

ECI SCHOOLS

England & Wales · Charity number 1150171

Details

Other names	ECIS
Status	Registered
Legal form	Charitable company
Company number	08109626
Registered	2012-12-13
Register	View on the Charity Commission register

Contact

Address	The Office Group 7 Pancras Square London N1C 4AG
Phone	02078247040
Email	ecis@ecis.org
Website	www.ecis.org

Activities

Objects: THE OBJECTS OF THE CHARITY ARE THE ADVANCEMENT OF EDUCATION FOR THE PUBLIC BENEFIT, IN PARTICULAR BUT NOT EXCLUSIVELY BY PROMOTING AND FACILITATING BEST PRACTICE AND HIGH STANDARDS IN TEACHING AND INTERNATIONAL EDUCATION.

Activities: The charity delivered child protection training and governance training (online, with assessment), reduced pricing for professional conferences and advisory services, emergency planning management, access to ECIS research, and funding (grants and fellowships). The charity launched a free global community platform for educators worldwide, as a public benefit.

Classification

- **How:** Makes Grants To Organisations, Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Acts As An Umbrella Or Resource Body
- **What:** Education/training
- **Who:** Other Charities Or Voluntary Bodies, Other Defined Groups

Geography

- Abu Dhabi
- Albania
- Armenia
- Australia
- Austria
- Azerbaijan
- Bahrain
- Bangladesh
- Belgium
- Brazil
- Bulgaria
- Burkina Faso
- Cambodia
- Canada
- Cayman Islands
- Chile
- China
- Colombia
- Costa Rica
- Croatia
- Cyprus
- Czech Republic
- Denmark
- Dubai
- Egypt
- Estonia
- Ethiopia
- Finland
- France
- Germany
- Ghana
- Gibraltar
- Greece
- Guatemala

- Hong Kong
- Hungary
- Iceland
- India
- Indonesia
- Italy
- Ivory Coast
- Japan
- Jordan
- Kazakhstan
- Kenya
- Kuwait
- Kyrgyzstan
- Laos
- Latvia
- Lebanon
- Liechtenstein
- Lithuania
- Luxembourg
- Malawi
- Malaysia
- Mali
- Malta
- Mexico
- Micronesia
- Moldova
- Monaco
- Mongolia
- Montserrat
- Morocco
- Mozambique
- Namibia
- Nepal
- Netherlands
- New Zealand

- Nicaragua
- Nigeria
- Northern Ireland
- Norway
- Oman
- Pakistan
- Panama
- Paraguay
- Peru
- Philippines
- Poland
- Portugal
- Qatar
- Ras Al-khaimah
- Romania
- Russia
- Saudi Arabia
- Scotland
- Senegal
- Serbia
- Seychelles
- Singapore
- Slovakia
- Slovenia
- South Africa
- South Korea
- Spain
- Sri Lanka
- Sweden
- Switzerland
- Taiwan
- Tajikistan
- Tanzania
- Thailand
- The Bahamas

- Togo
- Tunisia
- Turkey
- Turkmenistan
- Uganda
- Ukraine
- United Arab Emirates
- United States
- United States Virgin Islands
- Uruguay
- Uzbekistan
- Venezuela
- Vietnam
- Western Sahara
- Zimbabwe
- City Of Westminster

Finances

Period end	Income	Expenditure	Assets	Employees
2025-08-31	£1,846,834	£1,571,458	£1,117,495	7
2024-08-31	£1,979,833	£1,786,601	£842,119	6
2023-08-31	£1,676,343	£1,402,045	£648,887	5
2022-08-31	£1,216,099	£1,093,484	£374,589	6
2021-08-31	£1,074,206	£842,011	£251,974	5
2020-08-31	£1,426,299	£1,379,392	£13,762	6

Trustees

Name	Role	Appointed
Dahi Al Fadhli		2019-04-28
Dr Kathryn Anne Miner		2021-04-12
Joel Courtney Lowe		2023-06-01
LaTyia Annette Rolle		2022-06-08
Paraskevi Peggy Pelonis		2022-06-08
Pascale Olga Alberte Hertay		2020-05-05
Rachel Elizabeth Hovington		2023-06-01
Richard James Parker		2022-06-08
Thomas Cormac Egerton		2022-06-08
Timothy James Kelley		2019-04-28

