to the question	<input style="width: 80px;" type="text"/> 2
Number of invalid or otherwise spoiled voting papers returned	<input style="width: 80px;" type="text"/> 3
	1-3 should total "Number of votes cast"
Were the number of votes cast in the ballot at least 50% of the number of individuals who were entitled to vote in the ballot	<input style="width: 60px;" type="text"/>
Does section 226(2B) of the 1992 Act apply in relation to this ballot (see notes 76-80)?	<input style="width: 60px;" type="text"/>
If yes, were the number of individuals answering "Yes" to the question (or each question) at least 40% of the number of individuals who were entitled to vote in the ballot	<input style="width: 60px;" type="text"/>
Ballot 3	
Number of individual who were entitled to vote in the ballot	<input style="width: 80px;" type="text"/>
Number of votes cast in the ballot	<input style="width: 80px;" type="text"/>
Number of Individuals answering "Yes" to the question	<input style="width: 80px;" type="text"/> 1
Number of individuals answering "No" to the question	<input style="width: 80px;" type="text"/> 2
Number of invalid or otherwise spoiled voting papers returned	<input style="width: 80px;" type="text"/> 3
	1-3 should total "Number of votes cast"
Were the number of votes cast in the ballot at least 50% of the number of individuals who were entitled to vote in the ballot	<input style="width: 60px;" type="text"/>
Does section 226(2B) of the 1992 Act apply in relation to this ballot (see notes 76-80)?	<input style="width: 60px;" type="text"/>
If yes, were the number of individuals answering "Yes" to the question (or each question) at least 40% of the number of individuals who were entitled to vote in the ballot	<input style="width: 60px;" type="text"/>

Ballots & Industrial Action: If you have 6 or more entries for either of these, please complete the Excel Spreadsheet

Ballot 4

Number of individual who were entitled to vote in the ballot

Number of votes cast in the ballot

Number of Individuals answering "Yes" to the question 1

Number of individuals answering "No" to the question 2

Number of invalid or otherwise spoiled voting papers returned 3

1-3 should total "Number of votes cast"

Were the number of votes cast in the ballot at least 50% of the number of individuals who were entitled to vote in the ballot

Does section 226(2B) of the 1992 Act apply in relation to this ballot (see notes 76-80)?

If yes, were the number of individuals answering "Yes" to the question (or each question) at least 40% of the number of individuals who were entitled to vote in the ballot

Ballot 5

Number of individual who were entitled to vote in the ballot

Number of votes cast in the ballot

Number of Individuals answering "Yes" to the question 1

Number of individuals answering "No" to the question 2

Number of invalid or otherwise spoiled voting papers returned 3

1-3 should total "Number of votes cast"

Were the number of votes cast in the ballot at least 50% of the number of individuals who were entitled to vote in the ballot

Does section 226(2B) of the 1992 Act apply in relation to this ballot (see notes 76-80)?

If yes, were the number of individuals answering "Yes" to the question (or each question) at least 40% of the number of individuals who were entitled to vote in the ballot

Ballot 6

Number of individual who were entitled to vote in the ballot

Number of votes cast in the ballot

Number of Individuals answering "Yes" to the question 1

Number of individuals answering "No" to the question 2

Number of invalid or otherwise spoiled voting papers returned 3

1-3 should total "Number of votes cast"

Were the number of votes cast in the ballot at least 50% of the number of individuals who were entitled to vote in the ballot

Does section 226(2B) of the 1992 Act apply in relation to this ballot (see notes 76-80)?

If yes, were the number of individuals answering "Yes" to the question (or each question) at least 40% of the number of individuals who were entitled to vote in the ballot

Ballots and Industrial Action: If you have 6 or more entries for either of these, please complete the Excel Spreadsheet

(see note 81)

***Categories of Nature of Trade Dispute**

- A: terms and conditions of employment, or the physical conditions in which any workers require to work;
- B: engagement or non-engagement, or termination or suspension of employment or the duties of employment, of one or more workers;
- C: allocation of work or the duties of employment between workers or groups of workers;
- D: matters of discipline;
- E: a worker's membership or non-membership of a trade union;
- F: facilities for officials of trade unions;
- G: machinery for negotiation or consultation, and other procedures, relating to any of the above matters, including the recognition by employers or employers' associations of the right of a trade union to represent workers in such negotiation or consultation or in the carrying out of such procedures

Did Union members take industrial action during the return period in response to any inducement on the part of the Union? YES/NO

If **YES**, for each industrial action taken please complete the information below:

Industrial Action 1

1. please tick the nature of the trade dispute for which industrial action was taken using the categories* below:

A B C D E F G

2. Dates of the industrial action taken: to

3. Number of days of industrial action:

4. Nature of industrial action.

Industrial Action 2

1. please tick the nature of the trade dispute for which industrial action was taken using the categories* below:

