CATHOLIC INDEPENDENT SCHOOLS CONFERENCE

England & Wales · Charity number 1063645

Details

Other names	CISC
Status	Registered
Legal form	Charitable company
Company number	03407765
Registered	1997-07-29
Register	View on the Charity Commission register

Contact

Address	49 Park Road Torquay TQ1 4QR
Phone	07595089928
Email	info@catholicindependentschools.com
Website	www.catholicindependentschools.com

Activities

Objects: TO PROMOTE EDUCATION IN SCHOOLS WHICH TEACH THE CATHOLIC FAITH PRINCIPALLY BY PROVIDING THE HEAD TEACHERS OR PRINCIPALS OF THOSE SCHOOLS WITH THE OPPORTUNITY TO MEET TO DISCUSS, ANALYSE AND CONSIDER COMMON CONCERNS AND TO DISSEMINATE THE OUTCOME OF SUCH MEETINGS

Activities: To promote the work of and represent the interests of Catholic Independent Schools, especially relating to their mission and identity. Give support and advice to members and their schools including organising mentors for new Heads. Organise Conferences, Retreats, Study Days and other activitities.Provide help for those seeking Catholic Independent Education for their children.

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Classification

- **How:** Provides Services, Provides Advocacy/advice/information, Acts As An Umbrella Or Resource Body
- **What:** Education/training, Religious Activities
- **Who:** Children/young People

Geography

- **Area of benefit:** NATIONAL
- France
- Ireland
- Scotland
- Singapore
- Spain
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£148,722	£143,107	-	-
2024-03-31	£141,394	£152,912	-	-
2023-03-31	£196,113	£182,452	-	-
2022-03-31	£73,105	£116,912	-	-
2021-03-31	£98,776	£137,539	-	-

Trustees

Name	Role	Appointed
Matthew Burke	Chair	2024-09-19
Annie Sutton		2023-09-26
Christopher Cann		2021-09-13
Edmund Dominic Hester		2024-09-19
Jon Reddin		2022-09-20
Margaret Giblin		2022-09-20
RACHEL CLARE FOX OWENS		2024-09-19

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CATHOLIC INDEPENDENT SCHOOLS CONFERENCE

England & Wales - Charity number 1063645

Accounts

CATHOLIC INDEPENDENT SCHOOLS' CONFERENCE

(A company limited by guarantee and not having a share capital)

REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

Company Number: 3407765
Charity Number: 1063645

CATHOLIC INDEPENDENT SCHOOLS' CONFERENCE
(A company limited by guarantee and not having a share capital)

YEAR ENDED 31 MARCH 2025

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CATHOLIC INDEPENDENT SCHOOLS' CONFERENCE
(A company limited by guarantee and not having a share capital)

REFERENCE AND ADMINISTRATIVE INFORMATION

YEAR ENDED 31 MARCH 2025

CHARITY NUMBER:	1063645
COMPANY NUMBER:	3407765
REGISTERED OFFICE:	49 Park Road Torquay England TQ1 4QR
BOARD OF TRUSTEES:	Matthew Burke (Chair) Sarah Barreto (appointed 16 May 2024) Christopher Cann Sarah Conrad (resigned 16 May 2024) Margaret Giblin Edmund Hester (appointed 19 September 2024) Antony Hudson (resigned 16 May 2024) Rachel Owens (appointed 19 September 2024) Jon Reddin Annie Sutton
GENERAL SECRETARY:	Sarah Barreto
INDEPENDENT EXAMINERS:	Moore Kingston Smith LLP 6th Floor 9 Appold Street London EC2A 2AP
SOLICITORS:	Stone King 13 Queen Street Bath BA1 2HJ
BANKERS:	HSBC 55 Corporation St Coventry West Midlands CV1 1GX

CATHOLIC INDEPENDENT SCHOOLS' CONFERENCE
BOARD OF MANAGEMENT REPORT
YEAR ENDED 31 MARCH 2025

The Board of Management, who are also directors, present their annual report together with the financial statements for the year ended 31 March 2025.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Catholic Independent Schools' Conference (CISC) was incorporated in 1997 as a company limited by guarantee (no. 3407765) and is also a registered charity (No. 1063645). The governing document of the charity is the Memorandum and Articles of Association, which can be found on the website at www.catholicindependentschools.com > About > Key Documents and Policies.

CISC is administered by a Board of Management, whose members are its directors and trustees for the purposes of Company and Charity law respectively. The names of the directors/trustees are shown on page 1.

The Board of Management is elected by the membership. Candidates must be full members (see definition of full member on the website at www.catholicindependentschools.com > Membership > Membership Types). Board members serve for a period of six years. The Board of Management elects the Chair of the Board for a period of four years. Antony Hudson was elected Chair in January 2020.

In their committed work for CISC, the trustees have regard to the guidance issued by the Charity Commission on public benefit, in particular with reference to the documents above.

Dr Maureen Glackin was appointed to the post of General Secretary in October 2018: she stood down from this role on 24th May 2024. Her successor, Mrs. Sarah Barreto, commenced in the role of General Secretary on 1st May 2024.

RISK ASSESSMENT

The Risk Statement and Risk Register was presented to the committee (board of management) at a full meeting on 19th September 2024. After a full discussion it was reviewed and approved.

OBJECTIVES AND ACTIVITIES

The Company's (CISC's) Objects, as described in the Memorandum and Articles of Association (1997) are:

"To promote education in schools which teach the Catholic faith principally by providing the head teachers or principals of those schools with the opportunity to meet, discuss, analyse and consider common concerns and to disseminate the outcome of such meetings."

In the year in question, CISC has focused on:

- Ensuring the success of our Conference in February 2025, *Hearts on Fire, Feet on the Move* working with our host school, Our Lady's, Abingdon.

- Review and revision of the charity's suite of policies (September 2024) and objectives (February 2025), to ensure they are reflective of updates in policy and practice with reference to the sector. All policies are accessible at: www.catholicindependentschools.com > About > Key Documents and Policies.

- Having a range of activities to meet the charity's objectives: this has included the development of webinars to address key issues such as the new Catholic Schools Inspection Framework, presenting on Catholic mission and identity to governors and staff of CISC schools and collaborating with EducareM on The Tabor Programme, a formation course for middle and aspiring leaders, as well as Christ the Teacher, a formation course for Headteachers, Directors & Chairs of Governors.

- Understanding the terrain through school visits, and informed responses to members' pastoral concerns offering support and 1:1 conversations for members requiring theologically informed responses to contemporary concerns and issues. The promotion of Catholic independent schools and Catholic education has continued more widely through publications, Conference presentations and collaborations with other Catholic agencies. Several articles have been published in: *Networking Journal* including *'Dispelling Myths and Celebrating the CISC Schools'.*

- Maintaining strategic conversations with dioceses and the Catholic Education Service (CES) on issues of importance to the sector: leadership formation, CSI inspection, policy and document development, the challenges around 20% tax and business tax with its implications on falling rolls and particularly the publication of the *Religious Education Directory* (RED) with its relevance to schools that offer the common entrance exam and the *Prayer and Liturgy Directory*.

ACHIEVEMENTS AND PERFORMANCE

CISC's Strategic Plan for 2021-2025 outlines the following strategic aims.

- Support communion and collaboration amongst heads, schools, dioceses and Catholic partners
- Christ-centred education and formation for ourselves and the community we serve
- Sharing faith, sharing in faith through prayer, words and actions and a commitment to social justice
- Challenging misconceptions and being an authentic voice for Catholic independent schools nationally and internationally
- Nurturing all in our school communities to their full potential academically, physically and spiritually
- Articulating and celebrating our mission and vocation in Catholic education

In line with previous reports, achievement and performance will be evaluated with reference to these strategic commitments with reference to key elements of the year in question. The Strategic Plan is under review and a new 2026-2030 version will be agreed at the AGM for Conference 2026.

Supporting communion and collaborations amongst Heads and key stakeholders and providing opportunities for sharing faith and prayer are integral aspects of CISC life, fostered through a range of events and activities.

CISC's Conference 2025, *'Hearts on Fire, Feet on the Move'* took place in our usual slot over 6-7 February. Attendance was slightly higher than last year, with 118 people in total – compared to 116 last year and 91 the year before. The conference was led by Sr Judith Russi SSMM, who urged us to 'make a ruckus' and 'stir things up!' then followed the quiet, calm voice of hope in our lovely new

CISC Chaplain, Fr George Bowen. We enjoyed brief input from Beth Friery from CAFOD and Mugeni Sumba from the Oscar Romero Trust. The General Secretary also presented her report 'Offering Religious Education as 10% of the Taught Curriculum: Blessings, Challenges and Opportunities in Catholic Independent Schools'. Workshops covered a range of issues from resources for primary and secondary schools linked to ACN's work to real life examples and practical advice on delivering social justice projects in a busy school or dealing with Autistic Spectrum Disorder. There was the usual excellent briefing led by headline sponsors Moore Kingston Smith (MKS) and Stone King (SK). CISC is grateful to colleagues at MKS and SK for giving their time and expertise in this way.

Our Friday morning hosted conversation chaired by the General Secretary and including Fr George Bowen (CISC Chaplain), Paul Barber (Director, Catholic Education Service) and Dr Mo Glackin (National RE Adviser, Catholic Education Service) was a lively and candid conclusion to the Conference.

Many thanks to Our Lady's Abingdon for for their inspiring reading, music and facilitation of our liturgies.

'Reach Outs!' – informal on-line meetings for colleagues who share key roles across CISC schools - continued with a continued focus on CSI and the CISC Music Hub. Increased online engagement with members, whilst having limits, does allow member schools to engage with ease across a wide geographic range and at no additional cost to them, or CISC, in terms of resource and time.

Individual support to Heads continues, through e-mail, phone calls or Zoom and through school visits. The General Secretary offers INSET on Catholic mission and identity to all schools, free of charge. This year, 3 schools have availed themselves of this.

Of critical importance to CISC is the formation of leaders and future leaders and this year 2 CISC middle leaders participated in the Tabor Programme. The course, which runs throughout the academic year and involves an in-school project, receives extremely positive evaluations and it is hoped that in the coming years more CISC colleagues will take part. CISC continues to offer a subsidy to schools to support this. An online governance formation programme, in collaboration with EducareM, was also made available to CISC member schools this year at just £200 per school.

All these initiatives contribute to our aim to support colleagues in their desire to **nurture all in our school communities to their full potential academically, physically and spiritually, enabling them to provide Christ-centred formation and education for their communities.**

Challenging misconceptions and being an authentic voice for Catholic independent schools nationally and internationally is of key importance to all members.

CISC members and Committee Members remain active within associated professional bodies and sit on their committees, for example the GSA, SoH, HMC, ISC, ISI and CSI Inspectorates.

The General Secretary's close collaboration with the Catholic Education Service (CES) on day-to-day operational school concerns and strategic policy development continues to ensure that the distinct nature of CISC schools is recognised and considered in informing thinking. Relationships with dioceses have also been developed with Arundel and Brighton and Birmingham holding meetings in year for CISC schools in order to understand their context better and to facilitate relationships. This is a useful model in dioceses where a critical mass of CISC schools reside. The General Secretary will encourage other dioceses to follow this model and collaborate across dioceses where this might be appropriate. The committee has commissioned a report into good practice in this area for Autumn 25.

Findings from CISC Schools have continued to be disseminated through *Networking* magazine *each term this year.* Member schools receive one copy of each issue of Networking, Catholic Education Today. This journal reflects on the wide range of distinctive issues which concern all those involved in enterprise of Catholic Education.

These initiatives articulate how faith in CISC schools is realised and **shared through prayer, words and actions and a commitment to social justice whilst articulating and celebrating our mission and vocation in Catholic education**.

THE FUTURE

The coming year will see a focus on:

- An online seminar to explore creative, hybrid solutions to securing the future for CISC schools
- Further development of the 'Reach Out!' programmes
- Recruitment to Tabor, Christ the Teacher and online Governance programmes
- Supporting schools with CSI Inspection and encouraging training as Inspectors
- A working party established to meet with Philip Robinson (Chief Inspector CSI)
- Supporting schools with work on mission and identity
- Facilitating and contributing to conversations with regards to succession planning and future proofing
- Report on Good Practice in CISC Schools in Working with Dioceses

FINANCIAL REVIEW

The end of year balance for March 2025 saw a welcome but modest surplus of £5,615 compared with a deficit of £11,518 in 2024. When this is compared with a deficit of over £48k in 2019 we can see how far the organisation has come in reducing costs and realising a more positive financial trajectory. It is hoped that with a continued focus on expenditure, a move into real and sustained profit will be evident in the coming years.

Membership fees and monies generated by Conference remain the two main sources of income which means CISC's continuance is inextricably linked to the strength and viability of its member schools. Strategic relationships with business providers and other organisations provide essential income and CISC is grateful for their support throughout the year and, particularly, at Conference.

The remainder of the grant funding from Porticus and the Jesuit Institute is shown as Restricted Funds and is not set against income and expenditure, with the total carried forward as Restricted Funds of £8,453 at 31 March 2025. The grant funding was awarded for the development of CISC's Leadership Programme and collaborations with maintained schools. Committee has approved an annual allocation of up to £4,000 a year to support participants in engaging with the CISC/EducareM Formation for Leadership Programmes, the design of which includes and affords engagement and collaborations with maintained sector schools. This will continue to satisfy the criteria for which the funding was received. Three schools sought grant funding this year to support the cost of the programmes.

The significance of Conference as a pastoral, community and relationship-building event becomes ever more important as schools navigate the contemporary challenges. The focus for CISC is to ensure it continues to deliver a quality service to members in support of their mission and identity as Catholic Schools with all activities and developments being evaluated in terms of their effectiveness against three criteria - mission, market and morality.

The General Secretary expresses thanks and gratitude for the support and professional wisdom of Liz Brown and Katie Smith at Princethorpe, Paula Hawkins at Serendipity Ink, Adam Fullerton, Claudia Marks, Ayesha Hassim, Anjali Kothari and Neil Finlayson at Moore Kingston Smith, outgoing CISC Chair Antony Hudson and incoming CISC Chair Matthew Burke and the CISC Committee.

REMUNERATION POLICY

The Charity has one paid employee, the General Secretary. Administrative support is provided by a freelance colleague for which the budget is agreed by the Trustees. The General Secretary's salary is competitive and there is an annual appraisal and salary review, with the possibility of a salary increase subject to a successful completion of annual objectives. This incremental increase has been set aside since 2019 with the agreement of the General Secretary and the Chair to mitigate the financial risk to CISC. Its implementation was reviewed by Committee in September 2022 as part of the review of the pilot of the General Secretary's reduction in hours and after the General secretary's appraisal in August 2022. After her appraisal in August 2023 the Committee agreed to award the previous General Secretary an incremental salary increase of 5%. The first annual review and appraisal for the new General Secretary should take place in August 2025.

RISK

Each year the risks to the Charity are kept under review. These include drop in membership (and, therefore, income), financial procedures, deviation from core activity, reputational damage to the organisation, ineffective governance, data loss, health and safety and safeguarding. These have been carefully considered and the likelihood and impact scored. The key risks to CISC centre upon its financial viability occasioned by a downturn in membership, the underlying causes of which could be an economic downturn, leading to falling roles in schools and potential closures; a change in government policy, most particularly Labour's policy of placing VAT on independent school fees and a lack of relevance for members. The systems of the organisation for minimising risk are considered robust and the risk to the organisation, overall, is low. The Risk Register is reviewed annually, and trustees are constantly mindful of the risks faced by the charity. The register can be viewed by members only in the Members' Area of the website.

RESERVES POLICY

The trustees continually monitor the free reserves of the charity, which are defined as unrestricted funds, less fixed assets and at March 2025 these totalled £18,709. The trustees consider that reserves of between six- and twelve-months' expenditure are required to ensure that the charity can meet its long-term charitable objectives. This falls short of that requirement, but it is an improvement on the previous year at March 2024 at £10,215 so it is hoped that these reserves will be sustained and incrementally built upon over the next two years.

STATEMENT OF BOARD OF MANAGEMENT RESPONSIBILITIES

The Board of Management (who are also directors of Catholic Independent Schools' Conference for the purposes of Company Law) are responsible for preparing the Board of Management's Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice.)