Accounts

ECI SCHOOLS
TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

Company No. 08109626
Charity No. 1150171



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ECI SCHOOLS
REFERENCE AND ADMINISTRATIVE DETAILS
FOR THE YEAR ENDED 31 AUGUST 2025

Status	The organisation is a charitable company limited by guarantee, incorporated on 18 June 2012 and registered as a charity on 13 December 2012.	
Governing Document	The company was established under Memorandum and Articles which established the objects and powers of the charitable company.	
Company Number	08109626	
Charity Number	1150171	
Registered Office	The Stanley Building, 7 Pancras Square, London, N1C 4AG	
Trustees	Richard Parker Pascale Hertay Courtney Lowe Rachel Hovington Liam Browne Peggy Pelonis Marisa Leon Abhimanyu Basu	Chairman Vice-Chairman Treasurer (Appointed Jun 25) (Appointed Jun 25)
	K Chohan	Executive Director, Clerk to the board of Trustees
Bankers	Lloyd's Bank 3rd Floor, 125 London Wall, London, EC2Y 5AJ	
Auditors	HaysMac LLP, 10 Queen Street Place, London EC4R 1AG	
Solicitors	Bates, Wells & Braithwaite LLP, 10 Queen Street Place, London EC4R 1BE	
Accountants	JS2 Ltd, One Crown Square, Church Street East, Woking GU21 6HR	

The Trustees present their report and the audited financial statements for the year ended 31 August 2025 in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

ECI SCHOOLS
TRUSTEES ANNUAL REPORT
FOR THE YEAR ENDED 31 AUGUST 2025

STRUCTURE, GOVERNANCE AND MANAGEMENT

Status & History

ECI Schools was incorporated as a company limited by guarantee in England in June 2012, following notice to members of the European Council of International Schools (a 501(c)(3) Delaware corporation) at its November 2011 AGM in Lisbon (Portugal) that the Council would restructure in order to adopt the most advantageous legal status for streamlined and efficient operations in the United Kingdom. The by-laws for the charitable company were passed at the November 2012 AGM for the European Council of International Schools in Nice (France), and the manner of the restructuring was confirmed. ECI Schools was successfully registered with the UK Charity Commission less than one month later, on 13 December 2012. Resolutions to enter into a transfer agreement effective 31 March 2013 were signed by the boards of both ECI Schools and ECIS on 22 March 2013. The transfer agreement admitted all Members of ECIS to membership of the UK charity and set out the terms of the acquisition of all assets of ECIS by ECI Schools, which will continue to trade as ECIS. ECI School's constitution is contained in its Memorandum and Articles of Association.

Organisational Structure

ECI School's board of trustees establishes a framework for the organisation, with the day-to-day operation and management delegated to the Executive Director (hereafter referred to as ED) Kam Chohan.

There are nine trustees, who consist of the official representatives of Member Schools; six of whom are elected by the Members ("Elected Trustees") at a general meeting or via electronic proxy, and three of whom are appointed by the trustees ("Appointed Trustees").

An Elected Trustee shall retire from office at the third annual general meeting following the annual general meeting at which they began service but may stand for re-election for a second three-year term in accordance with any policy which the trustees may decide.

Any trustee may propose (a) candidate(s) for the Appointed Trustees. Appointment of Appointed Trustees shall be by secret ballot and by simple majority of the trustees, with the new Appointed Trustee(s) to be announced to the membership at the ECI Schools annual general meeting (AGM), which is attached to the Leadership Conference. An Appointed Trustee shall serve a 3-year term in office and may be re-appointed for a second 3-year term in accordance with any policy which the trustees may decide.

Trustees are responsible for the management of the charitable company's business.

All members of the board of trustees give their time voluntarily and receive no benefits from the charitable company, apart from the private benefits that are accorded to all Members.

The ECI Schools board of trustees follows the ECI Schools' Standards of Conduct and Governance Policies to ensure that trustees fulfil their role according to high ethical standards, and to ensure that those actual or perceived conflicts of interest are properly managed.