A B C D E F G

2. Dates of the industrial action taken: to

3. Number of days of industrial action:

4. Nature of industrial action.

Industrial Action 3

1. please tick the nature of the trade dispute for which industrial action was taken using the categories* below:

A B C D E F G

2. Dates of the industrial action taken: to

3. Number of days of industrial action:

4. Nature of industrial action.

use a continuation page if necessary

Industrial Action 4

1. please tick the nature of the trade dispute for which industrial action was taken using the categories* below:

A B C D E F G

2. Dates of the industrial action taken: to

3. Number of days of industrial action:

4. Nature of industrial action.

Industrial Action 5

1. please tick the nature of the trade dispute for which industrial action was taken using the categories* below:

A B C D E F G

2. Dates of the industrial action taken: to

3. Number of days of industrial action:

4. Nature of industrial action.

Industrial Action 6

1. please tick the nature of the trade dispute for which industrial action was taken using the categories* below:

A B C D E F G

2. Dates of the industrial action taken: to

3. Number of days of industrial action:

4. Nature of industrial action.

Industrial Action 7

1. please tick the nature of the trade dispute for which industrial action was taken using the categories* below:

A B C D E F G

2. Dates of the industrial action taken: to

3. Number of days of industrial action:

4. Nature of industrial action.

Industrial Action 8

1. please tick the nature of the trade dispute for which industrial action was taken using the categories* below:

A B C D E F G

2. Dates of the industrial action taken: to

3. Number of days of industrial action:

4. Nature of industrial action.

Ballots & Industrial Action- If you have 6 or more entries for either of these, please complete the Excel Spreadsheet

Notes to the accounts

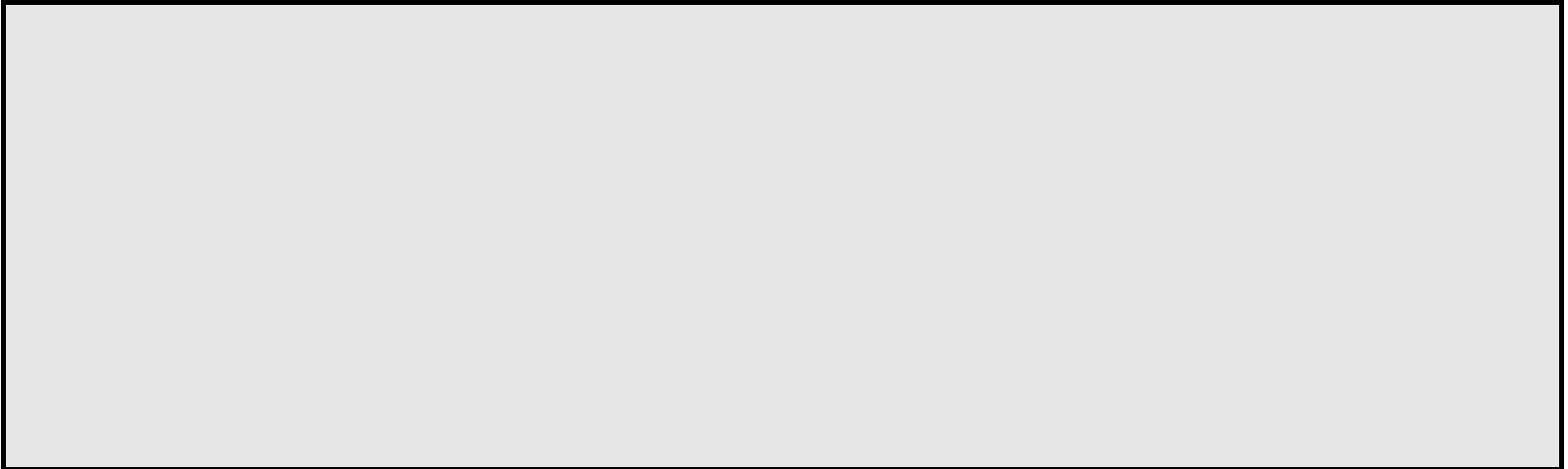
(see notes 82 and 83)

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

PLEASE REFER TO NOTE 1 OF THE ENCLOSED ANNUAL REPORT AND ACCOUNTS Y/E 31 DECEMBER 2020

Accounting policies

(see notes 84 and 85)



Signatures to the annual return

(see notes 86 & 87)

Including the accounts and balance sheet contained in the return. Please send the return with the original signatures. Copies will not be accepted.