Company Law requires the Board of Management to prepare financial statements for each Financial Year which give a true and fair view of the state of the affairs of the Charity and of the incoming

resources and application of resources, including the income and expenditure, of the charity for that period. In preparing these financial statements, the Board of Management are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

In so far as the Board of Management are aware:

- there is no relevant audit information of which the Charity's auditor is unaware and
- the Board of Management have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

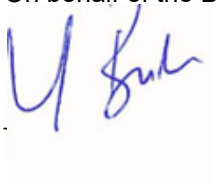
INDEPENDENT EXAMINERS

Moore Kingston Smith LLP have been appointed as independent examiners to the company and a resolution to re-appoint them will be proposed at the AGM.

SMALL COMPANY PROVISIONS

This report has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

On behalf of the Board



Matthew Burke
Chair of CISC

Date: 18th September 2025

CATHOLIC INDEPENDENT SCHOOLS' CONFERENCE
Independent Examiner's report
For the year ended 31 March 2025

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2025.

Responsibilities and basis of report

As the charity's trustees (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ("the 2006 Act").

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ("the 2011 Act"). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145 (5) (b) of the 2011 Act.

Independent Examiner's Statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1.accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2.the accounts do not accord with those records; or
3.the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4.the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Moore Kingston Smith LLP

Adam Fullerton
(FCA, DChA)
For and behalf of Moore Kingston Smith LLP
Chartered Accountants

6th Floor
9 Appold Street
London
EC2A 2AP

Date: 25 November 2025

CATHOLIC INDEPENDENT SCHOOLS' CONFERENCE
Statement of Financial Activities
For the year ended 31 March 2025

	Note	Unrestricted Funds £	Restricted Funds £	Total 2025 £	Total 2024 £
Income					
Income from charitable activities					
Subscriptions		74,698	-	74,698	73,597
Sponsorship		19,574	-	19,574	10,280
Conference income		54,274	-	54,274	57,294
Other income		176	-	176	223
Total Income		148,722	-	148,722	141,394
Expenditure					
Charitable Activities	**3**	140,312	2,795	143,107	152,912
Total Expenditure		140,312	2,795	143,107	152,912
Net movement on funds	**11**	8,410	(2,795)	5,615	(11,518)
Total Funds Brought Forward	**11**	12,170	11,248	23,418	34,936
Total Funds Carried Forward		20,580	8,453	29,033	23,418

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 11 to 16 form an integral part of these accounts.

CATHOLIC INDEPENDENT SCHOOLS' CONFERENCE
Balance Sheet
For the year ended 31 March 2025

	Note	2025 £	2025 £	2024 £	2024 £
Fixed Assets					
Intangible assets	**6**	935		1,955	
Tangible assets	**7**	936		-	
			1,871		1,955
Current Assets					
Debtors	**8**	1,373		-	
Short term deposits		35,134		33,346	
Cash and cash equivalents		50,219		58,197	
			86,726		91,543
Creditors: Amounts falling due within one year	**9**	(59,564)		(70,080)	
			(59,564)		(70,080)
Net Current Assets			27,162		21,463
Total Net Assets			29,033		23,418
Funds					
Unrestricted funds	**11**	20,580		12,170	
Restricted funds		8,453		11,248	
			29,033		23,418

For the financial year in question the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies.

No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006.

The directors acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to small companies' regime.

Approved by the Board of Trustees on 18th September 2025
and signed on their behalf by:



Matthew Burke
Chair of CISC
Company number: 3407765

The notes on pages 11 to 16 form an integral part of these accounts.

CATHOLIC INDEPENDENT SCHOOLS' CONFERENCE
Notes to the Accounts
For the year ended 31 March 2025

1 Accounting Policies

Company information
Catholic Independent Schools' Conference is a charity limited by guarantee and incorporated in England and Wales. The registered office is 49 Park Road, Torquay, England, TQ1 4QR.

The following policies have been used consistently in the preparation of the charity's financial statements.

Basis of Preparation of the Financial Statements
These financial statements have been prepared under the historical cost convention and on the going concern basis which assumes the company will continue in operational existence for the foreseeable future.

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The charity is a public benefit entity for the purposes of FRS 102 and therefore the charity also prepared its financial statements in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (The FRS 102 Charities SORP), the Companies Act 2006 and the Charities Act 2011.

These financial statements for the year ended 31 March 2025 are prepared in accordance with FRS 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland.

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

Going concern
The trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern and that the charity can meet their obligations for the 12 months from the date these accounts are approved.

Revenue recognition
All income is recognised when there is entitlement to the funds, the receipt is probable and the amount can be measured reliably. Subscriptions are accounted for in the period which the membership relates to and is included in deferred income when the membership relates to the next period.

Expenditure
Expenditure is included in the Statement of Financial Activities on an accruals basis, inclusive of any VAT which cannot be recovered. Expenditure is recognised once there is legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

Tangible fixed assets
Tangible fixed assets are initially measured at cost and subsequently at cost less depreciation and any impairment losses. Depreciation is provided at rates calculated to write off the cost less residual value of each asset over its expected useful life, as follows:

Office equipment and furniture	33.3% straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the SOFA.

1 Accounting Policies (continued)

Intangible fixed assets
Intangible fixed assets are initially measured at cost and subsequently at cost less amortisation and any impairment losses. Amortisation is provided at rates calculated to write off the cost less residual value of each asset over its expected useful life, as follows:

Website development costs	20% straight line

Cash and cash equivalents
Cash and cash equivalents include cash in hand, deposits held at call with banks ands other short-term liquid investments with original maturities of three months or less.

Basic financial instruments
Basic financial instruments are measured at amortised cost. The charity has no other financial instruments or basic financial instruments measured at fair value.

Debtors and creditors
Debtors and creditors receivable or payable within one year of the reporting date are carried at their transaction price and subsequently measured at amortised cost less any impairment.

Taxation
The organisation is a registered charity and therefore is not liable for income tax or corporation tax on income derived from its charitable activities as it falls within various exemptions available.

Fund Accounting
Funds held by the charity are:

Unrestricted funds - These are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

Restricted funds - These are funds held where the donor has provided for the donation to be spent in furtherance of a specific charitable purpose.

Employee benefits
The costs of short-term employee benefits are recognised as a liability and an expense. The cost of any unused holiday entitlement is recognised in the period in which the employee’s services are received.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the board is required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

There are no estimates and assumptions which have a significant risk.

3 Analysis of Expenditure

	2025 Total £	2024 Total £
Staff Costs (see note 4)	66,139	75,576
Other Costs (see below)	76,968	77,336
	143,107	152,912

Other costs are split as follows:

	2025 £	2024 £
Conference accommodation & catering	38,997	38,786
Professional fees	10,331	12,203
Travelling and subsistence	5,721	5,070
Computer and office equipment	13,682	14,456
Depreciation	360	-
Amortisation	1,020	1,020
Telephone	531	133
Insurance	851	838
Networking	1,704	1,603
Charitable expense	-	1,015
Restricted expenditure	2,795	1,075
Other costs	976	1,137
	76,968	77,336

4 Staff Costs

		2025 £	2024 £
a.	Wages and Salaries	62,644	71,908
	Social Security Costs	2,284	3,668
	Pensions	1,211	-
		66,139	75,576

The average number of employees for 2025 is 1 (2024: 1).

Those higher earning employees are:

	2025	2024
In the band £70,000 - £79,999	-	1

The Trustees consider that the Company Secretary whose costs are detailed above, represents the key management of the charitable company.

4 Staff Costs (continued)

b. Trustees' remuneration and reimbursed expenses

The trustees did not receive any remuneration as statutory directors of the company.

During the year no trustees were reimbursed expenses for travel and subsistence.

The following expenses were incurred during the year: £1,592 (2024: £nil) on trustee/staff entertaining, and £145 (2024: £nil) on leaving and 'get well soon' gifts.

5 Net movement in funds is stated after charging	**2025**	**2024**
	£	**£**
This is stated after charging:		
Independent Examiner's remuneration (net of VAT)	5,330	5,330
Amortisation/depreciation charge	1,380	1,020

6 Intangible Fixed Assets

	Website
Cost	
Balance at 1st April 2024	5,100
Additions	-
Disposals	-
Balance at 31st March 2025	5,100
Amortisation	
Balance at 1st April 2024	3,145
Charge for the year	1,020
Disposals	-
Balance at 31st March 2025	4,165
Net Book Value	
At 31st March 2025	935
At 31st March 2024	1,955

7 Tangible Fixed Assets

Cost	Office Equipment
Balance at 1st April 2024	-
Additions	1,296
Disposals	-
Balance at 31st March 2025	1,296
Depreciation	
Balance at 1st April 2024	-
Charge for the year	360
Disposals	-
Balance at 31st March 2025	360
Net Book Value	
At 31st March 2025	936
At 31st March 2024	-

8 Debtors

	2025 £	2024 £
Prepayments & accrued income	1,373	-
	1,373	-

9 Creditors

	2025 £	2024 £
Subscriptions in advance (see note 10)	49,932	54,501
Accruals and other creditors	7,958	9,749
Taxation and Social Security	1,674	5,830
	59,564	70,080

10 Income in advance

	2025 £	2024 £
At beginning of the year	54,501	56,833
Released during the year	(54,501)	(56,833)
Additions in the year	49,932	54,501
At end of the year	49,932	54,501

11 Reserves

Reserves	Balance at 1 April 2024	Income	Expenditure	Other losses	Balance at 31 March 2025
	£	£	£	£	
Unrestricted funds	12,170	148,722	(140,312)	-	20,580
Porticus	6,585	-	(2,795)	-	3,790
Jesuits in Britain	4,663	-	-	-	4,663
Restricted reserves	11,248	-	(2,795)	-	8,453
Total reserves	23,418	148,722	(143,107)	-	29,033

Reserves	Balance at 1 April 2023	Income	Expenditure	Other losses	Balance at 31 March 2024
	£	£	£	£	
Unrestricted funds	22,613	141,394	(151,837)	-	12,170
Porticus	7,660	-	(1,075)	-	6,585
Jesuits in Britain	4,663	-	-	-	4,663
Restricted reserves	12,323	-	(1,075)	-	11,248
Total reserves	34,936	141,394	(152,912)	-	23,418

Restricted funds

The Porticus funding is towards the CISC special schools projects and the CISC school partnership projects with the community.

Jesuits in Britain funding is towards the CISC leadership programme.

12 Company Status

The charity is a registered company limited by guarantee. The members liability is limited in the event of the company being wound up to a contribution of £1 towards the assets of the company. Members comprise the Board of Management.

13 Related Party Transactions

With the exception of trustees reimbursements disclosed in note 4b there were no other related party transactions during the current and preceding year.

CATHOLIC INDEPENDENT SCHOOLS CONFERENCE

England & Wales - Charity number 1063645

Accounts

CATHOLIC INDEPENDENT SCHOOLS' CONFERENCE

(A company limited by guarantee and not having a share capital)

REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

Company Number: 3407765
Charity Number: 1063645

CATHOLIC INDEPENDENT SCHOOLS' CONFERENCE
(A company limited by guarantee and not having a share capital)

YEAR ENDED 31 MARCH 2024

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CATHOLIC INDEPENDENT SCHOOLS' CONFERENCE
(A company limited by guarantee and not having a share capital)

REFERENCE AND ADMINISTRATIVE INFORMATION

YEAR ENDED 31 MARCH 2024

CHARITY NUMBER:	1063645
COMPANY NUMBER:	3407765
REGISTERED OFFICE:	49 Park Road Torquay England TQ1 4QR
BOARD OF TRUSTEES:	Matthew Burke (Chair) Sarah Barreto (appointed 16 May 2024) Christopher Cann Sarah Conrad (resigned 16 May 2024) Margaret Giblin Anthony Hudson (resigned 16 May 2024) John Patterson (resigned 8 September 2023) Jon Reddin Annie Sutton (appointed 26 September 2023) Rachel Owens (appointed 19 September 2024 Ed Hester (appointed 19 September 2024)
GENERAL SECRETARY:	Sarah Barreto
INDEPENDENT EXAMINERS:	Moore Kingston Smith LLP 6th Floor 9 Appold Street London EC2A 2AP
SOLICITORS:	Stone King 13 Queen Street Bath BA1 2HJ
BANKERS:	HSBC 55 Corporation St Coventry West Midlands CV1 1GX

The Board of Management, who are also directors, present their annual report together with the financial statements for the year ended 31 March 2024.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Catholic Independent Schools' Conference (CISC) was incorporated in 1997 as a company limited by guarantee (no. 3407765) and is also a registered charity (No. 1063645). The governing document of the charity is the Memorandum and Articles of Association, which can be found on the website at www.catholicindependentschools.com > About > Key Documents and Policies.

CISC is administered by a Board of Management, whose members are its directors and trustees for the purposes of Company and Charity law respectively. The names of the directors/trustees are shown on page 1.

The Board of Management is elected by the membership. Candidates must be full members (see: definition of full member on the website at www.catholicindependentschools.com > Membership > Membership Types). Board members serve for a period of six years. The Board of Management elects the Chair of the Board for a period of four years. Antony Hudson was elected Chair in January 2020.

In their committed work for CISC, the trustees have regard to the guidance issued by the Charity Commission on public benefit, in particular with reference to the documents above.

Dr Maureen Glackin was appointed to the post of General Secretary in October 2018: she stepped down from this role on 24th May 2024. Her successor, Mrs Sarah Barreto, commenced in the role of General Secretary on 1st May, 2024 during a handover period.

RISK ASSESSMENT

The Risk Statement and Risk Register was presented to the committee (board of management) at a full meeting on 21st September, 2023. After a full discussion it was reviewed and approved.

OBJECTIVES AND ACTIVITIES

The Company's (CISC's) Objects, as described in the Memorandum and Articles of Association (1997) are:

"To promote education in schools which teach the Catholic faith principally by providing the head teachers or principals of those schools with the opportunity to meet, discuss, analyse and consider common concerns and to disseminate the outcome of such meetings."

In the year in question, CISC has focused on:

- Ensuring the success of our Conference in February 2024, *Here I am Lord…Who Am I Called to Be?* working with our host school, St John's, Cardiff.

- Review and revision of the charity's suite of policies (September 2023) and objectives (February 2024), to ensure they are reflective of updates in policy and practice with reference to the sector. All policies are accessible at: www.catholicindependentschools.com > About > Key Documents and Policies.

- Having a range of activities to meet the charity's objectives: this has included the development of webinars to address key issues such as the new Catholic Schools Inspection Framework, presenting on Catholic mission and identity to governors and staff of CISC schools and collaborating with EducareM on The Tabor Programme, a formation course for middle and aspiring leaders.

- Understanding the terrain through informed responses to members' pastoral concerns offering support and 1:1 conversations for members requiring theologically informed responses to contemporary concerns and issues. The promotion of Catholic independent schools and Catholic education has continued more widely through publications, Conference presentations and collaborations with other Catholic agencies. Articles and chapters have been published in: *Leadership Matters in Catholic Education,* (Whittle & Woden, eds. Springer, 2024); *International Studies in Catholic Education* and *International Journal for the Study of the Christian Church.*

- Maintaining strategic conversations with dioceses and the Catholic Education Service (CES) on issues of importance to the sector: leadership formation, canonical inspection, policy and document development, and particularly the publication of the *Religious Education Directory* (RED) and the *Prayer and Liturgy Directory*.

ACHIEVEMENTS AND PERFORMANCE

CISC's Strategic Plan for 2021-2025 outlines the following strategic aims.

- Support communion and collaboration amongst heads, schools, dioceses and Catholic partners
- Christ-centred education and formation for ourselves and the community we serve
- Sharing faith, sharing in faith through prayer, words and actions and a commitment to social justice
- Challenging misconceptions and being an authentic voice for Catholic independent schools nationally and internationally
- Nurturing all in our school communities to their full potential academically, physically and spiritually
- Articulating and celebrating our mission and vocation in Catholic education

In line with previous reports, achievement and performance will be evaluated with reference to these strategic commitments with reference to key elements of the year in question.

Supporting communion and collaborations amongst Heads and key stakeholders and providing opportunities for sharing faith and prayer are integral aspects of CISC life, fostered through a range of events and activities.