Together with the Governance Committee, the Chair of the board of trustees is responsible for the induction of any new trustee which involves awareness of a trustee's responsibilities, governing document(s), administrative procedures, history, and philosophical approaches of the charitable company. The new trustees receive an induction pack for ECI Schools which includes the Induction Manual (introduction to ECI Schools), Articles of Association, Board Policy Manual, UK Corporate Governance Code, Charity Commission Guidance for Trustees, Declaration of Interest narrative and forms, and copies of the minutes from the two previous board meetings. Online training and induction are provided to new board members and in September 2022 there was a board retreat in London. Training for all Trustees is ongoing during their tenure with the ECIS Board. The Chair also provides onboarding training.

Sub-Committees and Task Forces

The board of trustees has formed three sub-committees: the Executive Committee, Governance Committee, and Finance Committee. Other sub-committees are formed ad-hoc, as are task forces.

ECI SCHOOLS
TRUSTEES ANNUAL REPORT
FOR THE YEAR ENDED 31 AUGUST 2025

The role of the Executive Committee is to advise the ED and oversee the strategy and development of the organisation. The Executive Committee consists of the officer positions of Chair, Vice-Chair, and Treasurer of the board of trustees.

The role of the Governance Committee is, in collaboration with the ED, to identify individuals whose skills and expertise can positively affect the organisation, as well as to oversee the ongoing education of board members in the practice of charity governance. The Governance Committee consists of up to three members, one of whom should be an officer.

The role of the Finance Committee is to review all finances in collaboration with the senior management team, as well as to consider operational risk and to review the audited accounts.

Remuneration of Key Management

The pay of all staff is reviewed annually by the ED and normally increased in accordance with average earnings to reflect a cost-of-living adjustment. In view of the nature of the charity, the pay is benchmarked against pay levels in other charities with principal offices in London. The ED salary is set by the board of trustees.

Risk & Corporate Governance Matters

ECI Schools places strong reliance on the risk analysis and the control environment operated by ECI Schools. In addition, ECI Schools maintains a risk register that details the major risks the organisation faces and identifies the controls in place to mitigate those risks. The register also covers compliance requirements and internal control procedures, as well as investment risk.

The major risks that ECI Schools faces are (1) the failure to renew and recruit membership to achieve the membership target and (2) the failure of one or more of its major conferences. Several actions are in place to minimise these risks.

The risk register is kept under review on an on-going basis by the senior management team of ECI Schools and is formally reviewed on at least an annual basis by the board of trustees. It is recognised that a risk management system can only seek to manage, rather than eliminate, factors that impact on the ability to achieve business objectives and can provide only reasonable assurance against material misstatement or loss.

ECIS has a formal risk management process through which the major risks to which the organisation may be exposed and has ranked these by likelihood and impact, culminating in a risk control document which is updated on a regular basis by the senior management team, and shared with the Board of Trustees. All significant risks, together with current mitigation actions, are reviewed regularly throughout the year by the trustees. The trustees are satisfied that systems have been developed and are in place to mitigate identified risks to an acceptable level.

The principal risks and uncertainties identified by the charity are as follows:

Risk	Mitigation
1. Failure to renew and recruit membership in order to achieve the membership target	Annual membership plan with targets, scheduled debtor follow-up, weekly reporting. Continuous improvement of membership offer.
2. Failure of key conferences	Risk has been mitigated by careful planning of budgets and contracts. As delivery is mainly virtual, expenses are substantially lower. Hosting conference in member schools.
3. Disruption of business due to event (geopolitical, natural, cyber, etc.)	Disaster recovery and business continuity plan in place together with Cyber Insurance.
4. Membership and/or funding loss due to our affiliative relationship with US State Department, and any geopolitical consequences of US actions around the world.	Clarification of our relationship with the US State Department (affiliation only, for educational funding purposes); This relationship goes from strength to the strength with the REO as an advisory member of the board.

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TRUSTEES ANNUAL REPORT
FOR THE YEAR ENDED 31 AUGUST 2025

5. Political Unrest	People not being able to travel to certain countries.
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ECIS is an agile organisation that continues to pivot to schools needs and priorities. This success of this strategy is clear in the strong financial results produced by ECIS over the last 5 years.