Secretar Signatu		Chairman's Signature:	
			(or other official whose position should be stated)
Name:	GEOFF BARTON	Name:	STEVE KIND FCCA (DIRECTOR OF FINANCE)
Date:	24.05.21	Date:	24.05.21

Checklist

(see notes 88 to 89)

(please tick as appropriate)

Has the return of change of officers been completed? (see Page 2 and Note 12)	Yes	<input checked="" type="checkbox"/>	No	
Has the list of officers in post been completed? (see Page 2 and Note 12)	Yes	<input checked="" type="checkbox"/>	No	
Has the return been signed? (see Pages 23 and 25 and Notes 86 and 95)	Yes	<input checked="" type="checkbox"/>	No	
Has the auditor's report been completed? (see Pages 20 and 21 and Notes 2 and 77)	Yes	<input checked="" type="checkbox"/>	No	
Is a rule book enclosed? (see Notes 8 and 88)	Yes	<input checked="" type="checkbox"/>	No	
A member statement is: (see Note 80)	Enclosed	<input checked="" type="checkbox"/>	To follow	
Has the summary sheet been completed? (see Page 17 and Notes 7 and 62)	Yes	<input checked="" type="checkbox"/>	To follow	
Has the membership audit certificate been completed? (see Page i to iii and Notes 97 and 103)	Yes	<input checked="" type="checkbox"/>	No	

Checklist for auditor's report

(see notes 90 and 96)

The checklist below is for guidance. A report is still required either set out overleaf or by way of an attached auditor's report that covers the 1992 Act requirements.

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 related? (See section 36(1) and (2) of the 1992 Act and notes 92 and 93)

Please explain in your report overleaf or attached.

2. 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 note 92)

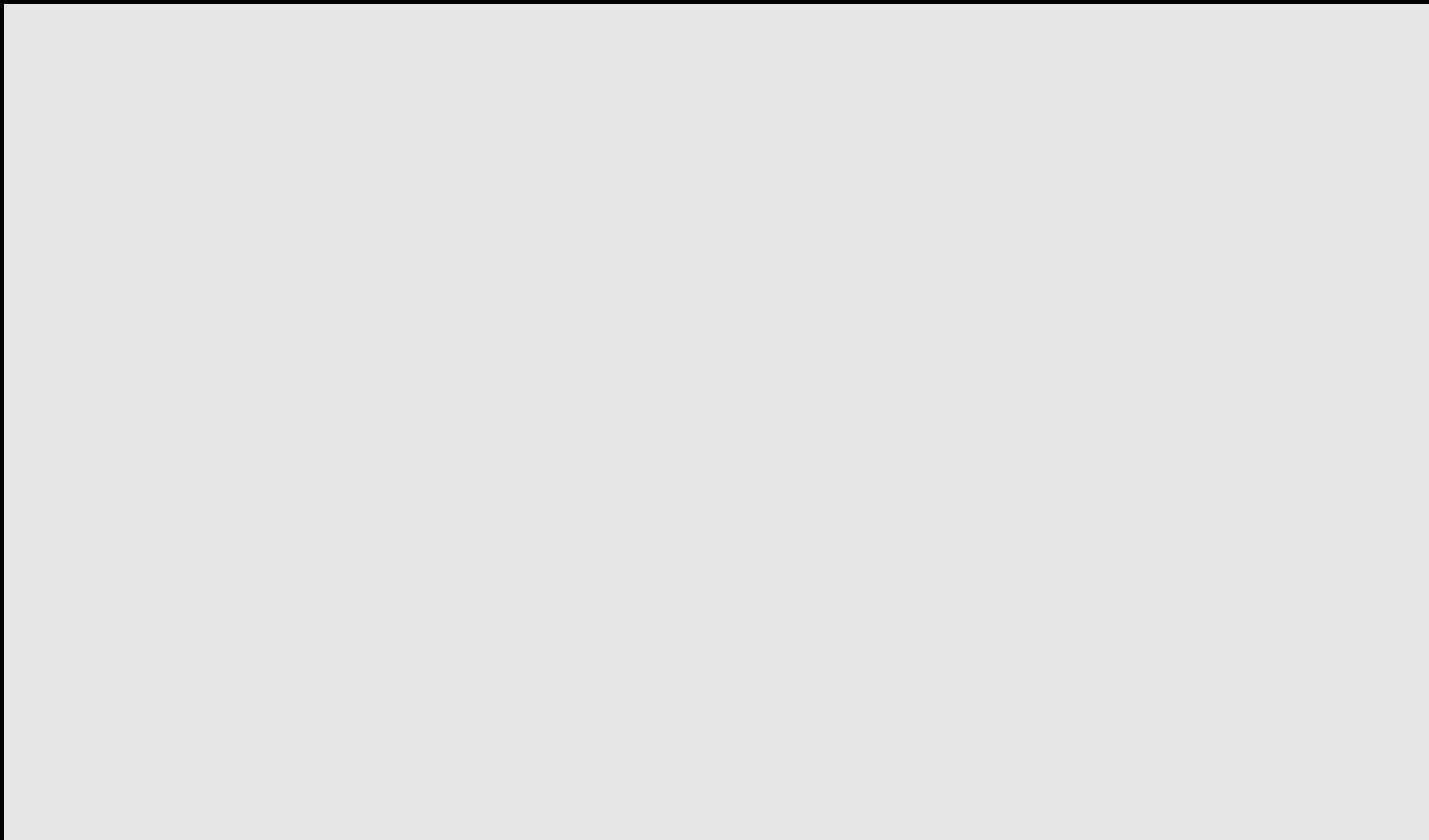
Please explain in your report overleaf or attached