CISC's Conference 2024, *'Here I am Lord…Who Am I Called to Be?'* took place in our usual slot over 1-2 February. Attendance was higher than the previous two years, with 116 people in total – compared to 91 last year and 90 the year before. The conference was led by Sr Gemma Simmonds,

with a focus on spiritual direction and formation and her mixture of theological insight and pastoral wisdom refreshed, renewed and challenged delegates in their school leadership roles. Workshops covered a range of issues from AI to translating a Catholic vision of education into the classroom and there was the usual excellent briefing led by headline sponsors Moore Kingston Smith (MKS) and Stone King (SK). CISC is grateful to colleagues at MKS and SK for giving their time and expertise in this way.

Our Friday morning hosted conversation chaired By Antony Hudson and including Prof. Deborah Eyre (High Performance Learning), Paul Barber (Director, Catholic Education Service) and Sr Gemma was a lively and candid conclusion to the Conference.

Many thanks to St John's Cardiff for leading all out liturgical celebration with beauty, prayer and spirit.

'Reach Outs!' – informal on-line meetings for colleagues who share key roles across CISC schools - continued with a focus on CSI and the CISC Music Hub. Increased online engagement with members, whilst having limits, does allow member schools to engage with ease across a wide geographic range and at no additional cost to them, or CISC, in terms of resource and time.

Individual support to Heads continues, through e-mail, phone calls or Zoom and through school visits. The General Secretary offers INSET on Catholic mission and identity to all schools, free of charge, along with supporting retreat work with pupils. This year, 5 schools have availed themselves of this.

Of critical importance to CISC, is the formation of leaders and future leaders and this year 1 CISC Deputy Head has participated in the Tabor Programme. The course, which runs throughout the academic year and involves an in-school project, receives extremely positive evaluations and it is hoped that in coming years more CISC colleagues will take part. CISC continues to offer a subsidy to schools to support this. An online governance formation programme, in collaboration with EducareM, was also made available to CISC member schools this year.

All of these initiatives contribute to our aim to support colleagues in their desire to **nurture all in our school communities to their full potential academically, physically and spiritually, enabling them to provide Christ-centred formation and education for their communities.**

Challenging misconceptions and being an authentic voice for Catholic independent schools nationally and internationally is of key importance to all members.

CISC members and Committee Members remain active within associated professional bodies and sit on their committees, for example the GSA, SoH, HMC, ISC, ISI and Diocesan Inspectorates.

The General Secretary's close collaboration with the Catholic Education Service (CES) on day-to-day operational school concerns and strategic policy development continues to ensure that the distinct nature of CISC schools is recognised and considered in informing thinking. This will only get stronger as the current General Secretary transfers to her new role as National RE Advisor at the CES. Relationships with dioceses have also been developed with Westminster, Arundel and Brighton and Birmingham holding meetings in year for CISC schools in order to understand their context better and to facilitate relationships. This is a useful model in dioceses where a critical mass of CISC schools reside. The General secretary will encourage other dioceses to follow this model and collaborate across dioceses where this might be appropriate.

Findings from the first phase of the 'Spiritual Capital' Research Project, examining the contemporary impact of the charism of a range of Religious Order Trusteeship CISC Schools, have continued to be disseminated through *Networking* magazine, a chapter in *Leadership Matters in Catholic Education* and an article in the academic journal, *International Studies in Catholic Education.* Phase 2 of the Project, interviews with pupils, has been delayed due to the changing role of the General Secretary, however a pilot survey for pupils in CISC schools has been developed with Luke Ramsden from St Benedict's School, Ealing. It is hoped this might be rolled out in the coming year.

A further article on LGBTQ+ issues was in *Networking* magazine and also in the academic journal, *International Journal for the Study of the Christian Church.*

These initiatives articulate how faith in CISC schools is realised and **shared through prayer, words and actions and a commitment to social justice whilst articulating and celebrating our mission and vocation in Catholic education**.

THE FUTURE

The coming year will see a focus on:

- Successful handover to the incoming General Secretary
- Further development of the 'Reach Out!' programmes
- Recruitment to Tabor, Christ the Teacher and online Governance programmes
- Supporting schools with Canonical Inspection and training as Inspectors
- Supporting schools with work on mission and identity
- Facilitating and contributing to conversations with regards to succession planning and future-proofing

FINANCIAL REVIEW

The end of year balance for March 2024 saw a deficit of £11,518 compared with a profit of £13,661 in 2023. We acknowledged in last year's annual report that this profit was largely due to two sets of conference income falling within the same financial year – Conference 2022 being delayed due to COVID – therefore a deficit whilst unwelcome, is not unexpected. When this is compared with a deficit of over £48k in 2019 we can see how far the organisation has come in reducing costs and realising a more positive financial trajectory. It is hoped that with a continued focus on expenditure, a move into real and sustained profit will be evident in the coming years.

Membership fees and monies generated by Conference remain the two main sources of income which means CISC's continuance is inextricably linked to the strength and viability of its member schools. Strategic relationships with business providers and other organisations provide essential income and CISC is grateful for their support throughout the year and, particularly, at Conference.

The remainder of the grant funding from Porticus and the Jesuit Institute is shown as Restricted Funds and is not set against income and expenditure, with the total carried forward as Restricted Funds of £11,248 at 31 March 2024. The grant funding was awarded for the development of CISC's Leadership Programme and collaborations with maintained schools. Committee has approved an annual allocation of up to £4,000 to support participants in engaging with the CISC/EducareM formation for Leadership Programmes, the design of which includes and affords engagement and collaborations with maintained sector schools. This will continue to satisfy the criteria for which the funding was received. As only one school sought grant funding this year, the member was afforded a full bursary of £1,075 which met the total cost of the programme.

The significance of Conference as a pastoral, community and relationship-building event becomes ever more important as schools navigate the contemporary challenges. The focus for CISC is to ensure it continues to deliver a quality service to members in support of their mission and identity as Catholic Schools with all activities and developments being evaluated in terms of their effectiveness against three criteria - mission, market and morality.

The General Secretary expresses thanks and gratitude for the support and professional wisdom of Liz Brown and Katie Smith at Princethorpe, Paula Hawkins at Serendipity Ink, Sam Hudson, Claudia Marks, Anjali Kothari and Neil Finlayson at Moore Kingston Smith, Antony Hudson CISC Chair and the CISC Committee.

REMUNERATION POLICY

The Charity has one paid employee, the General Secretary. Administrative support is provided by a freelance colleague for which the budget is agreed by the Trustees. The General Secretary's salary is competitive and there is an annual appraisal and salary review, with the possibility of a salary increase subject to a successful completion of annual objectives. This incremental increase has been set aside since 2019 with the agreement of the General Secretary and the Chair in order to mitigate the financial risk to CISC. Its implementation was reviewed by Committee in September 2022 as part of the review of the pilot of the General Secretary's reduction in hours and after the General secretary's appraisal in August 2022. After her appraisal in August 2023 the Committee agreed to award the General Secretary an incremental salary increase of 5%. The General Secretary thanks the Committee for their affirmation and support.

RISK

Each year the risks to the Charity are kept under review. These include drop in membership (and, therefore, income), financial procedures, deviation from core activity, reputational damage to the organisation, ineffective governance, data loss, health and safety and safeguarding. These have been carefully considered and the likelihood and impact scored. The key risks to CISC centre upon its financial viability occasioned by a downturn in membership, the underlying causes of which could be an economic downturn, leading to falling roles in schools and potential closures; a change in government policy, most particularly Labour's policy of placing VAT on independent school fees and a lack of relevance for members. The systems of the organisation for minimising risk are considered robust and the risk to the organisation, overall, is low. The Risk Register is reviewed annually and trustees are constantly mindful of the risks faced by the charity. The register can be viewed by members only in the Members' Area of the website.

RESERVES POLICY

The trustees continually monitor the free reserves of the charity, which are defined as unrestricted funds less fixed assets and at March 2024 these totalled £10,215. The trustees consider that reserves of between six and twelve months' expenditure are required to ensure that the charity is able to meet its long-term charitable objectives. This falls short of that requirement but it is hoped that these reserves will be sustained and incrementally built upon over the next two years.

STATEMENT OF BOARD OF MANAGEMENT RESPONSIBILITIES

The Board of Management (who are also directors of Catholic Independent Schools' Conference for the purposes of Company Law) are responsible for preparing the Board of Management's Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice.)

Company Law requires the Board of Management to prepare financial statements for each Financial Year which give a true and fair view of the state of the affairs of the Charity and of the incoming

resources and application of resources, including the income and expenditure, of the charity for that period. In preparing these financial statements, the Board of Management are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

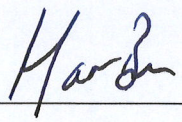
AUDITORS

Moore Kingston Smith LLP have been appointed as auditors and independent examiners to the company and a resolution to re-appoint them will be proposed at the AGM.

SMALL COMPANY PROVISIONS

This report has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

On behalf of the Board



19/9/24

Matthew Burke
Chair of CISC

Date

CATHOLIC INDEPENDENT SCHOOLS' CONFERENCE
Independent Examiner's report
For the year ended 31 March 2024

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2024.

Responsibilities and basis of report

As the charity's trustees (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ("the 2006 Act").

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ("the 2011 Act"). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145 (5) (b) of the 2011 Act.

Independent Examiner's Statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1.accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2.the accounts do not accord with those records; or
3.the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4.the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Moore Kingston Smith LLP

Adam Fullerton
(FCA, DChA)
For and behalf of Moore Kingston Smith LLP
Chartered Accountants

6th Floor
9 Appold Street
London
EC2A 2AP

Date: 26/11/2024

CATHOLIC INDEPENDENT SCHOOLS' CONFERENCE
Statement of Financial Activities
(incorporating income and expenditure account)
For the year ended 31 March 2024

	Note	Unrestricted Funds £	Restricted Funds £	Total 2024 £	Total 2023 £
Income					
Income from charitable activities					
Subscriptions		73,597	-	73,597	71,198
Sponsorship		10,280	-	10,280	31,805
Conference income		57,294	-	57,294	92,348
Other income		223	-	223	762
Total Income		141,394	-	141,394	196,113
Expenditure					
Charitable Activities	3	151,837	1,075	152,912	182,452
Total Expenditure		151,837	1,075	152,912	182,452
Net income/ Expenditure) and net movement on funds	12	(10,443)	(1,075)	(11,518)	13,661
Total Funds Brought Forward	12	22,613	12,323	34,936	21,275
Total Funds Carried Forward		12,170	11,248	23,418	34,936

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 11 to 16 form an integral part of these accounts.

CATHOLIC INDEPENDENT SCHOOLS' CONFERENCE
Balance Sheet
For the year ended 31 March 2024

	Note	2024 £	2024 £	2023 £	2023 £
Fixed Assets					
Intangible assets	6	1,955		2,975	
Tangible assets	7	-		-	
			1,955		2,975
Current Assets					
Debtors	9	-		-	
Short term deposits		33,346		39,496	
Cash and cash equivalents		58,197		64,153	
			91,543		103,649
Creditors: Amounts falling due within one year	10	(70,080)		(68,689)	
			(70,080)		(68,689)
Net Current Assets			21,463		34,960
Total Net Assets			23,418		37,936
Funds					
Unrestricted funds	12		12,170		22,613
Restricted funds			11,248		12,323
			23,418		34,936

For the financial year in question the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies.

No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006.

The directors acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to small companies' regime.

Approved by the Board of Trustees on ....19/9/24.....
and signed on their behalf by:

.....
Matthew Burke
Chair of CISC
Company number: 3407765

The notes on pages 11 to 16 form an integral part of these accounts.

1 Accounting Policies

Company information

Catholic Independent Schools' Conference is a charity limited by guarantee and incorporated in England and Wales. The registered office is 49 Park Road, Torquay, England, TQ1 4QR.

The following policies have been used consistently in the preparation of the charity's financial statements.

Basis of Preparation of the Financial Statements

These financial statements have been prepared under the historical cost convention and on the going concern basis which assumes the charitable company will continue in operational existence for the foreseeable future.

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The charity is a public benefit entity for the purposes of FRS 102 and therefore the charity also prepared its financial statements in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (The FRS 102 Charities SORP) and the Charities Act 2011.

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

Going concern

The trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern and that the charity can meet their obligations for the 12 months from the date these accounts are approved.

Income recognition

All income is recognised when there is entitlement to the funds, the receipt is probable and the amount can be measured reliably. Subscriptions are accounted for in the period which the membership relates to and is included in deferred income when the membership relates to the next period.

Expenditure

Expenditure is included in the Statement of Financial Activities on an accruals basis, inclusive of any VAT which cannot be recovered. Expenditure is recognised once there is legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently at cost less depreciation and any impairment losses. Depreciation is provided at rates calculated to write off the cost less residual value of each asset over its expected useful life, as follows:

Office equipment and furniture	33.3% straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the SOFA.

1 Accounting Policies (continued)

Intangible fixed assets
Intangible fixed assets are initially measured at cost and subsequently at cost less amortisation and any impairment losses. Amortisation is provided at rates calculated to write off the cost less residual value of each asset over its expected useful life, as follows:

Website development costs	20% straight line

Cash and cash equivalents
Cash and cash equivalents include cash in hand, deposits held at call with banks ands other short-term liquid investments with original maturities of three months or less.

Basic financial instruments
Basic financial instruments are measured at amortised cost. The charity has no other financial instruments or basic financial instruments measured at fair value.

Debtors and creditors
Debtors and creditors receivable or payable within one year of the reporting date are carried at their transaction price and subsequently measured at amortised cost less any impairment.

Taxation
The organisation is a registered charity and therefore is not liable for income tax or corporation tax on income derived from its charitable activities as it falls within various exemptions available.

Fund Accounting
Funds held by the charity are:

Unrestricted funds - These are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

Restricted funds - These are funds held where the donor has provided for the donation to be spent in furtherance of a specific charitable purpose.

Employee benefits
The costs of short-term employee benefits are recognised as a liability and an expense. The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the board is required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

There are no estimates and assumptions which have a significant risk.

3 Analysis of Expenditure

	2024 Total £	2023 Total £
Staff Costs (see note 4)	75,576	72,804
Other Costs (see below)	77,336	109,648
	152,912	182,452

Other costs are split as follows:

	2024 £	2023 £
Conference accommodation & catering	38,786	71,834
Professional fees	12,203	8,473
Travelling and subsistence	5,070	4,241
Computer and office equipment	14,456	16,052
Amortisation	1,020	1,020
Telephone	133	123
Insurance	838	827
Networking	1,603	1,668
Training	1,015	-
Restricted fund projects	1,075	-
Other costs	1,137	5,410
	77,336	109,648

4 Staff Costs

	2024 £	2023 £
a. Wages and Salaries	71,908	69,091
Social Security Costs	3,668	3,713
	75,576	72,804

The average number of employees for 2024 is 1 (2023: 1).

Those higher earning employees are:

	2024	2023
In the band £60,000 - £69,999	-	1
In the band £70,000 - £79,999	1	-

The Trustees consider that the Company Secretary whose costs are detailed above, represents the key management of the charitable company.

4 Staff Costs (continued)

b. Trustees' remuneration and reimbursed expenses

The trustees did not receive any remuneration as statutory directors of the company.

During the year no trustees were reimbursed expenses for travel and subsistence.

The following expenses were incurred during the year: £nil (2023: £1,196) on trustee/staff entertaining, and £nil (2023: £281) on leaving and 'get well soon' gifts.