The ED meets quarterly with the finance committee and board. ECIS continues to maintain close relations with member schools, we have provided valuable professional development and a community, including Middle Leader Courses, a list of free PD from ECIS Special Interest Groups and regular meetings with schools. Our biggest growth area remains to be bespoke trainings, these trainings are developed in consultation with school. Our bespoke training has proved to be very popular, and the demand continues to grow. This training is provided both virtually and in person at school premises. We deliver trainings to school leaders, middle leaders, and teachers. We are founder members the International Schools Anti-Discrimination Task Force and the founders of the International Task Force for Child Protection offering trainings in 4 languages and country specific for China and India. We offer conferences every year in mainly European countries.

Professional Indemnity Insurance

Professional indemnity insurance provides insurance cover for charity trustees against claims that may arise from their legitimate actions as trustees. As a matter of law, charities require authority to purchase this type of insurance. In the case of ECI Schools, that authority is obtained from its governing document, the articles of association.

Trustees' Responsibilities in the Preparation of Financial Statements

The trustees, who are also the directors of ECI Schools for the purposes of company law, are responsible for preparing the trustees' annual 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 trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and group, and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing those financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and accounting 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with Companies Acts 2006. They are also responsible for safeguarding the assets of the charitable company and the group, and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from the legislation in other jurisdictions.

OBJECTIVES AND ACTIVITIES

Charitable Objectives

The charitable objectives for which the charitable company was established are set down in the governing document as follows:

The advancement of education for the public benefit, in particular but not exclusively, by promoting and facilitating best practice and high standards in teaching and international education.

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Charitable Activities

ECI Schools has referred to the guidance contained in the Charity Commission's guidance on public benefit when reviewing its aims and objectives in planning future activities. In particular, trustees consider that planned activities contribute to the overall aims and objectives of the charitable company.

ECI Schools will continue to focus the aims of ECI Schools in order to build and widen the membership base, increase member satisfaction, and increase the offerings available to Members.

Key activities will focus on recruiting new Members, retaining existing Members, expanding and improving the services offered to existing and potential Members, whilst nurturing Members' involvement with professional learning in both digital and in-person formats.

Our main activities and whom we aim to help are described below in the section of this report on Achievements and Performance. All our activities focus on supporting our mission and charitable objective for the advancement of international education and are undertaken to further our charitable purpose for the public benefit.

Public Benefit

The trustees have taken the Charity Commission's specific guidance on public benefit (contained within the document "The Advancement of Education for the Public Benefit") into consideration in preparing their statements on public benefit contained within this trustees' annual report.

Benefits & Beneficiaries

In accordance with its charitable objectives, the charitable company aims to transform lives through international education. All our charitable activities focus on enabling this transformation through professional learning, research, advisory, advocacy, and funding programmes (grants, fellowships).

The charitable company's primary beneficiaries are therefore its member schools (481 member schools, 41,000+ teachers, 355,000+ students), as well as the full community of international schools (15,000+ schools; 1,000,000+ teachers, administrators, and governors; and 12+ million pupils), as identified by ISC Research (2024), many of whom access ECIS products and services as non-members.

In return for providing financial support, Members receive many benefits in the form of child protection and governance training (online), reduced pricing for ECI Schools conferences and services, as well as funding (grants and fellowships).

Trustees' Assessment of Public Benefit

In order to determine whether the charity has fulfilled its charitable objectives for public benefit, the trustees gather evidence of the success of the charitable company's activities.

ECIS University Scholarship (Bursary)

The ECIS University Scholarship provides up to £10,000 for first-year university studies anywhere in the world and is available to students (graduates/leavers) from Level 3 member schools, who must submit an application and be evaluated (and selected) by the Selection Committee. The award is up to £10,000 awarded to the successful candidate, and paid directly to the university, subject to university confirmation of enrolment, accompanied by a fees invoice.

ECIS Research Fellowship

The research fellowship is a grant that provides recognition and financial incentives to a recipient for their work toward the advancement of international education via an academic route. A stipend of up to £5,000 is available, following successful application and selection.