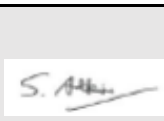
3. Your auditors or auditor must include in their report the following wording:

In our opinion the financial statements:

- **give a true and fair view of the matters to which they relate to.**
- **have been prepared in accordance with the requirements of the sections 28, 32 and 36 of the Trade Union and Labour Relations (consolidation) Act 1992.**

Auditor's report (continued)



Signature(s) of auditor or auditors:		
Name(s):	SIMON ATKINS FCA	
Profession(s) or Calling(s):	COOPER PARRY GROUP	
Address(es):	SKY VIEW	
	ARGOSSY ROAD	
	CASTLE DONNINGTON	
	Postcode	
	DE74 2SA	
Date	MAY 2021	
Contact name for inquiries and telephone number:		

N.B. When notes to the account 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 97 to 103)

At the end of the reportign period proceding 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 inforamation 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	Simon Hearn
Address	Civica Election Services, 33 Clarendon Road, London N8 0NW
Date	10/05/2021
Contact name and telephone number	Simon Hearn, Managing Director 020 8365 8909

Membership audit certificate

Section two

For a trade union with no **more than 10,000 members** at the end of the reporting period preceding the one to which this audit relates.

To the best of your knowledge and belief has the trade union during this reporting period complied with its duty to compile and maintain a register of the names and addresses of its members and secured, so far as is reasonably practicable, that the entries in the register are accurate and up-to-date?

Yes / No

If "No" Please explain below:

N/A

Signature	
Name	
Office held	
Date	

ASSOCIATION OF SCHOOL AND COLLEGE LEADERS
FINANCIAL STATEMENTS
31 DECEMBER 2020

ASSOCIATION OF SCHOOL AND COLLEGE LEADERS

GENERAL INFORMATION

Officers

Richard Sheriff, President
Pepe Di'lasio, Vice President (appointed 1 September 2020)
Rachael Warwick, Immediate Past President
Arwel Jones, Honorary Treasurer
John Camp, Membership Officer (appointed 1 September 2020)
Stephen Brierley, Honorary Secretary (appointed 1 September 2020)
Geoff Barton, General Secretary

Trustees

Ian Bauckham, CBE
Allan Foulds
Jane Lees, CBE
Dame Joan McVittie
Sir Michael Griffiths

Bankers

National Westminster Bank Plc
1 Granby Street
Leicester
LE1 6EJ

Auditors

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

Investment Managers

Veritas Asset Management (UK) Ltd
Riverside House
2a Southwark Bridge Road
London
SE1 9HA

Registered Office

130 Regent Road
Leicester
LE1 7PG

Solicitors

Browne Jacobson
Mowbray House
Castle Meadow Road
Nottingham
NG2 1BJ

Penningtons Manches
125 Wood Street
London
EC2V 7AW

ASSOCIATION OF SCHOOL AND COLLEGE LEADERS

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Income and Expenditure Account	6
Balance Sheet	7
Notes to the Financial Statements	8-19

ASSOCIATION OF SCHOOL AND COLLEGE LEADERS

REPORT OF THE OFFICERS YEAR ENDED 31 DECEMBER 2020

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

Statement of Officers' Responsibilities

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

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

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

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

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

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

Honorary Treasurer's Report

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

The 2020 year was another one of financial consolidation with the Association reporting a second consecutive overall surplus of in excess of £750k. However, the demands placed upon our resources continue to increase, particularly in the area of our member support services. During the 2020 year, we invested additional resource into our hotline and employer engagement services in order to meet unprecedented demand in a year that was both materially impacted by Covid-19 and an extremely challenging one for all of our members.

Total expenditure on direct support for members during the year (including legal fees, solicitors, regional and field officers and hotline) was £2.5m (2019: £2.7m) which was 42% (2019: 42%) of our total expenditure. This figure excludes annual conference costs and the work of the Policy team in representing the membership at government level together with the guidance and publications issued as part of the overall membership service.