5 Net movement in funds is stated after charging	**2024**	**2023**
	£	**£**
This is stated after charging:		
Independent Examiner's remuneration (net of VAT)	5,330	5,200
Amortisation charge	1,020	1,020

6 Intangible Fixed Assets

Cost	**Website**
Balance at 1st April 2023	5,100
Additions	-
Disposals	-
Balance at 31st March 2024	5,100
Amortisation	
Balance at 1st April 2023	2,125
Charge for the year	1,020
Disposals	-
Balance at 31st March 2024	3,145
Net Book Value	
At 31st March 2024	1,955
At 31st March 2023	2,975

7 Tangible Fixed Assets

Cost	Office Equipment
Balance at 1st April 2023	1,088
Additions	-
Disposals	(1,088)
Balance at 31st March 2024	-
Depreciation	
Balance at 1st April 2023	1,088
Charge for the year	-
Disposals	(1,088)
Balance at 31st March 2024	-
Net Book Value	
At 31st March 2024	-
At 31st March 2023	-

8 Financial instruments

	2024 £	2023 £
Carrying amount of financial liabilities		
Measured at amortised cost:	9,749	9,257

9 Debtors

	2024 £	2023 £
Prepayments & accrued income	-	-
	-	-

10 Creditors

	2024 £	2023 £
Subscriptions in advance (see note 11)	54,501	56,833
Accruals and other creditors	9,749	9,257
Taxation and Social Security	5,830	2,599
	70,080	68,689

11 Income in advance

	2024 £	2023 £
At beginning of the year	56,833	98,347
Released during the year	(56,833)	(98,347)
Additions in the year	54,501	56,833
At end of the year	54,501	56,833

12 Reserves

Reserves	Balance at 1 April 2023	Income	Expenditure	Other losses	Balance at 31 March 2024
	£	£	£	£	
Unrestricted funds	22,613	141,394	(151,837)	-	12,170
Porticus	7,660	-	(1,075)	-	6,585
Jesuits in Britain	4,663	-	-	-	4,663
Restricted reserves	12,323	-	(1,075)	-	11,248
Total reserves	34,936	141,394	(152,912)	-	23,418

Reserves	Balance at 1 April 2022	Income	Expenditure	Other losses	Balance at 31 March 2023
	£	£	£	£	
Unrestricted funds	8,952	196,113	(182,452)	-	22,613
Porticus	7,660	-	-	-	7,660
Jesuits in Britain	4,663	-	-	-	4,663
Restricted reserves	12,323	-	-	-	12,323
Total reserves	21,275	196,113	(182,452)	-	34,936

Restricted funds

The Porticus funding is towards the CISC special schools projects and the CISC school partnership projects with the community.

Jesuits in Britain funding is towards the CISC leadership programme.

13 Company Status

The charity is a registered company limited by guarantee. The members liability is limited in the event of the company being wound up to a contribution of £1 towards the assets of the company. Members comprise the Board of Management.

14 Related Party Transactions

With the exception of trustees reimbursements disclosed in note 4b there were no other related party transactions during the current and preceding year.

CATHOLIC INDEPENDENT SCHOOLS CONFERENCE

England & Wales - Charity number 1063645

Accounts

CATHOLIC INDEPENDENT SCHOOLS' CONFERENCE

(A company limited by guarantee and not having a share capital)

REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

Company Number: 3407765
Charity Number: 1063645

CATHOLIC INDEPENDENT SCHOOLS' CONFERENCE
(A company limited by guarantee and not having a share capital)

YEAR ENDED 31 MARCH 2023

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CATHOLIC INDEPENDENT SCHOOLS' CONFERENCE
(A company limited by guarantee and not having a share capital)

REFERENCE AND ADMINISTRATIVE INFORMATION

YEAR ENDED 31 MARCH 2023

CHARITY NUMBER:	1063645
COMPANY NUMBER:	3407765
REGISTERED OFFICE:	40 Bramwell Close Sunbury-on-Thames England TW16 5PU
BOARD OF TRUSTEES:	Antony Hudson (Chair) Sarah Conrad John Patterson David Buxton (resigned 20 September 2022) Matthew Burke Christopher Cann Margaret Giblin (appointed 20 September 2022) Jon Reddin (appointed 20 September 2022)
GENERAL SECRETARY:	Maureen Glackin
INDEPENDENT EXAMINERS:	Moore Kingston Smith LLP 6th Floor 9 Appold Street London EC2A 2AP
SOLICITORS:	Stone King 13 Queen Street Bath BA1 2HJ
BANKERS:	Allied Irish Bank Mayfair Branch 10 Berkeley Square Mayfair, London W1J 6AA HSBC 55 Corporation St Coventry West Midlands CV1 1GX Hodge Bank One Central Square Cardiff CF10 1FS Santander Business Banking Bridle Road Bootle Merseyside L30 4GB

CATHOLIC INDEPENDENT SCHOOLS' CONFERENCE
BOARD OF MANAGEMENT REPORT
YEAR ENDED 31 MARCH 2023

The Board of Management, who are also directors, present their annual report together with the financial statements for the year ended 31 March 2023.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Catholic Independent Schools' Conference (CISC) was incorporated in 1997 as a company limited by guarantee (no. 3407765) and is also a registered charity (No. 1063645). The governing document of the charity is the Memorandum and Articles of Association, which can be found on the website at www.catholicindependentschools.com.

CISC is administered by a Board of Management, whose members are its directors and trustees for the purposes of Company and Charity law respectively. The names of the directors/trustees are shown on page 1.

The Board of Management is elected by the membership. Candidates must be full members (see: definition of full member on the website at www.catholicindependentschools.com. Board members serve for a period of six years. The Board of Management elects the Chair of the Board for a period of four years. Antony Hudson was elected Chair in January 2020.

In their committed work for CISC, the trustees have regard to the guidance issued by the Charity Commission on public benefit, in particular with reference to the documents above.

Dr Maureen Glackin was appointed to the post of General Secretary in October 2018.

RISK ASSESSMENT

The Risk Statement and Risk Register was presented to the committee (board of management) at a full meeting on 14 September, 2022. After a full discussion it was reviewed and approved.

OBJECTIVES AND ACTIVITIES

The Company's (CISC's) Objects, as described in the Memorandum and Articles of Association (1997) are:

"To promote education in schools which teach the Catholic faith principally by providing the head teachers or principals of those schools with the opportunity to meet, discuss, analyse and consider common concerns and to disseminate the outcome of such meetings."

In the year in question, CISC has focused on:

- Ensuring the success of our Conference in February 2023, *'Where are we now? Where are we going? Pausing with the woman at the well'* working with our host school, Ampleforth.

- Review and revision of the charity's suite of policies (September 2022), to ensure they are reflective of updates in policy and practice with reference to the sector. All policies are accessible at: www.catholicindependentschools.com > About > Key Documents and Policies.

- Having a range of activities to meet the charity's objectives: this has included the development and embedding of a suite of on-line 'Reach Outs!' aimed at Chaplains, Deputy Heads and Music leads. After the pilot of the Barnabas Magdalen Aspiring Leaders Formation Programme, in 2021-22, the first year of The Tabor Aspiring Leaders Programme in collaboration with EducareM.

- Understanding the terrain through informed responses to members' pastoral concerns offering support and 1:1 conversations for members requiring theologically informed responses to contemporary concerns and issues. The promotion of Catholic independent schools and Catholic education has continued more widely through publications, Conference presentations and collaborations with other Catholic agencies.

- Maintaining strategic conversations with dioceses and the Catholic Education Service (CES) on issues of importance to the sector: leadership formation, canonical inspection, policy and document development, and particularly the publication of the *Religious Education Directory* (RED) and the consultation on the *Draft Prayer and Liturgy Directory*.

ACHIEVEMENTS AND PERFORMANCE

CISC's Strategic Plan for 2021-2025 outlines the following strategic aims.

- Support communion and collaboration amongst heads, schools, dioceses and Catholic partners
- Christ-centred education and formation for ourselves and the community we serve
- Sharing faith, sharing in faith through prayer, words and actions and a commitment to social justice
- Challenging misconceptions and being an authentic voice for Catholic independent schools nationally and internationally
- Nurturing all in our school communities to their full potential academically, physically and spiritually
- Articulating and celebrating our mission and vocation in Catholic education

In line with previous reports, achievement and performance will be evaluated with reference to these strategic commitments with reference to key elements of the year in question.

Supporting communion and collaborations amongst Heads and key stakeholders and providing opportunities for sharing faith and prayer are integral aspects of CISC life, fostered through a range of events and activities.

CISC's Conference 2023, *'Where are we now? Where are we going? Pausing with the woman at the well'* was the first to take place in person, in our usual February slot since our pre-pandemic Glasgow Conference in 2020. Despite a rail strike taking place during the Conference, attendance was marginally up on last year – 91 as compared with 90 - and there was a very positive reception in terms of the keynote, workshops and the Hosted Conversation on School Chaplaincy on the Friday morning.

'Reach Outs!' - informal on-line meetings for colleagues who share key roles across CISC schools - continued with some success throughout the year. 'Deputy Heads Reach Outs!', 'Chaplains Reach outs!' and CISC Music Hub meetings were scheduled.

There was also an 'in person' 'Reach Out!' for Deputy Heads in September 2022, which New Hall School very kindly agreed to host. The day was very worthwhile for those in attendance, although numbers were small.

Whole School support events continue to take place online with the Heads' and Bursars' Leadership Briefing by headline sponsors Moore Kingston Smith (MKS) and Stone King (SK) in September 2022, attended by 30 delegates. This remains a popular and informative event for members, and CISC is grateful to colleagues at MKS and SK for giving their time and expertise in this way.

Individual support to Heads continues, through e-mail, phone calls or Zoom and through school visits. The General Secretary offers INSET on Catholic mission and identity to all schools, free of charge, along with supporting retreat work with pupils. This year, 2 schools have availed themselves of this.

Of critical importance to CISC, is the formation of leaders and future leaders and this year has seen the establishment of the *Tabor Programme* for aspiring leaders in collaboration with EducareM and the National School of Formation (NSF). 2 CISC Deputy Heads were due to start but one had to withdraw before the start of the programme. Therefore 1 CISC deputy successfully completed the programme and went on to secure a headship in a Catholic junior school. The CISC deputy who completed the pilot *Barnabas Magdalen* programme in 2021-2022 has also secured a headship in a Catholic senior school this year. Evaluations for the course were extremely positive. Succession planning is a key concern for CISC Heads and it is hoped that more will encourage their deputies and middle leaders to embark on the *Tabor Programme* in AY 2022-23. To this end, CISC offers a subsidy to schools to support this. One CISC head also participated on the *Christ the Teacher* Programme for heads and long-serving governors. An online governance formation programme, in collaboration with EducareM, was also made available to CISC member schools this year.

All of these initiatives contribute to our aim to support colleagues in their desire to **nurture all in our school communities to their full potential academically, physically and spiritually, enabling them to provide Christ-centred formation and education for their communities.**

Challenging misconceptions and being an authentic voice for Catholic independent schools nationally and internationally is of key importance to all members.

CISC members and Committee Members remain active within associated professional bodies and sit on their committees, for example the GSA, SoH, HMC, ISC, ISI and Diocesan Inspectorates.

The General Secretary's close collaboration with the Catholic Education Service on day-to-day operational school concerns and strategic policy development continues to ensure that the distinct nature of CISC schools is recognised and considered in informing thinking. The collaboration on the development of the new national framework for canonical inspection and the *Religious Education Directory* is evidence of this. In addition, Dr Nancy Walbank (RSE Advisor at the CES) led a workshop at our Conference, Paul Barber, Director of the CES was also a guest speaker at Conference and Catherine Bryan, Deputy Director at the CES, led a session for our deputy heads at the Reach Out! at New Hall School. This close relationship with the CES is of critical importance to CISC and I am grateful for the support it offers me, as General Secretary, and our schools.

The first phase of the 'Spiritual Capital' Research Project, examining the contemporary impact of the charism of a range of Religious Order Trusteeship CISC Schools, has been completed and findings continue to be disseminated through *Networking magazine,* conference presentations such as at the

Network for Researchers into Catholic Education Conference, Female Voices in Catholic Education conference and the CISC Conference, as well as a forthcoming book chapter and article in the academic journal, *International Studies in Catholic Education*. Phase 2 of the Project, interviews with pupils, will be linked to Conference 2024.

These initiatives articulate how faith in CISC schools is realised and **shared through prayer, words and actions and a commitment to social justice whilst articulating and celebrating our mission and vocation in Catholic education**.

THE FUTURE

The coming year will see a focus on:

- The completion of phase 2 of the Spiritual Capital research project
- Further development of the 'Reach Out!' programmes
- Recruitment to Tabor, Christ the Teacher and online Governance programmes
- Supporting schools with Canonical Inspection and training as Inspectors
- Supporting schools with work on mission and identity
- Facilitating and contributing to conversations with regards to succession planning and future-proofing
- Review and revision of the Charity's objectives

FINANCIAL REVIEW

The end of year balance for March 2023 saw a surplus of £13,661 compared to a deficit of £43,807 in 2022. This is the first surplus for CISC since the General Secretary took post in 2018. This move into surplus is welcome and is partly due to it being the first complete 12 month cycle of the General Secretary's reduction in salary due to moving to .8FTE. An additional factor is that it also contains income from two CISC Conferences – 2022 and 2023 – due to the 2022 Conference being postponed and moved to April 2022, and falling within the current financial year, because of COVID. Therefore whilst this surplus is welcome, there is no room for complacency. It is estimated that without the double Conference income there would still have been a smaller loss in year but it is hoped that with a continued focus on expenditure, this more positive financial balance will continue moving forwards.

Membership fees and monies generated by Conference remain the two main sources of income which means CISC's continuance is inextricably linked to the strength and viability of its member schools. Strategic relationships with business providers and other organisations provide essential income and CISC is grateful for their support throughout the year and, particularly, at Conference.

The remainder of the grant funding from Porticus and the Jesuit Institute is shown as Restricted Funds and is not set against income and expenditure, with the total carried forward as Restricted Funds of £12,323 at 31 March 2023. The grant funding was awarded for the development of CISC's Leadership Programme and collaborations with maintained schools. Committee has approved an annual allocation of up to £4,000 to support participants in engaging with the CISC/EducareM formation for Leadership Programmes, the design of which includes and affords engagement and collaborations with maintained sector schools. This will continue to satisfy the criteria for which the funding was received. No school sought grant funding this year, although 2 CISC colleagues attended leadership formation courses in year. Increased online engagement with members, whilst having limits, does allow member schools to engage with ease across a wide geographic range and at no additional cost to them, or CISC, in terms of resource and time.

The significance of Conference, therefore, as a pastoral, community and relationship-building event becomes ever more important. The focus for CISC is to ensure it continues to deliver a quality service to members in support of their mission and identity as Catholic Schools with all activities and developments being evaluated in terms of their effectiveness against three criteria - mission, market and morality.

The General Secretary expresses thanks and gratitude for the support and professional wisdom of Liz Brown and Katie Smith at Princethorpe, Paula Hawkins at Serendipity Ink, Sam Hudson, Anjali Kothari and Neil Finlayson at Moore Kingston Smith, Antony Hudson CISC Chair and the CISC Committee.

REMUNERATION POLICY

The Charity has one paid employee, the General Secretary. Administrative support is provided by a freelance colleague for which the budget is agreed by the Trustees. The General Secretary's salary is competitive and there is an annual appraisal and salary review, with the possibility of a salary increase subject to a successful completion of annual objectives. This incremental increase has been set aside since 2019 with the agreement of the General Secretary and the Chair in order to mitigate the financial risk to CISC. Its implementation was reviewed by Committee in September 2022 as part of the review of the pilot of the General Secretary's reduction in hours and after the General secretary's appraisal in August 2022. At this meeting the Committee agreed to award the General Secretary an incremental salary increase of 5%. The General Secretary thanks the Committee for their affirmation and support.

RISK

Each year the risks to the Charity are kept under review. These include drop in membership (and, therefore, income), financial procedures, deviation from core activity, reputational damage to the organisation, ineffective governance, data loss, health and safety and safeguarding. These have been carefully considered and the likelihood and impact scored. The key risks to CISC centre upon its financial viability occasioned by a downturn in membership, the underlying causes of which could be an economic downturn, leading to falling roles in schools and potential closures; a change in government policy and a lack of relevance for members. The systems of the organisation for minimising risk are considered robust and the risk to the organisation, overall, is low. The Risk Register is reviewed annually and trustees are constantly mindful of the risks faced by the charity. The register can be viewed by members only in the Members' Area of the website.

RESERVES POLICY

The trustees continually monitor the free reserves of the charity, which are defined as unrestricted funds less fixed assets and at March 2023 these totaled **£22,613**. The trustees consider that reserves of between six- and twelve-months' expenditure are required to ensure that the charity is able to meet its long-term charitable objectives. This falls a little short of that requirement, but it is hoped that these reserves will be sustained and incrementally built upon over the next two years.