Relationships with Related Parties

ECI Schools is related to the European Council of International Schools, Inc. (known as "ECIS Inc.", DBA – Doing Business As – Educational Collaborative for International Schools), a company incorporated in the State of Delaware in the United States of America and registered as a foreign company with Companies House in the United Kingdom under company number FC008297.

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ECIS, Inc is a 100% subsidiary undertaking of ECI Schools, and the members of the board of directors of ECIS are the members of the board of trustees of ECI Schools.

The purpose of the subsidiary is to transform lives through international education. The subsidiary is exclusively educational and scientific in character. It is also non-profit orientated, with no part of its net income to benefit any private shareholders.

Representation on Other Bodies

The ED of ECI Schools is a member of the advisory board for the NEOM project in Saudi Arabia; ECIS are a founding member of the International Task Force on Child Protection. ECIS also are now partnering with the International Baccalaureate and launched a joint International Schools Anti-Discrimination Task Force.

<https://isadtf.org/>

ACHIEVEMENTS AND PERFORMANCE

Review of Activities FY25

Conferences

This year we delivered 5 conferences. Three conferences sold. We will continue with virtual events as they are low cost to run and help us to reach new audiences. We provided for our school members 50+ free trainings and workshops. These events have been very successful, we continue to pivot to market needs and create new training. We continue to grow our portfolio of training and continue to listen to school communities globally to provide the trainings required by schools. Approximately 23,000 participants registered this year for ECIS trainings this year.

Collaboration - Organisations and Educational Associations

ECI Schools believe that collaboration with other organisations and educational associations encourages sharing of knowledge and discussion of effective practices in education. We are building partnerships with universities. This is a recent publication with UCL. <https://ecis.org/wp-content/uploads/2024/10/Leadership-Connected-issue-4.pdf>

We continue to network extensively with other like-minded organisations including, but not limited to:

- Council of International Schools
- Middle States Association of Schools & Colleges
- New England Association of Schools & Colleges
- Western Association of Schools & Colleges
- The College Board
- Association for the Advancement of International Education
- International Baccalaureate
- Duke of Edinburgh International Award
- Academy of International School Heads
- International Schools Services
- East Asia Regional Council of Overseas Schools
- Central and Eastern European Schools Association
- Mediterranean Association of International Schools
- Near East South Asia Council of Overseas Schools
- Association of American Schools in South America
- Tri-Association (Central America, Colombia, Caribbean, Mexico)
- The Association of International Schools of India
- Nordic Network
- Alliance for International Education
- Swiss Group of International Schools
- Association of German International Schools
- Dutch International Secondary Schools
- Dutch International Primary Schools

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- National Association of Independent Schools
- Council of British International Schools
- Friends Council on Education
- Canadian Accredited Independent Schools

FINANCIAL REVIEW

Financial Outcome of Activities & Events

For FY25, ECI Schools, together with its subsidiary ECIS Inc, took in revenues of £1,846,834 (2024: £1,979,833) and had expenses of £1,571,458 (2024: £1,786,601) resulting in a surplus of £275,376 (2024: £193,232).

ECIS continue to improve internal controls and have a robust budgetary monitoring and review system. We have analysed all risk elements, and have mitigated against risk, going forward, in significant ways that make us feel appropriately confident about the future.

Trustees continue to review cash flow and budgets and feel that the organisation remains a going concern.

Reserves Policy

ECI Schools total funds as at 31 August 2025 totalled a positive of £1,117,495 (2024: £842,119). All funds as at 31 August were unrestricted. Excluding amounts tied up in tangible fixed assets, unrestricted funds were a positive of £1,117,495 (2024: £842,093).

ECI Schools policy is to maintain free reserves of six (6) months of operating costs which equate to £546,031 (2024: £535,662). Free reserves are unrestricted, undesignated funds not tied up in fixed assets. The Board of Trustees reviews the reserves annually. Free reserves are currently in excess of the target figure. During the year the trustees will consider proposals as to the use of the excess in accordance with the Charity's objectives.

Investments Policy

ECI Schools is reliant on membership subscriptions and fees for its learning and development products, services, and activities. Any investment assets are held as reserves. Investment is concentrated in real assets (cash). These real assets (cash) are held to provide financial security and liquidity, in case of requirement at short notice.