ASSOCIATION OF SCHOOL AND COLLEGE LEADERS

REPORT OF THE OFFICERS – continued

YEAR ENDED 31 DECEMBER 2020

Honorary Treasurer’s Report (continued)

The audited accounts for 2020 depicted an operating surplus for the year of £351,809 (2019: £140,998 surplus). Realised and unrealised gains on the investment portfolio of £416,822 (2019: £650,540) took the total net movement on funds to a net surplus of £768,631 (2019: £791,538 surplus) for the year. The total assets carried forward amounted to £5,289,530 (2019: £4,520,899) which incorporates the provision of a pensions’ creditor in accordance with the accounting requirements of FRS 102.

Overall, total membership increased by 8% during 2020 to 20,704 (2019: 19,204) which represented tremendous growth across the majority of member categories, with a record high in-year recruitment of 3,001 new members attained. The early trend for 2021 has again been encouraging with total membership having increased by a further 3.6% year to date to a record high of 21,446 as at 31 March 2021.

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

Covid-19

During the 2020 year, the Association was impacted by the outbreak of the global pandemic. Whilst some income flows were adversely affected, particularly the staging of events, considerable cost savings were realised as a direct result of substantially reduced travelling related costs and staging fees for various events.

In March 2020, the Association was forced to quickly adapt to remote working for many of its employees as the head office based in Leicester has effectively been closed since this date. The robust business continuity plans have worked effectively for the Association and members needs continue to be well served as staff continue to work remotely for the time being.

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

Auditors

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

This report was approved by the Council on [24 June 2021] 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

Opinion

We have audited the financial statements of Association of School and College Leaders (the 'Association') for the year ended 31 December 2020 which comprise of the Income and Expenditure Account, Balance Sheet and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Association's affairs as at 31 December 2020, and of its surplus, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Trade Union and Labour Relations (Consolidation) Act 1992.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

ASSOCIATION OF SCHOOL AND COLLEGE LEADERS

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

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 Officers' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the Association's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Officers' remuneration specified by law are not made; or
- a satisfactory system of control over transactions has not been maintained throughout the year; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Officers

As explained more fully in the Officers' responsibilities statement set out on page 1, the officers are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Officers determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

ASSOCIATION OF SCHOOL AND COLLEGE LEADERS

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

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

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

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

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

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

Use of our report

This report is made solely to the Association's members, as a body, in accordance with the Trade Union and Labour Relations (Consolidation) Act 1992. Our audit work has been undertaken so that we might state to the Association's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Association and the Association's members as a body, for our audit work, for this report, or for the opinions we have formed.

Cooper Parry Group Limited
Chartered Accountants
Statutory Auditor

One Central Boulevard
Blythe Valley Park
Solihull
West Midlands
B90 8BG

Date:

ASSOCIATION OF SCHOOL AND COLLEGE LEADERS

**INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 DECEMBER 2020**

	Note	2020 £	as re-stated 2019 £
Income			
Subscriptions		5,208,762	4,945,982
Conferencing and partnerships	3	287,194	450,689
Communications	3	52,666	70,730
Annual Conference		484,734	532,482
Investment income	3	40,119	44,175
Rent received		7,500	15,000
Fees and shared services		192,125	272,725
Management charge		77,146	130,805
Other income		20,640	12,890
		<hr/>	<hr/>
Total incoming resources		6,370,886	6,475,478
		<hr/>	<hr/>
Expenditure			
Staff costs	4	4,119,732	3,949,432
HQ and central services	5	192,738	296,607
Equipment, supplies and materials	5	212,876	210,210
Other central expenses	5	298,024	289,990
Support for members	5	405,644	609,750
National meetings	5	232,319	427,280
Annual conference costs		399,448	399,281
Depreciation	6	133,910	121,942
ASCL FE costs		24,386	29,988
		<hr/>	<hr/>
Total resources expended		6,019,077	6,334,480
		<hr/>	<hr/>
Net incoming resources before other recognised gains and losses		351,809	140,998
Other recognised gains			
Realised and unrealised gains on investments	7	416,822	650,540
		<hr/>	<hr/>
Net movement on funds		768,631	791,538
Reconciliation of funds:			
Funds brought forward at 1 January 2020		4,520,899	3,729,361
		<hr/>	<hr/>
Funds carried forward at 31 December 2020		5,289,530	4,520,899
		<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 2020