STATEMENT OF BOARD OF MANAGEMENT RESPONSIBILITIES

The Board of Management (who are also directors of Catholic Independent Schools' Conference for the purposes of Company Law) are responsible for preparing the Board of Management's Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice.)

Company Law requires the Board of Management to prepare financial statements for each Financial Year which give a true and fair view of the state of the affairs of the Charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing these financial statements, the Board of Management are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

In so far as the Board of Management are aware:

- there is no relevant audit information of which the Charity's auditor is unaware and
- the Board of Management have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

INDEPENDENT EXAMINERS

Moore Kingston Smith LLP have been appointed as independent examiners to the charity and a resolution to re-appoint them will be proposed at the AGM.

SMALL COMPANY PROVISIONS

This report has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

On behalf of the Board



Antony J W Hudson
Chair of CISC

Date 22/12/2023

CATHOLIC INDEPENDENT SCHOOLS' CONFERENCE
INDEPENDENT AUDITORS REPORT
YEAR ENDED 31 MARCH 2023

I report to the trustees on my examination of the accounts of The Headley Court Charity (the Charity) for the year ended 31 March 2023.

RESPONSIBILITIES AND BASIS OF REPORT

As the charity trustees of the Charity you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

INDEPENDENT EXAMINER'S STATEMENT

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Moore Kingston Smith LLP

Date: 22/12/2023

6th Floor
9 Appold Street
LLP
London
EC2A 2AP

Shivani Kothari
Independent Examiner
For and on behalf of Moore Kingston Smith

CATHOLIC INDEPENDENT SCHOOLS' CONFERENCE
Statement of Financial Activities (incorporating income and expenditure account)
For the year ended 31 March 2023

	Note	Unrestricted Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
Income					
Income from charitable activities					
Subscriptions		71,198	-	71,198	72,092
Sponsorship		31,805	-	31,805	-
Conference income		92,348	-	92,348	-
Bank interest		-	-	-	3
Other income		762	-	762	1,010
Total Income		196,113	-	196,113	73,105
Expenditure					
Charitable Activities	3	182,452	-	182,452	116,912
Total Expenditure		182,452	-	182,452	116,912
Other losses					
Losses on disposal of tangible fixed assets		-	-	-	-
Net movement on funds	12	13,661	-	13,661	(43,807)
Total Funds Brought Forward	12	8,952	12,323	21,275	65,082
Total Funds Carried Forward		22,613	12,323	34,936	21,275

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 11 to 16 form an integral part of these accounts.

CATHOLIC INDEPENDENT SCHOOLS' CONFERENCE
Balance Sheet
For the year ended 31 March 2023

	Note	2023 £	2023 £	2022 £	2022 £
Fixed Assets					
Intangible assets	6	2,975		3,995	
Tangible assets	7	-		-	
			2,975		3,995
Current Assets					
Debtors	9	0		4,000	
Short term deposits		36,496		63,167	
Cash and cash equivalents		64,153		58,960	
			100,649		126,127
Creditors: Amounts falling due within one year	10	(68,689)		(108,847)	
			(68,689)		(108,847)
Net Current Assets			31,960		17,280
Total Net Assets			34,936		21,275
Funds					
Unrestricted funds	12	22,613		8,952	
Restricted funds		12,323		12,323	
			34,936		21,275

For the financial year in question the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies.

No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006.

The directors acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to small companies' regime.

Approved by the Board of Trustees on 22/12/23
and signed on their behalf by:

AJW Hudson

Antony J W Hudson
Chair of CISC
Company number: 3407765

The notes on pages 11 to 16 form an integral part of these accounts.

CATHOLIC INDEPENDENT SCHOOLS' CONFERENCE
Notes to the Accounts
For the year ended 31 March 2023

1 Accounting Policies

Company information
Catholic Independent Schools' Conference is a charity limited by guarantee and incorporated in England and Wales. The registered office is 40 Bramwell Close, Sunbury-On-Thames, England, TW16 5PU.

The following policies have been used consistently in the preparation of the charity's financial statements.

Basis of Preparation of the Financial Statements
These financial statements have been prepared under the historical cost convention and on the going concern basis which assumes the company will continue in operational existence for the foreseeable future.

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The charity is a public benefit entity for the purposes of FRS 102 and therefore the charity also prepared its financial statements in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (The FRS 102 Charities SORP) and the Charities Act 2011.

These financial statements for the year ended 31 March 2023 are prepared in accordance with FRS 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland.

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

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

Going concern
The trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern and that the charity can meet their obligations for the 12 months from the date these accounts are approved.

Revenue recognition
All income is recognised when there is entitlement to the funds, the receipt is probable and the amount can be measured reliably. Subscriptions are accounted for in the period which the membership relates to and is included in deferred income when the membership relates to the next period.

Expenditure
Expenditure is included in the Statement of Financial Activities on an accruals basis, inclusive of any VAT which cannot be recovered. Expenditure is recognised once there is legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

Tangible fixed assets
Tangible fixed assets are initially measured at cost and subsequently at cost less depreciation and any impairment losses. Depreciation is provided at rates calculated to write off the cost less residual value of each asset over its expected useful life, as follows:

Office equipment and furniture	33.3% straight line

1 **Accounting Policies (continued)**

Tangible fixed assets (continued)
The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the SOFA.

Intangible fixed assets
Intangible fixed assets are initially measured at cost and subsequently at cost less amortisation and any impairment losses. Amortisation is provided at rates calculated to write off the cost less residual value of each asset over its expected useful life, as follows:

Website development costs	20% straight line

Cash and cash equivalents
Cash and cash equivalents include cash in hand, deposits held at call with banks ands other short-term liquid investments with original maturities of three months or less.

Basic financial instruments
Basic financial instruments are measured at amortised cost. The charity has no other financial instruments or basic financial instruments measured at fair value.

Debtors and creditors
Debtors and creditors receivable or payable within one year of the reporting date are carried at their transaction price and subsequently measured at amortised cost less any impairment.

Taxation
The organisation is a registered charity and therefore is not liable for income tax or corporation tax on income derived from its charitable activities as it falls within various exemptions available.

Fund Accounting
Funds held by the charity are:

Unrestricted funds - These are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

Restricted funds - These are funds held where the donor has provided for the donation to be spent in furtherance of a specific charitable purpose.

Employee benefits
The costs of short-term employee benefits are recognised as a liability and an expense. The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

2 **Critical accounting estimates and judgements**
In the application of the charity's accounting policies, the board is required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

2 Critical accounting estimates and judgements (continued)

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

There are no estimates and assumptions which have a significant risk.

3 Analysis of Expenditure

	2023 Total £	2022 Total £
Staff Costs (see note 4)	72,804	80,224
Other Costs (see below)	109,648	36,688
	182,452	116,912

Other costs are split as follows:

	2023 £	2022 £
Conference accommodation & catering	71,834	26
Professional fees	8,473	12,217
Travelling and subsistence	4,241	1,474
Computer and office equipment	16,052	14,690
Depreciation	-	181
Amortisation	1,020	1,020
Telephone	123	123
Insurance	827	789
Networking	1,668	3,288
Other costs	5,410	2,880
	109,648	36,688

4 Staff Costs

	2023 £	2022 £
a. Wages and Salaries	69,091	75,083
Social Security Costs	3,713	5,141
	72,804	80,224

The average number of employees for 2023 is 1 (2022: 1).

Those higher earning employees are:

	2023	2022
In the band £60,000 - £69,999	1	-
In the band £70,000 - £79,999	-	1

The Trustees consider that the Company Secretary whose costs are detailed above, represents the key management of the charitable company.

4 Staff Costs (continued)

b. Trustees' remuneration and reimbursed expenses

The trustees did not receive any remuneration as statutory directors of the company.

During the year no trustees were reimbursed expenses for travel and subsistence.

The following expenses were incurred during the year: £1,196 (2022: £189) on trustee/staff entertaining, and £281 (2022: £204) on leaving and 'get well soon' gifts.

5 Net movement in funds is stated after charging	**2023**	**2022**
	£	**£**
This is stated after charging:		
Independent Examiner's remuneration (net of VAT)	5,200	4,820
Amortisation charge	1,020	1,020
Depreciation charge	-	181

6 Intangible Fixed Assets

Cost	**Website**
Balance at 1st April 2022	5,100
Additions	-
Disposals	-
Balance at 31st March 2023	5,100
Amortisation	
Balance at 1st April 2022	1,105
Charge for the year	1,020
Disposals	-
Balance at 31st March 2023	2,125
Net Book Value	
At 31st March 2023	2,975
At 31st March 2022	3,995

CATHOLIC INDEPENDENT SCHOOLS' CONFERENCE
Notes to the Accounts
For the year ended 31 March 2023

7 Tangible Fixed Assets

Cost	Office Equipment
Balance at 1st April 2022	1,088
Additions	-
Disposals	(1,088)
Balance at 31st March 2023	-
Depreciation	
Balance at 1st April 2022	1,088
Charge for the year	-
Disposals	(1,088)
Balance at 31st March 2023	-
Net Book Value	
At 31st March 2023	-
At 31st March 2022	-

8 Financial instruments	2023 £	2022 £
Carrying amount of financial liabilities		
Measured at amortised cost:	9,257	8,166

9 Debtors	2023 £	2022 £
Prepayments & accrued income	-	4,000
	-	4,000

10 Creditors	2023 £	2022 £
Subscriptions in advance (see note 11)	56,833	58,802
Conference income in advance (see note 11)	-	39,545
Accruals and other creditors	9,257	8,166
Taxation and Social Security	2,599	2,334
	68,689	108,847

11 Income in advance	2023 £	2022 £
At beginning of the year	98,347	-
Released during the year	(98,347)	-
Additions in the year	56,833	98,347
At end of the year	56,833	98,347

12 Reserves

	Balance at 1 April 2022	Income	Expenditure	Other losses	Balance at 31 March 2023
	£	£	£	£	
Unrestricted funds	8,952	196,113	(182,452)	-	22,613
Porticus	7,660	-	-	-	7,660
Jesuits in Britain	4,663	-	-	-	4,663
Restricted reserves	12,323	-	-	-	12,323
Total reserves	21,275	196,113	(182,452)	-	34,936

Reserves	Balance at 1 April 2021	Income	Expenditure	Other losses	Balance at 31 March 2022
	£	£	£	£	
Unrestricted funds	50,759	73,105	(114,912)	-	8,952
Porticus	9,660	-	(2,000)	-	7,660
Jesuits in Britain	4,663	-	-	-	4,663
Restricted reserves	14,323	-	(2,000)	-	12,323
Total reserves	65,082	73,105	(116,912)	-	21,275

Restricted funds

The Porticus funding is towards the CISC special schools projects and the CISC school partnership projects with the community.

Jesuits in Britain funding is towards the CISC leadership programme.

13 Company Status

The charity is a registered company limited by guarantee. The members liability is limited in the event of the company being wound up to a contribution of £1 towards the assets of the company. Members comprise the Board of Management.

14 Related Party Transactions

With the exception of trustees reimbursements disclosed in note 4b there were no other related party transactions during the current and preceding year.

CATHOLIC INDEPENDENT SCHOOLS CONFERENCE

England & Wales - Charity number 1063645

Accounts

CATHOLIC INDEPENDENT SCHOOLS' CONFERENCE

(A company limited by guarantee and not having a share capital)

REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

Company Number: 3407765
Charity Number: 1063645

CATHOLIC INDEPENDENT SCHOOLS' CONFERENCE
(A company limited by guarantee and not having a share capital)

YEAR ENDED 31 MARCH 2022

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CATHOLIC INDEPENDENT SCHOOLS' CONFERENCE
(A company limited by guarantee and not having a share capital)

REFERENCE AND ADMINISTRATIVE INFORMATION

YEAR ENDED 31 MARCH 2022

CHARITY NUMBER:	1063645
COMPANY NUMBER:	3407765
REGISTERED OFFICE:	40 Bramwell Close Sunbury-on-Thames England TW16 5PU
BOARD OF TRUSTEES:	Antonia Beary (resigned 13 September 2021) Antony Hudson (Chair) Michael Kennedy (resigned 13 September 2021) Stephen Oliver (resigned 7 July 2021) Sarah Conrad Alexandra Neil (resigned 2 February 2022) John Patterson Hilary Blake (resigned 7 July 2021) David Buxton (resigned 20 September 2022) Matthew Burke (appointed 13 September 2021) Christopher Cann (appointed 13 September 2021) Margaret Giblin (appointed 20 September 2022) Jon Reddin (appointed 20 September 2022)
GENERAL SECRETARY:	Maureen Glackin
AUDITORS:	Moore Kingston Smith LLP 6th Floor 9 Appold Street London EC2A 2AP
SOLICITORS:	Stone King 13 Queen Street Bath BA1 2HJ
BANKERS:	Allied Irish Bank Mayfair Branch 10 Berkeley Square Mayfair, London W1J 6AA HSBC 55 Corporation St Coventry West Midlands CV1 1GX Hodge Bank One Central Square Cardiff CF10 1FS Santander Business Banking Bridle Road Bootle Merseyside L30 4GB

CATHOLIC INDEPENDENT SCHOOLS' CONFERENCE
BOARD OF MANAGEMENT REPORT
YEAR ENDED 31 MARCH 2022

The Board of Management, who are also directors, present their annual report together with the financial statements for the year ended 31 March 2022.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Catholic Independent Schools' Conference (CISC) was incorporated in 1997 as a company limited by guarantee (no. 3407765) and is also a registered charity (No. 1063645). The governing document of the charity is the Memorandum and Articles of Association, which can be found on the website at www.catholicindependentschools.com > About > Key Documents and Policies.

CISC is administered by a Board of Management, whose members are its directors and trustees for the purposes of Company and Charity law respectively. The names of the directors/trustees are shown on page 1.

The Board of Management is elected by the membership. Candidates must be full members (see: definition of full member on the website at www.catholicindependentschools.com > Membership > Membership Types). Board members serve for a period of six years. The Board of Management elects the Chair of the Board for a period of four years. Antony Hudson was elected Chair in January 2020.

In their committed work for CISC, the trustees have regard to the guidance issued by the Charity Commission on public benefit, in particular with reference to the documents above.

Dr Maureen Glackin was appointed to the post of General Secretary in October 2018.

RISK ASSESSMENT

The Risk Statement and Risk Register was presented to the committee (board of management) at a full meeting on 14 September, 2021. After a full discussion it was reviewed and approved.

OBJECTIVES AND ACTIVITIES

The Company's (CISC's) Objects, as described in the Memorandum and Articles of Association (1997) are:

"To promote education in schools which teach the Catholic faith principally by providing the head teachers or principals of those schools with the opportunity to meet, discuss, analyse and consider common concerns and to disseminate the outcome of such meetings."

In another year of challenge for all our schools due to the pandemic, CISC has focused on:

- Ensuring the success of our Conference in April 2022 which was re-scheduled from January 2022 due to Covid. Our venue was Hanbury Manor hotel and our host school was St Edmund's, Ware.

- Review and revision of the charity's suite of policies (September 2021), to ensure they are reflective of updates in policy and practice with reference to the sector. All policies are accessible at: www.catholicindependentschools.com > About > Key Documents and Policies.

- Having a range of activities to meet the charity's objectives: this has included the development and embedding of a suite of on-line 'Reach Outs!' aimed at Chaplains, Deputy Heads and Music leads. The year has also seen the pilot of the Barnabas Magdalen aspiring leaders formation programme, in collaboration with EducareM.

- Understanding the terrain through informed responses to members' pastoral concerns offering support and 1:1 conversations. The promotion of Catholic independent schools and Catholic education has continued more widely through publications, Conference presentations and collaborations with other Catholic agencies.

- Maintaining strategic conversations with dioceses and the Catholic Education Service (CES) on issues of importance to the sector: leadership formation, canonical inspection, policy and document development, particularly the consultation on the *Draft Prayer and Liturgy Directory*.

ACHIEVEMENTS AND PERFORMANCE

CISC's Strategic Plan for 2021-2025 outlines the following strategic aims.