	Note			as re-stated	
		31 December 2020		31 December 2019	
		£	£	£	£
Fixed assets					
Tangible assets	6		1,218,088		1,240,157
Investments at market value	7		4,465,936		4,043,728
Investment in subsidiary	8		25,000		25,000
			<hr/>		<hr/>
			5,709,024		5,308,885
Current assets					
Cash at bank and in hand		70,147		61,368	
Debtors	9		255,694		344,496
			<hr/>		<hr/>
			325,841		405,864
			<hr/>		<hr/>
Creditors: amounts falling due within one year					
Creditors	10	(649,966)		(1,061,542)	
			<hr/>		<hr/>
Net current liabilities					
			(324,125)		(655,678)
Creditors: due after more than one year					
	10		(9,769)		(29,308)
Provision for liabilities and charges					
	11		(85,600)		(103,000)
			<hr/>		<hr/>
Total assets					
			5,289,530		4,520,879
			<hr/> <hr/>		<hr/> <hr/>
Funds employed					
Fixed asset fund			1,218,088		1,240,157
General fund			1,657,042		883,722
ASCL reserve fund			2,500,000		2,500,000
Pension reserve			(85,600)		(103,000)
			<hr/>		<hr/>
Total funds					
	12		5,289,530		4,520,879
			<hr/> <hr/>		<hr/> <hr/>

Approved by the Council on [24 June 2021] 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 2020

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 2020 (2019: 52 weeks ended 31 December 2019).

1.2 Coronavirus and going concern

In March 2020, there was an outbreak of Coronavirus which developed into a global pandemic. Whilst there continues to be a level of uncertainty about the extent and the timeframe of the virus on the global economy, officers believe that the Association will continue to trade effectively for a period of at least 12 months from the date of signing these accounts.

The financial forecasts prepared by the officers show that the Association will be able to operate within the facilities available to it.

On that basis, the officers have prepared these financial statements on a going concern basis.

1.3 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 2020

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) **Finance leases**
Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets. Assets acquired by finance leases are depreciated over the shorter of the lease term and their useful lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the Association, obligations under such agreements are included in creditors net of the finance charge allocated to future periods which is charged to the Income and Expenditure account over the term of the lease.
- e) **Pension costs and liabilities**
The amount charged to the Income and Expenditure Account as part of staff costs in respect 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.
- f) **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.
- g) **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.
- h) **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.
- i) **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 2020

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 judgement 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 2020**

	2020	2019
	£	£
3 Income		
<i>Conferencing and Partnership income</i>		
Conferences and seminars	50,414	220,116
Partnership income	236,780	230,573
	287,194	450,689
	287,194	450,689
<i>Communications</i>		
Leader	25,140	38,800
Website charges	23,326	25,330
Mailings	4,200	6,600
	52,666	70,730
	52,666	70,730
<i>Investment income</i>		
Dividends from investments	39,785	43,603
Bank interest	334	572
	40,119	44,175
	40,119	44,175

	2020	2019
	Number	Number
4 Staff Costs		
The average monthly number of persons employed during the year was as follows:		
Member Support	37	38
Policy and Specialists	15	14
General Secretariat and Public Relations	7	6
Operations and administration	18	18
	77	76
	77	76

The full time equivalent (FTE) number of staff for the year was 64 (2019: 63).

	2020	as re-stated 2019
	£	£
Staff costs for the above persons:		
Wages and salaries	3,336,627	3,175,051
Social security costs	358,852	343,033
Other pension costs	424,253	425,902
	4,119,732	3,943,986
Contracted out staffing services	-	5,446
	4,119,732	3,949,432
	4,119,732	3,949,432

Key management personnel comprise members of the Leadership Group of ASCL. During the year, a total of £717,716 related to the above total staff costs was paid to these individuals which incorporated one additional member of staff (2019: £628,946).

ASSOCIATION OF SCHOOL AND COLLEGE LEADERS

**NOTES TO THE ACCOUNTS
YEAR ENDED 31 DECEMBER 2020**

5	Expenditure	2020	2019
		£	£
	<i>Headquarters and central services</i>		
	Bank charges	17,559	20,340
	Rates, light, heating and cleaning	48,035	63,632
	Building maintenance	17,085	25,733
	Staff training and development	3,898	47,486
	HQ travel expenses	15,867	67,197
	Insurance	37,664	32,791
	Staff related and recruitment costs	41,188	28,971
	Business continuity costs	11,442	10,457
		<hr/>	<hr/>
		192,738	296,607
		<hr/> <hr/>	<hr/> <hr/>
	<i>Equipment, supplies and materials</i>		
	Hire and maintenance of equipment	76,731	76,543
	Postage, telephone and mobile connectivity	101,012	97,028
	Website and IT purchases	14,775	17,461
	General printing, stationery and books	20,358	19,178
		<hr/>	<hr/>
		212,876	210,210
		<hr/> <hr/>	<hr/> <hr/>
	<i>Other central expenses</i>		
	Audit, legal and professional fees	78,918	62,580
	Investment fund management fees	44,398	45,554
	Database support and training	47,436	46,702
	Donation to ASCL Benevolent Fund	16,046	15,787
	Affiliation fees and subscriptions	13,302	17,545
	Media and communications	15,640	16,518
	Sundry expenses	1,572	3,758
	Policy strategy and manifesto costs	13,994	19,529
	Member recruitment and advertising	64,089	37,675
	Exhibition costs	1,052	11,228
	Party political conferences	-	7,186
	Hospitality and sundry expenses	1,577	2,725
	Northern Hub costs	-	3,203
		<hr/>	<hr/>
		298,024	289,990
		<hr/> <hr/>	<hr/> <hr/>
	<i>Support for members</i>		
	Conferences and seminars – direct costs	84,003	213,159
	Legal support for members	132,105	101,590
	Publications and postage	76,280	78,202
	Leader magazine	60,551	62,988
	Mailings to members	9,662	16,452
	Member support travel and expenses	29,920	113,168
	Local Representatives training and expenses	13,123	24,191
		<hr/>	<hr/>
		405,644	609,750
		<hr/> <hr/>	<hr/> <hr/>