- Support communion and collaboration amongst heads, schools, dioceses and Catholic partners
- Christ-centred education and formation for ourselves and the community we serve
- Sharing faith, sharing in faith through prayer, words and actions and a commitment to social justice
- Challenging misconceptions and being an authentic voice for Catholic independent schools nationally and internationally
- Nurturing all in our school communities to their full potential academically, physically and spiritually
- Articulating and celebrating our mission and vocation in Catholic education

In line with previous reports, achievement and performance will be evaluated with reference to these strategic commitments with reference to key elements of the year in question.

Supporting communion and collaborations amongst Heads and key stakeholders and providing opportunities for sharing faith and prayer are integral aspects of CISC life, fostered through a range of events and activities.

CISC's Conference 2022, *'Who are we to judge? What are we to do?'* had to be delayed due to the pandemic. Its re-scheduling from February 2022 to April 2022 meant that the Conference did not take place within the current financial year. The decision was taken by the Committee in early January at a time when staff and pupil absences due to Covid were at an extremely challenging rate. Almost all members were supportive of the postponement and although a small number had to cancel their booking, the later date allowed for an increased number of attendees in comparison with January bookings.

'Reach Outs!' - informal on-line meetings for colleagues who share key roles across CISC schools - continued with some success throughout the year. 'Deputy Heads Reach Outs!' and 'Chaplains Reach outs!' were held on a termly basis and the CISC Music Hub was also launched.

The 'Reach Outs!' continued to be particularly useful in sharing planning and responses to COVID as well as allowing for engagement and the sharing of ideas, resources and professional wisdom in a supportive and collegiate space. It is planned that there will be an 'in person' 'Reach Out!' for Deputy Heads in the coming year, which New Hall School has kindly agreed to host.

Whole School Support Events continue to take place online with the Heads' and Bursars' Leadership Briefing by headline sponsors Moore Kingston Smith (MKS) and Stone King (SK) in September 2021, attended by 50 delegates. This remains a popular and informative event for members, and CISC is grateful to colleagues at MKS and SK for giving their time and expertise in this way.

Individual support to Heads continues, through e-mail, phone calls or Zoom but increasingly through schools' visits as we adapt to living with Covid. The General Secretary offers INSET on Catholic mission and identity to all schools along with supporting retreat work with pupils. This year 2 x schools have availed themselves of this.

Of critical importance to CISC, is the formation of leaders and future leaders and this year has seen the launch of the pilot *Barnabas Magdalene* Programme for aspiring leaders in collaboration with EducareM and the National School of Formation (NSF). 4 CISC Deputies were due to start but due to Covid and other reasons, 2 actually embarked on the Programme of whom 1 completed. Evaluations for the course were extremely positive and it is hoped that more Heads will encourage their deputies and middle leaders to embark on the newly designed *Tabor Programme* in AY 2022-23. One CISC head also participated on the *Christ the Teacher* Programme for heads and long-serving governors. An online governance formation Programme, in collaboration with EducareM, was made available to CSIC member schools this year. A small number of schools participated; however, it is hoped that this will develop further in the coming year.

All of these initiatives contribute to our aim to support colleagues in their desire to **nurture all in our school communities to their full potential academically, physically and spiritually, enabling them to provide Christ-centred formation and education for their communities.**

Challenging misconceptions and being an authentic voice for Catholic independent schools nationally and internationally is of key importance to all members.

CISC members and Committee Members remain active within associated professional bodies and sit on their committees, for example the GSA, SoH, HMC, ISC, ISI and Diocesan Inspectorates.

The General Secretary's close collaboration with the Catholic Education Service on day-to-day operational school concerns and strategic policy development continues to ensure that the distinct nature of CISC schools is recognised and considered in informing thinking. The collaboration on the development of the new national framework for canonical inspection and the *Religious Education Curriculum Directory* is ongoing and Philip Robinson (RE Advisor at the CES) will be a guest speaker at our forthcoming conference. Catherine Bryan, Deputy Director at the CES, will also speak with our deputy heads at the forthcoming Reach Out!

Phase 1 of the 'Spiritual Capital' Research Project, examining the contemporary impact of the charism of a range of Religious Order Trusteeship CISC schools, has been completed with 12 Headteachers being interviewed. Initial findings are now being written up and will be shared through a range of academic and Catholic educational networks. The Heads give powerful testimony to the vocation of Catholic School Leadership, ably articulating their individual charisms and its relevance to contemporary education and living. The General Secretary will continue with Phase 2 of the Project, with interviews with pupils, in the next academic year.

Last year, CISC collaborated with Reed Brand Communications in publishing the report, *Learning to Live and Love Like Jesus – CISC and the Common Good,* an exploration of the collective and individual contributions that Catholic Independent Schools make in the call to serve the Common Good. Further developing this work, CISC is continuing the collaboration with Reed Brand and introducing *'Touching Hearts, Changing Lives'.* This is a podcast series which showcases CISC's gifted, entrepreneurial alumni and their engagement with and leadership of socially-minded projects. This will be launched at Conference 2022. It is hoped that schools will suggest alumni who could participate: as well as showing the difference that attending a CISC school makes, the podcasts will be used by schools for recruitment, marketing and development purposes.

These initiatives articulate how faith in CISC schools is realised and **shared through prayer, words and actions and a commitment to social justice whilst articulating and celebrating our mission and vocation in Catholic education**.

THE FUTURE

The coming year will see a focus on:

- The completion of phase 2 of the Spiritual Capital research project; dissemination of initial findings and the write-up of this phase of the project as a whole
- Further development of the 'Reach Out!'s to RS Leads
- Recruitment to Tabor, Christ the Teacher and online Governance programmes
- Supporting schools with Canonical Inspection and training as Inspectors
- Supporting schools with work on mission and identity

FINANCIAL REVIEW

The end of year balance for March 2022 saw a deficit of £43,807 compared to a deficit of £38,763 in 2021. Whilst the increased deficit in year is disappointing, it can be partly attributed to the loss of revenue from Conference 2022 whose income, due to its postponement to April 2022, now falls within the forthcoming April 2022 – March 2023 Financial Year. This year has also seen a reduction in hours to .8FTE for the General Secretary. This was initiated in September 2021 and, therefore, the full impact of this salary saving will not be seen until next year's Financial Report which will include the first, full 12 month period of the reduction. This reduction in hours has been achieved without detriment to the work of CISC; however, it has gone some way to mitigate the losses occasioned this year.

Therefore, it is hoped that further reduction of the deficit will be achieved in 2023, looking to move into marginal profitability in 2024. This is achievable when one looks at the year on year reduction in expenditure of £46,431 from March 2020-21 and £20,627 this year compared with the previous year. The trajectory to a more solid financial basis has been delayed by approximately 18 months – 2 years due to Covid, but the goal and the adjusted timeline remain realistic.

Membership fees and monies generated by Conference are the two main sources of income which means CISC's continuance is inextricably linked to the strength and viability of its member schools. Strategic relationships with business providers and other organisations provide essential income and CISC is grateful for their support throughout the year and, particularly, at Conference. The remainder of the grant funding from Porticus and the Jesuit Institute is shown as Restricted Funds and is not set against income and expenditure, with the total carried forward as Restricted Funds of £12,323 at 31 March 2022. The grant funding was awarded for the development of CISC's Leadership Programme and collaborations with maintained schools. Committee has approved an annual allocation of up to £4,000 to support participants in engaging with the CISC/EducareM formation for Leadership Programmes, the design of which includes and affords engagement and collaborations with maintained sector schools. This will continue to satisfy the criteria for which the funding was received. An allocation of £2,000 was awarded to participants of the *'Christ the Teacher'* and *'Barnabas Magdalen'* Programmes this year.

The General Secretary and CISC Committee are not - and cannot - afford to be complacent about the financial deficit, but are confident that the solutions proposed will allow a move to sustainability and profitability moving forwards. The increased online engagement with members, whilst having limits, does allow member schools to engage with ease across a wide geographic range and at no additional cost to them or CISC. The significance of Conference, therefore, as a pastoral, community and relationship-building event becomes ever more important. The focus for CISC is to ensure it continues to deliver a quality service to members in support of their mission and identity as Catholic schools with all activities and developments being evaluated in terms of their effectiveness against three criteria - mission, market and morality.

The General Secretary expresses thanks and gratitude for the support and professional wisdom of Liz Brown and Katie Smith at Princethorpe, Paula Hawkins at Serendipity Ink, Claudia Marks, Anjali Kothari and Neil Finlayson at Moore Kingston Smith, Antony Hudson CISC Chair and the CISC Committee.

REMUNERATION POLICY

The Charity has one paid employee, the General Secretary. Administrative support is provided by a freelance colleague for which the budget is agreed by the Trustees. The General Secretary's salary is competitive and there is an annual appraisal and salary review, with the possibility of a salary increase subject to a successful completion of annual objectives. This incremental increase has been set aside since 2019 with the agreement of the General Secretary and the Chair in order to mitigate the financial risk to CISC. Its implementation was scheduled to be reviewed by Committee in May 2022 as part of the review of the pilot of the General Secretary's reduction in hours. This was postponed and will now take place in September 2022 post the General Secretary's appraisal.

RISK

Each year the risks to the Charity are kept under review. These include drop in membership (and,therefore, income), financial procedures, deviation from core activity, reputational damage to the organisation, ineffective governance, data loss, health and safety and safeguarding. These have been carefully considered and the likelihood and impact scored. The key risks to CISC centre upon its financial viability occasioned by a fall in membership, the underlying causes of which could be: an economic downturn, leading to falling numbers in schools and potential closures; a change in government policy leading to unfavourable legislation for

independent schools and a lack of relevance its core Catholic identity for members. The systems of the Organisation for minimising risk are considered robust and the overall risk to the Organisation is low and manageable. The Risk Register is reviewed annually and trustees are constantly mindful of the risks faced by the charity. The register can be viewed by members only in the Members' Area of the website.

RESERVES POLICY

The trustees continually monitor the free reserves of the charity, which are defined as unrestricted funds less fixed assets and at March 2022 these totalled **£4,957**. The trustees consider that reserves of between six and twelve months' expenditure are required to ensure that the charity is able to meet its long term charitable objectives. This falls considerably short of that requirement and can be attributed to the previously referenced re-scheduling of Conference expenditure and income into next financial year. It is anticipated that reserves will recover to the required level next year.

STATEMENT OF BOARD OF MANAGEMENT RESPONSIBILITIES

The Board of Management (who are also directors of Catholic Independent Schools' Conference for the purposes of Company Law) are responsible for preparing the Board of Management's Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice.)

Company Law requires the Board of Management to prepare financial statements for each Financial Year which give a true and fair view of the state of the affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing these financial statements, the Board of Management are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

In so far as the Board of Management are aware:

- there is no relevant audit information of which the charity's auditor is unaware; and
- the Board of Management have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

AUDITORS

Moore Kingston Smith LLP have been appointed as auditors and independent examiners to the company and a resolution to re-appoint them will be proposed at the AGM.

SMALL COMPANY PROVISIONS

This report has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

On behalf of the Board

AJWHudson 07/12/22

Antony J W Hudson
Chair of CISC

Date

INDEPENDENT EXAMINER'S REPORT TO THE MEMBERS OF CATHOLIC INDEPENDENT SCHOOLS' CONFERENCE

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2022.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

Independent Examiner's Statement

I have completed my examination. I confirm that no matters, other than that noted below, have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities.

There was insufficient evidence available to support a nil balance in one of the Company bank accounts as at 31 March 2022.

I have no further concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Moore Kingston Smith LLP

Date 8 December 2022

Shivani Kothari (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

6th Floor
9 Appold Street
London
EC2A 2AP

CATHOLIC INDEPENDENT SCHOOLS' CONFERENCE
Statement of Financial Activities (incorporating income and expenditure account)
For the year ended 31 March 2022

	Note	Unrestricted Funds £	Restricted Funds £	Total 2022 £	Total 2021 £
Income					
Income from charitable activities					
Subscriptions		72,092	-	72,092	79,492
Sponsorship		-	-	-	9,360
Conference income		-	-	-	8,675
Bank interest		3	-	3	19
Other income		1,010	-	1,010	1,230
Total Income		73,105	-	73,105	98,776
Expenditure					
Charitable Activities	**3**	114,912	2,000	116,912	137,539
Total Expenditure		114,912	2,000	116,912	137,539
Other losses					
Losses on disposal of tangible fixed assets		**-**	**-**	-	-
Net movement on funds	**12**	(41,807)	(2,000)	(43,807)	(38,763)
Total Funds Brought Forward	**12**	50,759	14,323	65,082	103,845
Total Funds Carried Forward		8,952	12,323	21,275	65,082

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 15 to 18 form an integral part of these accounts.

CATHOLIC INDEPENDENT SCHOOLS' CONFERENCE
Balance Sheet
For the year ended 31 March 2022

	Note	2022 £	2022 £	2021 £	2021 £
Fixed Assets					
Intangible assets	6	3,995		5,015	
Tangible assets	7	-		181	
			3,995		5,196
Current Assets					
Debtors	9	4,000		3,942	
Short term deposits		63,167		61,155	
Cash and cash equivalents		58,960		9,356	
			126,127		74,453
Creditors: Amounts falling due within one year	10	(108,847)		(14,567)	
			(108,847)		(14,567)
Net Current Assets			17,280		59,886
Total Net Assets			21,275		65,082
Funds					
Unrestricted funds	12	8,952		50,759	
Restricted funds		12,323		14,323	
			21,275		65,082

For the financial year in question the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies.

No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006.

The directors acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to small companies' regime.

Approved by the Board of Trustees on 07/12/22
and signed on their behalf by:

AJW Hudson

Antony J W Hudson
Chair of CISC
Company number: 3407765

The notes on pages 15 to 18 form an integral part of these accounts.

CATHOLIC INDEPENDENT SCHOOLS' CONFERENCE
Notes to the Accounts
For the year ended 31 March 2022

1 Accounting Policies

Company information
Catholic Independent Schools' Conference is a charity limited by guarantee and incorporated in England and Wales. The registered office is 40 Bramwell Close, Sunbury-On-Thames, England, TW16 5PU.

The following policies have been used consistently in the preparation of the charity's financial statements.

Basis of Preparation of the Financial Statements
These financial statements have been prepared under the historical cost convention and on the going concern basis which assumes the company will continue in operational existence for the foreseeable future.

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The charity is a public benefit entity for the purposes of FRS 102 and therefore the charity also prepared its financial statements in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (The FRS 102 Charities SORP) and the Charities Act 2011.

These financial statements for the year ended 31 March 2022 are prepared in accordance with FRS 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland.

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

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

Going concern
The trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern.

Revenue recognition
All income is recognised when there is entitlement to the funds, the receipt is probable and the amount can be measured reliably. Subscriptions are accounted for in the period which the membership relates to and is included in deferred income when the membership relates to the next period.

Expenditure
Expenditure is included in the Statement of Financial Activities on an accruals basis, inclusive of any VAT which cannot be recovered. Expenditure is recognised once there is legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

Tangible fixed assets
Tangible fixed assets are initially measured at cost and subsequently at cost less depreciation and any impairment losses. Depreciation is provided at rates calculated to write off the cost less residual value of each asset over its expected useful life, as follows:

Office equipment and furniture	33.3% straight line

1 Accounting Policies (continued)

Tangible fixed assets (continued)
The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the SOFA.

Intangible fixed assets
Intangible fixed assets are initially measured at cost and subsequently at cost less amortisation and any impairment losses. Amortisation is provided at rates calculated to write off the cost less residual value of each asset over its expected useful life, as follows:

Website development costs	20% straight line

Cash and cash equivalents
Cash and cash equivalents include cash in hand, deposits held at call with banks ands other short-term liquid investments with original maturities of three months or less.

Basic financial instruments
Basic financial instruments are measured at amortised cost. The charity has no other financial instruments or basic financial instruments measured at fair value.

Debtors and creditors
Debtors and creditors receivable or payable within one year of the reporting date are carried at their transaction price and subsequently measured at amortised cost less any impairment.

Taxation
The organisation is a registered charity and therefore is not liable for income tax or corporation tax on income derived from its charitable activities as it falls within various exemptions available.

Fund Accounting
Funds held by the charity are:

Unrestricted funds - These are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

Restricted funds - These are funds held where the donor has provided for the donation to be spent in furtherance of a specific charitable purpose.

Employee benefits
The costs of short-term employee benefits are recognised as a liability and an expense. The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

2 Critical accounting estimates and judgements
In the application of the charity's accounting policies, the board is required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

2 Critical accounting estimates and judgements (continued)

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

There are no estimates and assumptions which have a significant risk.

3 Analysis of Expenditure

	2022 Total £	2021 Total £
Staff Costs (see note 4)	80,224	91,520
Other Costs (see below)	36,688	46,019
	116,912	137,539

Other costs are split as follows:

	2022 £	2021 £
Conference accommodation & catering	26	4,454
Professional fees	12,217	9,409
Printing, postage, stationery and advertising	-	105
Travelling and subsistence	1,474	165
Computer and office equipment	14,690	25,792
Depreciation	181	(2,451)
Amortisation	1,020	3,940
Telephone	123	123
Insurance	789	1,953
Networking	3,288	2,070
Other costs	2,880	459
	36,688	46,019

4 Staff Costs

		2022 £	2021 £
a.	Wages and Salaries	75,083	85,000
	Social Security Costs	5,141	6,520
		80,224	91,520

The average number of employees for 2022 is 1 (2021: 1).

Those higher earning employees are:

	2022	2021
In the band £70,000 - £79,999	1	-
In the band £80,000 - £89,999	-	1

The Trustees consider that the Company Secretary whose costs are detailed above, represents the key management of the charitable company.

4 Staff Costs (continued)

b. Trustees' remuneration and reimbursed expenses

The trustees did not receive any remuneration as statutory directors of the company.

During the year no trustees were reimbursed expenses for travel and subsistence.

The following expenses were incurred during the year: £189 (2021: £0) on trustee/staff entertaining, and £204 (2021: £0) on leaving and 'get well soon' gifts.

5 Net movement in funds is stated after charging	**2022 £**	**2021 £**
This is stated after charging:		
Auditors' remuneration (net of VAT)	4,820	4,380
Amortisation charge	1,020	1,126
Depreciation charge	181	363

6 Intangible Fixed Assets

Cost	**Website**
Balance at 1st April 2021	5,100
Additions	-
Disposals	-
Balance at 31st March 2022	5,100
Amortisation	
Balance at 1st April 2021	85
Charge for the year	1,020
Disposals	-
Balance at 31st March 2022	1,105
Net Book Value	
At 31st March 2022	3,995
At 31st March 2021	5,015

7 Tangible Fixed Assets

	Office Equipment
Cost	
Balance at 1st April 2021	1,088
Additions	-
Disposals	-
Balance at 31st March 2022	1,088
Depreciation	
Balance at 1st April 2021	907
Charge for the year	181
Disposals	-
Balance at 31st March 2022	1,088
Net Book Value	
At 31st March 2022	-
At 31st March 2021	181

8 Financial instruments	**2022 £**	**2021 £**
Carrying amount of financial liabilities		
Measured at amortised cost:	8,166	8,305

9 Debtors	**2022 £**	**2021 £**
Prepayments & accrued income	4,000	3,942
	4,000	3,942

10 Creditors	**2022 £**	**2021 £**
Subscriptions in advance (see note 11)	58,802	-
Conference income in advance (see note 11)	39,545	-
Accruals and other creditors	8,166	8,305
Taxation and Social Security	2,334	6,262
	108,847	14,567

11 Income in advance	**2022 £**	**2021 £**
At beginning of the year	-	37,662
Released during the year	-	(37,662)
Additions in the year	98,347	-
At end of the year	98,347	-

12 Reserves

Reserves	Balance at 1 April 2021	Income	Expenditure	Other losses	Balance at 31 March 2022
	£	£	£	£	
Unrestricted funds	50,759	73,105	(114,912)	-	8,952
Porticus	9,660	-	(2,000)	-	7,660
Jesuits in Britain	4,663	-	-	-	4,663
Restricted reserves	14,323	-	(2,000)	-	12,323
Total reserves	65,082	73,105	(116,912)	-	21,275

Reserves	Balance at 1 April 2020	Income	Expenditure	Other losses	Balance at 31 March 2021
	£	£	£	£	
Unrestricted funds	89,522	98,776	(137,539)	-	50,759
Porticus	9,660	-	-	-	9,660
Jesuits in Britain	4,663	-	-	-	4,663
Restricted reserves	14,323	-	-	-	14,323
Total reserves	103,845	98,776	(137,539)	-	65,082

Restricted funds

The Porticus funding is towards the CISC special schools projects and the CISC school partnership projects with the community.

Jesuits in Britain funding is towards the CISC leadership programme.

13 Company Status

The charity is a registered company limited by guarantee. The members liability is limited in the event of the company being wound up to a contribution of £1 towards the assets of the company. Members comprise the Board of Management.

14 Related Party Transactions

With the exception of trustees reimbursements disclosed in note 4b there were no other related party transactions during the current and preceding year.

CATHOLIC INDEPENDENT SCHOOLS CONFERENCE

England & Wales - Charity number 1063645

Accounts

CATHOLIC INDEPENDENT SCHOOLS' CONFERENCE

(A company limited by guarantee and not having a share capital)

REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

Company Number: 3407765
Charity Number: 1063645

This copy of the audited accounts replace the previously filed version and are now the statutory accounts for the year ended 31 March 2021.
These accounts are prepared as they were at the date of the original accounts.

CATHOLIC INDEPENDENT SCHOOLS' CONFERENCE
(A company limited by guarantee and not having a share capital)

YEAR ENDED 31 MARCH 2021

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CATHOLIC INDEPENDENT SCHOOLS' CONFERENCE
(A company limited by guarantee and not having a share capital)

REFERENCE AND ADMINISTRATIVE INFORMATION

YEAR ENDED 31 MARCH 2021

CHARITY NUMBER:	1063645
COMPANY NUMBER:	3407765
REGISTERED OFFICE:	40 Bramwell Close Sunbury-on-Thames England TW16 5PU
BOARD OF TRUSTEES:	Antonia Beary (resigned 13 September 2021) Antony Hudson Michael Kennedy (resigned 13 September 2021) Stephen Oliver (resigned 7 July 2021) Sarah Conrad Alexandra Neil John Patterson Hilary Blake (resigned 7 July 2021) Nicholas Cuddihy (resigned 3 October 2020) David Buxton Matthew Burke (appointed 13 September 2021) Christopher Cann (appointed 13 September 2021)
GENERAL SECRETARY:	Maureen Glackin
AUDITORS:	Moore Kingston Smith LLP Devonshire House 60 Goswell Road London EC1M 7AD
SOLICITORS:	Stone King 13 Queen Street Bath BA1 2HJ
BANKERS:	Allied Irish Bank Mayfair Branch 10 Berkeley Square Mayfair, London W1J 6AA HSBC 55 Corporation St Coventry West Midlands CV1 1GX Hodge Bank One Central Square Cardiff CF10 1FS Santander Business Banking Bridle Road Bootle Merseyside L30 4GB

CATHOLIC INDEPENDENT SCHOOLS' CONFERENCE
BOARD OF MANAGEMENT REPORT
YEAR ENDED 31 MARCH 2021

The Board of Management, who are also directors, present their annual report together with the financial statements for the year ended 31 March 2021.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Catholic Independent Schools' Conference (CISC) was incorporated in 1997 as a company limited by guarantee (no. 3407765) and is also a registered charity (No. 1063645). The governing document of the charity is the Memorandum and Articles of Association, which can be found on the website at www.catholicindependentschools.com > About > Key Documents and Policies.

CISC is administered by a Board of Management, whose members are its directors and trustees for the purposes of Company and Charity law respectively. The names of the directors/trustees are shown on page 1.

The Board of Management is elected by the membership. Candidates must be full members (see: definition of full member on the website at www.catholicindependentschools.com > Membership > Membership Types). Board members serve for a period of six years. The Board of Management elects the Chair of the Board for a period of four years. Antony Hudson was elected Chair in January 2020.

In their committed work for CISC, the trustees have regard to the guidance issued by the Charity Commission on public benefit, in particular with reference to the documents above.

Dr Maureen Glackin was appointed to the post of General Secretary in October 2018.

RISK ASSESSMENT

The Risk Statement and Risk Register was presented to the committee (board of management) at a full meeting on 16 September, 2020. After a full discussion it was reviewed and approved.

OBJECTIVES AND ACTIVITIES

The Company's (CISC's) Objects, as described in the Memorandum and Articles of Association (1997) are:

"To promote education in schools which teach the Catholic faith principally by providing the head teachers or principals of those schools with the opportunity to meet, discuss, analyse and consider common concerns and to disseminate the outcome of such meetings."

In an unprecedented year of challenge for all our schools due to the pandemic, CISC has focused on:

- Ensuring the success of our virtual Conference in March 2021 with reference to quality of delegate experience and financials.

- Review and revision of the charity's suite of policies (September 2020 and May 2021), to ensure they are reflective of updates in policy and practice with reference to the sector. All policies are accessible at: www.catholicindependentschools.com > About > Key Documents and Policies.

- Having a range of activities to meet the charity's objectives: the pandemic has accelerated an 'on-line' offer that was already being considered to better suit the needs of members and support engagement.

- Understanding the terrain through informed responses to members' pastoral concerns offering support and 1:1 conversations with a limited number of visits and an increasing number of e-meetings. This has included support for colleagues where, sadly, schools have closed. The promotion of Catholic independent schools and Catholic education has continued more widely through publications, addresses and collaborations with other Catholic agencies.

- Maintaining strategic conversations with dioceses and the Catholic Education Service (CES) on issues of importance to the sector: leadership formation, canonical inspection, policy and document development.

ACHIEVEMENTS AND PERFORMANCE

At the AGM held March 18th 2021, members approved their new Strategic Plan for 2021-2025, which outlined the following strategic aims.

- Support communion and collaboration amongst heads, schools, dioceses and Catholic partners
- Christ-centered education and formation for ourselves and the community we serve
- Sharing faith, sharing in faith through prayer, words and actions and a commitment to social justice
- Challenging misconceptions and being an authentic voice for Catholic independent schools nationally and internationally
- Nurturing all in our school communities to their full potential academically, physically and spiritually
- Articulating and celebrating our mission and vocation in Catholic education

In line with previous reports, achievement and performance will be evaluated with reference to these strategic commitments. It is difficult to do this individually and therefore attention will be drawn to them thematically rather than systematically with reference to key elements of the preceding year.

Supporting communion and collaborations amongst Heads and key stakeholders and providing opportunities for sharing faith and prayer are integral aspects of CISC life, fostered through a range of events and activities.

CISC's Conference 2021, *'To Grow is to Change. In the Spirit of St John Henry Newman'* was held on March18-19, and was our first on-line conference. The Conference attracted 70 schools and 10 sponsors. Despite the unique circumstances, feedback revealed a very high level of satisfaction and whilst income was 50% down on what might usually be expected, proportionately income against expenditure was 7% higher at 75% compared with 68% the previous year.

'Reach Outs!' were a new development this year – informal on-line meetings for colleagues who share key roles across CISC schools. 'Deputy Heads Reach Outs!' and 'Chaplains Reach outs!' ran

throughout the year and proved particularly useful in sharing planning and responses to COVID requirements as they were rolled out. Just as importantly, the meetings allowed for engagement and the sharing of ideas, resources and professional wisdom in a supportive and collegiate space. Planning is also underway for a CISC Music Hub, an online forum to support those who lead on the academic and liturgical provision of music on our schools.

Whole school support events also took place online with the Heads' and Bursars' Leadership Briefing by headline sponsors Moore Kingston Smith and Stone King in September 2020, attended by 60 delegates, and the Wellbeing Action Plan Seminar hosted by EduHealth in November 2020, attended by 30. The online platform is proving much more popular and accessible to colleagues, as well as being more cost-effective, and will be retained, for the most part, for these type of events moving forwards.

Of critical importance to CISC, is the formation of leaders and future leaders. As such CISC continues its collaboration with EducareM and the National School of Formation (NSF). All residential programmes were suspended this year due to the pandemic, however existing bookings have been transferred and CISC colleagues will be participating on the *Christ the Teacher* programme for heads and long-serving governors and the *Barnabas and Magdalene* programme for aspiring heads and recently appointed governors, in the forthcoming academic year (AY) 21-22. An online governance formation programme is also being piloted, in collaboration with EducareM, and will be made available to CSIC member schools in AY 21-22.

CISC membership benefits include membership of the Chartered College of Teaching and in partnership with Eduhealth, access for all members' and their staff to a BUPA employee assistance telephone service as well as free eye test and product offers from Optical Express. Negotiations are underway to further enhance this with an offer from supporting sponsors, Powerful Allies which will be available to members when subscriptions are renewable in AY21-22.

All of these initiatives contribute to our aim to support colleagues in their desire to **nurture all in our school communities to their full potential academically, physically and spiritually, enabling them to provide Christ-centred formation and education for their communities.**

Challenging misconceptions and being an authentic voice for Catholic independent schools nationally and internationally is of key importance to all members.

CISC members and Committee Members remain active within associated professional bodies and sit on their committees, for example the GSA, HMC, ISI and Diocesan Inspectorates.

The General Secretary's close collaboration with the Catholic Education Service on day-to-day operational school concerns and strategic policy development ensures that the distinct nature of CISC schools is recognised and considered in informing thinking. This is currently most evident in the ongoing collaboration on the development of the new national framework for canonical inspection and the *Religious Education Curriculum Directory* which has been led by our special schools as well as a sub-committee of the CISC committee. A number of CISC schools will be involved in the pilot of the inspection framework in AY 21-22.

In addition, Matthew Dell led a session for CISC chaplains on the forthcoming publication from the CES of the *Directory on Prayer and Liturgy for Catholic Schools.* Such engagements give CISC and its delegates the opportunity to articulate and celebrate our mission and vocation in Catholic education and our participation in the CES Formatio training for executive leaders, provides further opportunity for engagement across the sector.

Furthermore, in May 2020 CISC collaborated with Reed Brand Communications in publishing the report, *Learning to Live and Love Like Jesus – CISC and the Common Good,* an exploration of the collective and individual contributions that Catholic Independent Schools make in the call to serve the Common

Good. It revealed a vibrant narrative in which the schools eloquently articulated and evidenced their passionate and authentic commitment to social justice within a lived experience of contemporary Catholic education. For example, the data generated revealed that partnership projects with the maintained sector are a core component of many CISC schools. 78% of schools work with their local counterparts across a range of initiatives, including: professional development, facilities sharing, co-curricular teaching, chaplaincy, charity work and outreach. The publication provides a strong narrative which shows how the faith of CISC schools is realised and **shared through prayer, words and actions and a commitment to social justice.**

This, and a commitment to **Christ-centred education and formation** will be further articulated in an extensive research project for rollout in the latter part of this academic year. Based on Prof. Gerald Grace's work on 'spiritual capital', it will explore the extent to which 'spiritual capital' is impactful in Catholic independent schools, the nature of religious charism and potential challenges and opportunities for CISC schools moving forwards. Phases 1 and 2 will focus on interviews with Heads and pupils from schools with religious order trusteeships; phases 3 and 4 will mirror this in schools which are no longer in the trusteeship of a religious order,

On a more operational level but no less significant, the CISC website is undergoing development to more fully articulate our vision. After a tendering process, new headline sponsors Inner Media were selected to move its maintenance and development forward in a more cost-effective and collaborative partnership. A website rebuild and refresh is currently under way and will go live in the new AY.

THE FUTURE

The coming year will see a focus on:

- The completion of phases 1 and 2 of the Spiritual Capital research project
- Instigation of the CISC Music Hub and further development of the 'Reach Out!'s for deputies and chaplains
- Website rebuild and maintenance currency with updates
- The launch of the 'Barnabas and Magdalene Programme' for aspiring leaders
- Supporting schools with canonical inspection and training as inspectors
- Conference 2022 – actual, vibrant, meaningful, supportive

The effects of the pandemic, in addition to the uncertainty caused by Brexit and the financial implications of the changes to the TPS, have occasioned a re-consideration and re-forecasting of the budget, priorities and finances for CISC and its schools. Underpinning all aspects of our work will be a rigorous consideration of its financial viability, cost-effectiveness, value and impact to CISC and its members with all activities and developments being evaluated in terms of their effectiveness against three criteria - mission, market and morality.