ASSOCIATION OF SCHOOL AND COLLEGE LEADERS

**NOTES TO THE ACCOUNTS
YEAR ENDED 31 DECEMBER 2020**

5	Expenditure: continued	2020	2019
		£	£
	<i>National meetings and working groups</i>		
	Presidential support	130,770	144,035
	Council meetings (accommodation and travel)	32,514	105,277
	Panels and working groups	1,573	12,996
	Subscriptions – ICP and ESHA	10,500	10,765
	Travel expenses	13,030	50,219
	Specialists travel expenses	22,822	94,885
	National and district elections	21,110	9,103
		232,319	427,280
		232,319	427,280

6 Fixed Assets

	Freehold land & buildings £	Computer equipment £	Office furniture & equipment £	Total £
Cost or Valuation				
At 1 January 2020	1,420,470	1,094,747	238,267	2,753,484
Additions	-	104,683	7,158	111,841
	1,420,470	1,199,430	245,425	2,865,325
Depreciation				
At 1 January 2020	415,740	878,804	218,783	1,513,327
Charge for the year	21,666	106,522	5,722	133,910
	437,406	985,326	224,505	1,647,237
Net book value				
At 31 December 2020	983,064	214,104	20,920	1,218,088
At 31 December 2019	1,004,730	215,943	19,484	1,240,157

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.

Included within fixed assets are assets held under operating leases with a net book value as at 31 December 2020 of £16,251 (2019: £42,301). Depreciation of £26,050 (2019: £25,488) was charged on these assets during the year.

ASSOCIATION OF SCHOOL AND COLLEGE LEADERS

**NOTES TO THE ACCOUNTS
YEAR ENDED 31 DECEMBER 2020**

7	Investments	2020	2019
		£	£
	Market value at 1 January 2020	4,043,728	3,395,140
	Additions	1,377,050	400,614
	Disposal proceeds	(1,278,842)	(460,527)
	Movement in cash	(92,822)	57,961
	Net investment gain	416,822	650,540
		<hr/>	<hr/>
	Market value at 31 December 2020	4,465,936	4,043,728
		<hr/> <hr/>	<hr/> <hr/>

	2020	Market Value		Cost
	£	2019	2020	2019
		£	£	£
Other listed investments	3,060,610	3,418,153	1,794,905	2,012,685
Cash and fixed interest securities	1,405,327	625,575	1,405,327	625,575
	<hr/>	<hr/>	<hr/>	<hr/>
	4,465,936	4,043,728	3,200,232	3,395,140
	<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 2020

8 Investment in subsidiary

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

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

Net assets as at 31 December 2020: £155,627 (2019: £257,056)

Result after tax for the year ended 31 December 2020: £101,429 loss (2019: £21,675 profit)

	2020	2019
	£	£
9 Debtors		
Trade debtors	35,404	59,985
Sundry debtors and prepayments	192,199	255,001
Accrued income	14,941	16,161
Amount due from ASCL Benevolent Fund	949	10,041
Amount due from ASCL Educational Development Trust	12,201	3,308
	<hr/>	<hr/>
	255,694	344,496
	<hr/> <hr/>	<hr/> <hr/>
		as re-stated
	2020	2019
	£	£
10 Creditors – due within one year		
PAYE and NIC	112,341	102,073
SWPF and other pensions	55,597	55,997
Other sundry creditors, accruals and deferred income	288,440	612,531
Amount due to subsidiary undertaking	3,973	65,168
Subscriptions in advance	50,159	53,190
Subscriptions for lifetime members	61,279	61,506
Partnership commission in advance	26,828	52,158
Finance lease	19,539	19,539
VAT payable	31,849	39,790
Corporation tax	(39)	(410)
	<hr/>	<hr/>
	649,966	1,061,542
	<hr/> <hr/>	<hr/> <hr/>
Creditors – due after one year		
Finance leases	9,769	29,308
	<hr/> <hr/>	<hr/> <hr/>

ASSOCIATION OF SCHOOL AND COLLEGE LEADERS

NOTES TO THE ACCOUNTS YEAR ENDED 31 DECEMBER 2020

11	Provision for liabilities and charges	2020	2019
		£	£
	Pension fund liability		
	As at 1 January 2020	103,000	127,000
	Movement in year through income and expenditure account	(17,400)	(24,000)
		<hr/>	<hr/>
	As at 31 December 2020	85,600	103,000
		<hr/> <hr/>	<hr/> <hr/>

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 20 for further detail of the Growth Plan).