FINANCIAL REVIEW

The end of year balance for March 2021 saw a deficit of £38,763 compared to a deficit of £22,619 in 2020 down from a deficit of £48,109 in 2019. Whilst the increased deficit in year is disappointing, it can be attributed to the loss of income associated with Conference 2021 and a delay in sending out renewal of membership subscriptions which resulted in this income being credited post March 2021. Therefore it is hoped that further reduction of the deficit will be achieved in 2022, looking to move into marginal profitability in 2023. This is realistically achievable when one looks at the reduction in expenditure of £46,431 from March 2020-21 compared with the previous year. Notwithstanding the reduction in operational costs due to COVID, it is evident that the cost savings instigated by the General Secretary and approved by the Committee are taking effect.

Movement to a new web provider and new insurers have contributed to this. However reserves have been called upon to maintain the running costs of CISC again this year which is not desirable or sustainable long term. The most significant outgoing is salary costs. Therefore, it is planned that the General Secretary will seek Committee approval to move from 1FTE to 0.8. Feasibility has been undertaken to ensure this can be achieved without detriment to the work of CISC and a formal proposal will be presented to Committee in May 2021 for approval with implementation from September 2021. If approved, the reduction in salary outgoings should move CISC into a more viable financial position within 12-18 months.

With membership fees and monies generated by Conference as the two main sources of income, CISC is vulnerable to the vagaries of the education market and the reality of life with and beyond the pandemic. Some member schools have, sadly, been unable to survive the current challenges and the last year has seen the closure of 8 schools with an additional school ceasing to operate as a Catholic school. As these tend to be smaller schools in terms of pupil numbers, the loss of income to CISC is not significant but it further highlights the overriding need to cut costs and generate a surplus.

In year, 2 international schools have become members of CISC: further developing such associate members as well as developing strategic relationships with business providers and other organisations will further reduce running costs and allow CISC to offer an even broader membership package of benefits to our members.

The remainder of the grant funding from Porticus and the Jesuit Institute is shown as Restricted Funds and is not set against income and expenditure, with the total carried forward as restricted funds of £14,323 at 31 March 2021. The grant funding was allocated for the development of CISC's leadership programme and collaborations with maintained schools under the previous General Secretary. The funding will continue to be used to support these initiatives. Committee have approved an annual allocation of £4,000 through subsidies for participants to engage with the 'Christ the Teacher' and 'Barnabas and Magdalene' formation for leadership programmes which will now take place in the forthcoming AY 21-22. The design of the programmes includes and affords engagement and collaborations with maintained sector schools which will continue to satisfy the remit for which the funding was received.

In conclusion, the General Secretary and CISC Committee are not and cannot afford to be complacent about the current deficit but are confident that the solutions proposed will accelerate a move to sustainability and profitability. The ongoing drive to increase the service that CISC offers to members continues unabated and will ensure that CISC emerges stronger and even more fit for purpose in service of its members in the years to come.

The General Secretary expresses thanks and gratitude for the support and professional wisdom of Liz Brown and Katie Smith at Princethorpe, Paula Hawkins at Serendipity Ink, David Hatchard, Claudia Marks, Anjali Kothari and Neil Finlayson at Moore Kingston Smith, Antony Hudson CISC Chair and the CISC Committee.

REMUNERATION POLICY

The Charity has one paid employee, the General Secretary. Administrative support is provided by a freelance colleague for which the budget is agreed by the Trustees. The General Secretary's salary is competitive and there is an annual appraisal and salary review, with the possibility of a salary increase subject to a successful completion of annual objectives. This incremental increase has been set aside since 2019 with the agreement of the General Secretary and the Chair in order to mitigate the financial risk to CISC. Its implementation will be reviewed by Committee in May 2022 as part of the review of the pilot of the General Secretary's reduction in hours.

RISK

Each year the risks to the Charity are kept under review. These include drop in membership (and therefore income), financial procedures, deviation from core activity, reputational damage to the organisation, ineffective governance, data loss, health and safety and safeguarding. These have been carefully considered and the likelihood and impact scored. The systems of the organisation for minimising risk are considered robust and the risk to the organisation is low. The Risk Register is reviewed annually and trustees are constantly mindful of the risks faced by the charity. The register can be viewed by members only in the Members' Area of the website.

RESERVES POLICY

At the committee meetings on 16 May 2019 and 19 September 2019, the trustees agreed to close accounts holding reserves and move assets into operational accounts to support running costs. The trustees continually monitor the free reserves of the charity, which are defined as unrestricted funds less fixed assets and at March 2021 these totalled £45,563. The trustees consider that reserves of between six and twelve months' expenditure are required to ensure that the charity is able to meet its long term charitable objectives. This falls just short of that requirement in what has been an exceptional year and can be attributed to the previously referenced delay in sending out renewal of membership subscription notices which resulted in this income being credited post March 2021. It is anticipated that reserves will recover to the required level next year.

STATEMENT OF BOARD OF MANAGEMENT RESPONSIBILITIES

The Board of Management (who are also directors of Catholic Independent Schools' Conference for the purposes of company law) are responsible for preparing the Board of Management's Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice.)

Company law require the Board of Management to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing these financial statements, the Board of Management are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

In so far as the Board of Management are aware:

- there is no relevant audit information of which the charity's auditor is unaware; and
- the Board of Management have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

AUDITORS

Moore Kingston Smith LLP have been appointed as auditors and independent examiners to the company and a resolution to re-appoint them will be proposed at the AGM.

SMALL COMPANY PROVISIONS

This report has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

On behalf of the Board

AJWHudson 10/12/21.

Antony J W Hudson
Chair of CISC

Date

INDEPENDENT EXAMINER'S REPORT TO THE MEMBERS OF CATHOLIC INDEPENDENT SCHOOLS' CONFERENCE

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2021.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

Independent Examiner's Statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. Accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
   2. the accounts do not accord with those records; or
3. The accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view which is not a matter considered as part of an independent examination: or
4. The accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Date 10 December 2021

Moore Kingston Smith LLP

Neil Finlayson (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

Devonshire House
60 Goswell Road
London
EC1M 7AD

CATHOLIC INDEPENDENT SCHOOLS' CONFERENCE
Statement of Financial Activities (incorporating income and expenditure account)
For the year ended 31 March 2021

	Note	Unrestricted Funds £	Restricted Funds £	Total 2021 £	Total 2020 £
Income					
Income from charitable activities					
Grant income		-	-	-	-
Subscriptions		79,492	-	79,492	84,546
Sponsorship		9,360	-	9,360	16,700
Conference income		8,675	-	8,675	57,264
Programme for potential heads		-	-	-	0
Bank interest		19	-	19	521
Study days		-	-	-	1,105
Other income		1,230	-	1,230	1,215
Total Income		98,776	-	98,776	161,351
Expenditure					
Charitable Activities	**3**	137,539	-	137,539	183,970
Total Expenditure		137,539	-	137,539	183,970
Other losses					
Losses on disposal of tangible fixed assets		**-**	**-**	-	-
Net movement on funds	**12**	(38,763)	-	(38,763)	(22,619)
Total Funds Brought Forward	**12**	89,522	14,323	103,845	128,086
Total Funds Carried Forward		50,759	14,323	65,082	105,467

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 12 to 17 form an integral part of these accounts.

CATHOLIC INDEPENDENT SCHOOLS' CONFERENCE
Balance Sheet
For the year ended 31 March 2021

	Note	2021 £	2021 £	2020 £	2020 £
Fixed Assets					
Intangible assets	6	5,015		8,441	
Tangible assets	7	181		544	
			5,196		8,985
Current Assets					
Debtors	9	3,942		2,749	
Short term deposits		61,155		86,571	
Cash and cash equivalents		9,356		54,996	
			74,453		144,316
Creditors: Amounts falling due within one year	10	(14,567)		(47,834)	
			(14,567)		(47,834)
Net Current Assets			59,886		96,482
Total Net Assets			65,082		105,467
Funds					
Unrestricted funds	12	50,759		91,144	
Restricted funds		14,323		14,323	
			65,082		105,467

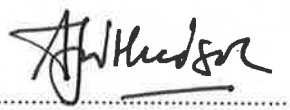
For the financial year in question the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies.

No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006.

The directors acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to small companies' regime.

Approved by the Board of Trustees on 10/12/21
and signed on their behalf by:



Antony JW Hudson
Chair of CISC
Company number: 3407765

The notes on pages 12 to 17 form an integral part of these accounts.

CATHOLIC INDEPENDENT SCHOOLS' CONFERENCE
Notes to the Accounts
For the year ended 31 March 2021

1 Accounting Policies

Company information
Catholic Independent Schools' Conference is a charity limited by guarantee and incorporated in England and Wales. The registered office is 19 South Road, Hampton, England, TW12 3PE.

The following policies have been used consistently in the preparation of the charity's financial statements.

Basis of Preparation of the Financial Statements
These financial statements have been prepared under the historical cost convention and on the going concern basis which assumes the company will continue in operational existence for the foreseeable future.

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The charity is a public benefit entity for the purposes of FRS 102 and therefore the charity also prepared its financial statements in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (The FRS 102 Charities SORP) and the Charities Act 2011.

These financial statements for the year ended 31 March 2021 are prepared in accordance with FRS 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland.

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

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

Going concern
The trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern.

Revenue recognition
All income is recognised when there is entitlement to the funds, the receipt is probable and the amount can be measured reliably. Subscriptions are accounted for in the period which the membership relates to and is included in deferred income when the membership relates to the next period.

Expenditure
Expenditure is included in the Statement of Financial Activities on an accruals basis, inclusive of any VAT which cannot be recovered. Expenditure is recognised once there is legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

Tangible fixed assets
Tangible fixed assets are initially measured at cost and subsequently at cost less depreciation and any impairment losses. Depreciation is provided at rates calculated to write off the cost less residual value of each asset over its expected useful life, as follows:

Office equipment and furniture	33.3% straight line

1 Accounting Policies (continued)

Tangible fixed assets (continued)
The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the SOFA.

Intangible fixed assets
Intangible fixed assets are initially measured at cost and subsequently at cost less amortisation and any impairment losses. Amortisation is provided at rates calculated to write off the cost less residual value of each asset over its expected useful life, as follows:

Website development costs	20% straight line

Cash and cash equivalents
Cash and cash equivalents include cash in hand, deposits held at call with banks ands other short-term liquid investments with original maturities of three months or less.

Basic financial instruments
Basic financial instruments are measured at amortised cost. The charity has no other financial instruments or basic financial instruments measured at fair value.

Debtors and creditors
Debtors and creditors receivable or payable within one year of the reporting date are carried at their transaction price and subsequently measured at amortised cost less any impairment.

Taxation
The organisation is a registered charity and therefore is not liable for income tax or corporation tax on income derived from its charitable activities as it falls within various exemptions available.

Fund Accounting
Funds held by the charity are:

Unrestricted funds - These are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

Restricted funds - These are funds held where the donor has provided for the donation to be spent in furtherance of a specific charitable purpose.

Employee benefits
The costs of short-term employee benefits are recognised as a liability and an expense. The cost of any unused holiday entitlement is recognised in the period in which the employee’s services are received.

2 Critical accounting estimates and judgements
In the application of the charity's accounting policies, the board is required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

2 Critical accounting estimates and judgements (continued)

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

There are no estimates and assumptions which have a significant risk.

3 Analysis of Expenditure

	2021 Total £	2020 Total £
Staff Costs (see note 4)	91,520	92,619
Other Costs (see below)	46,019	91,351
	137,539	183,970

Other costs are split as follows:

	2021 £	2020 £
Conference accommodation & catering	4,454	39,277
Use of premises	-	-
Professional fees	9,409	9,619
Printing, postage, stationery and advertising	105	262
Travelling and subsistence	165	6,496
Computer and office equipment	25,792	24,798
Depreciation	(2,451)	587
Amortisation	3,940	3,940
Telephone	123	122
Insurance	1,953	2,377
Networking	2,070	3,105
Other costs	459	769
Recruitment costs	-	-
Restricted projects	-	-
	46,019	91,351

4 Staff Costs

		2021 £	2020 £
a.	Wages and Salaries	85,000	85,000
	Social Security Costs	6,520	7,619
		91,520	92,619

The average number of employees for 2021 is 1 (2020: 1).

Those higher earning employees are:

	2021	2020
In the band £80,000 - £89,999	1	1

The Trustees consider that the Company Secretary whose costs are detailed above, represents the key management of the charitable company.

4 Staff Costs (continued)

b. Trustees' remuneration and reimbursed expenses

The trustees received no remuneration but 6 (2020: 6) trustees were reimbursed travel expenses totalling £0 during the year (2020: £1,615).

5 Net movement in funds is stated after charging	**2021**	**2020**
	£	**£**
This is stated after charging:		
Auditors' remuneration (net of VAT)	4,380	4,250
Amortisation charge	1,126	4,164
Depreciation charge	363	363

6 Intangible Fixed Assets

	Website
Cost	
Balance at 1st April 2020	20,823
Additions	5,100
Disposals	- 20,823
Balance at 31st March 2021	5,100
Amortisation	
Balance at 1st April 2020	12,382
Charge for the year	1,126
Disposals	- 13,423
Balance at 31st March 2021	85
Net Book Value	
At 31st March 2021	5,015
At 31st March 2020	8,441

CATHOLIC INDEPENDENT SCHOOLS' CONFERENCE
Notes to the Accounts
For the year ended 31 March 2021

7 Tangible Fixed Assets

Cost	**Office Equipment**
Balance at 1st April 2020	1,088
Additions	-
Disposals	-
Balance at 31st March 2021	1,088
Depreciation	
Balance at 1st April 2020	544
Charge for the year	363
Disposals	-
Balance at 31st March 2021	907
Net Book Value	
At 31st March 2021	181
At 31st March 2020	544

8 Financial instruments	**2021 £**	**2020 £**
Carrying amount of financial assets		
Debt instruments measured at amortised cost:	-	-
Carrying amount of financial liabilities		
Measured at amortised cost:	8,305	7,030

9 Debtors	**2021 £**	**2020 £**
Prepayments & accrued income	3,942	2,749
	3,942	2,749

10 Creditors	**2021 £**	**2020 £**
Subscriptions in advance (see note 11)	0	37,662
Accruals and other creditors	8,305	7,030
Taxation and Social Security	6,262	3,142
	14,567	47,834

11 Subscriptions in advance	**2021 £**	**2020 £**
At beginning of the year	37,662	55,056
Released during the year	(37,662)	(55,056)
Additions in the year	-	37,662
At end of the year	-	37,662

12 Reserves

Reserves	Balance at 1 April 2020	Income	Expenditure	Other losses	Balance at 31 March 2021
	£	£	£	£	
Unrestricted funds	89,522	98,776	(137,539)	-	50,759
Porticus	9,660	-	-	-	9,660
Jesuits in Britain	4,663	-	-	-	4,663
Restricted reserves	14,323	-	-	-	14,323
Total reserves	103,845	98,776	(137,539)	-	65,082

Reserves	Balance at 1 April 2019	Income	Expenditure	Other losses	Balance at 31 March 2020
	£	£	£	£	
Unrestricted funds	113,763	161,351	(183,970)	-	91,144
Porticus	9,660	-	-	-	9,660
Jesuits in Britain	4,663	-	-	-	4,663
Restricted reserves	14,323	-	-	-	14,323
Total reserves	128,086	161,351	(183,970)	-	105,467

Restricted funds

The Porticus funding is towards the CISC special schools projects and the CISC school partnership projects with the community.

Jesuits in Britain funding is towards the CISC leadership programme.

13 Company Status

The charity is a registered company limited by guarantee. The members liability is limited in the event of the company being wound up to a contribution of £1 towards the assets of the company. Members comprise the Board of Management.

14 Related Party Transactions

With the exception of trustees reimbursements disclosed in note 4b there were no other related party transactions during the current and preceding year.