12 Analysis of funds

	as re-stated At 1.1.2020	Income	Expenditure	Transfers	Investment gain	At 31.12.2020
	£	£	£	£	£	£
Fixed Asset Fund	1,240,157	-	-	(22,069)	-	1,218,088
General Fund	883,742	6,370,886	(6,036,477)	22,069	416,822	1,657,042
Pension Liability Fund	(103,000)	-	17,400	-	-	(85,600)
ASCL Reserve Fund	2,500,000	-	-	-	-	2,500,000
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	4,520,899	6,370,886	(6,019,077)	-	416,822	5,289,530
	<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 2020

13 Taxation

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

14 Contingent liabilities

At 31 December 2020 there were no contingent liabilities.

15 Regional funds

These accounts exclude any funds relating to regions of the Association. The known funds of these regions at 31 December 2020 are £22,834 (2019: £23,235).

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 £458,503 (2019: £561,750).

In addition, during the year net purchases of £68,937 (2019: £105,550) 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 2020 was £3,973 (2019: £65,168 owed by the Association).

A number of the Association's officers are Trustees of the ASCL Benevolent Fund, from whom £949 (2019: £10,041) was due at the year end.

A number of the Association's officers are also Trustees of The ASCL Educational Development Trust, from whom £12,201 (2019: £3,308) was due at the year end.

18 Capital Commitments

The Association had capital commitments totalling £Nil as at 31 December 2020 (2019: £Nil).

19 Prior Year Adjustment

Due to the impact created by the pandemic, the level of annual leave accrued as at 31 December 2020 increased significantly during the year contrasted to previous years and the Association has now provided for this in full as at 31 December 2020 together with adjusting for the position as at 31 December 2019. The impact is as follows:

	£
Reserves as at 31 December 2019	4,567,929
Prior year adjustment for annual leave accrual	(47,030)

Re-stated opening reserves as at 1 January 2020	4,520,899

ASSOCIATION OF SCHOOL AND COLLEGE LEADERS

NOTES TO THE ACCOUNTS YEAR ENDED 31 DECEMBER 2020

19 Prior Year Adjustment (continued)

	£
Net incoming resources for the 2019 year	188,028
Prior year adjustment for annual leave accrual	(47,030)

Re-stated net incoming resources for 2019 year	140,998

20 Pensions Trust Growth Plan

The Association participates in the scheme, a multi-employer scheme which provides benefits to some 950 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 2020

20 Pensions Trust Growth Plan (continued)

A full actuarial valuation for the scheme was carried out at 30 September 2017. This valuation showed assets of £795m, liabilities of £926m and a deficit of £131m. To eliminate this funding shortfall, the Scheme Trustee has asked the participating employers to pay additional contributions to the scheme as follows:

From 1 April 2019 to 31 January 2025:	£11,243,000 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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Unless a concession has been agreed with the Trustees, the term to 2025 applies.

	Year Ended 31 December 2020 £000s	Year Ended 31 December 2019 £000s
Present value of provision	86	103

Recovery plan contributions are allocated to each participating employer in line with their estimated share of the Series 1 and 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.

ASSOCIATION OF SCHOOL AND COLLEGE LEADERS

**NOTES TO THE ACCOUNTS
YEAR ENDED 31 DECEMBER 2020**

20 Pensions Trust Growth Plan (continued)

Reconciliation of Opening and Closing Provisions

	Year Ended 31 December 2020 £000s	Year Ended 31 December 2019 £000s
Provision at start of period	103	118
Unwinding of the discount factor (interest expense)	1	2
Deficit contribution paid	(19)	(19)
Re-measurements - impact of any change in assumptions	1	2
Re-measurements - amendments to the contribution schedule	-	-
Provision at end of period	86	103
Late adjustment per Pension Provider	-	-
Closing provision at end of period	86	103

Income and Expenditure Impact

	Year Ended 31 December 2020 £000	Year Ended 31 December 2019 £000s
Interest expense	1	2
Re-measurements – impact of any change in assumptions	1	2
Re-measurements – amendments to the contribution schedule	-	-
Contributions paid in respect of future service	-	-
Costs recognised in income and expenditure account	-	-

Assumptions

	31 December 2020 % per annum	31 December 2019 % per annum
Rate of discount	0.27	1.13

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 £229,162 (2019: £230,326).