Our reserves are held with Lloyd's. Our policy allows for investment in other assets, though since 2013, the Charity has maintained a strictly liquid position and has no plans to alter this in the immediate future.

FUNDRAISING

We are mindful of the code issued by the Fundraising regulator. We did not use any third parties in our fundraising activities and no complaints were received in the current and prior years.

PLANS FOR FUTURE PERIODS

We are now seen as market leaders for bespoke training with schools and school groups. DEIJ, Child Protection, Middle Leader, and Leadership trainings we will continue to work with our partners to promote our services. We have launched in India ECIS India specific Child Protection training. We are also working with ICMEC delivering specialised child protection training to our schools.

We continue to work on growing membership. We continue to focus on membership growth and retention, the new membership and partnerships are proving popular, and the board are also helping with selling to their networks. We launched this new online publication to highlight some of our members globally.

<https://ecis.org/spotlighton/>

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The plans for the European Council of International Schools Inc, a subsidiary of ECIS, is for the company to be made dormant as there will be no activity going through it after the year end. The decision may be to close it down in the near future.

Our Presence in the International Schools Sector

ECIS have presented at numerous conferences and continue to work with partners. Our reputation at ECIS is now of an outstanding provider of training and a collaborative partner for internationally minded schools and education organisations globally

Statement as to Disclosure of Information to the Auditor

The Trustees at the date of approval of this annual report confirm that, so far as each of them is aware, there is no relevant audit information of which the charity's auditor is unaware, and the Trustees 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.

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

This report was approved by the Trustees on 23/01/2026 and signed on their behalf by:

Richard Parker

..... Trustee

Richard Parker

INDEPENDENT AUDIT REPORT FOR THE MEMBERS OF ECI SCHOOLS FOR THE YEAR ENDED 31 AUGUST 2025

Opinion

We have audited the financial statements of ECI Schools for the year ended 31 August 2025 which comprise the Consolidated Statement of Financial Activities, the Group and Company Balance Sheets, Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 August 2025 and of the group's and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and

INDEPENDENT AUDIT REPORT FOR THE MEMBERS OF ECI SCHOOLS FOR THE YEAR ENDED 31 AUGUST 2025

- the strategic report and the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

adequate accounting records have not been kept by the parent charitable company; or

the parent charitable company financial statements are not in agreement with the accounting records and returns; or

certain disclosures of trustees' remuneration specified by law are not made; or

we have not received all the information and explanations we require for our audit; or

the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 4, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to company and charity laws applicable in England and Wales, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and the Charities Act 2011, and consider other factors such as income tax, payroll tax and sales tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls). Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;

**INDEPENDENT AUDIT REPORT FOR THE MEMBERS OF ECI SCHOOLS
FOR THE YEAR ENDED 31 AUGUST 2025**

- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates

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

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



Kathryn Burton (Senior Statutory Auditor)
For and on behalf of HaysMac LLP, Statutory Auditor

10 Queen Street Place
London
EC4R 1AG

Date: 27/01/2026

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES**(including consolidated income and expenditure account)****FOR THE YEAR ENDED 31 AUGUST 2025**

	Notes	Total 2025 £	Total 2024 £
INCOME FROM:			
Charitable activities			
Advancement of education	3	1,819,930	1,970,100
Investments		26,904	9,733
Other trading activities	8	-	-
Total income		1,846,834	1,979,833
EXPENDITURE FROM:			
Charitable activities			
Advancement of education	4	1,571,173	1,786,311
Trading costs	8	285	290
Total expenditure		1,571,458	1,786,601
Net income	7	275,376	193,232
Net movement in funds		275,376	193,232
RECONCILIATION OF FUNDS			
Funds brought forward		842,119	648,887
Funds at 31 August 2025		1,117,495	842,119

The notes on pages 15-26 form part of these financial statements.

The statement of financial activities includes all gains and losses recognised in the year.

All funds in both years are unrestricted.

All activities noted above were from continued operations.

ECI SCHOOLS
BALANCE SHEET
AT 31 AUGUST 2025

Company No: 08109626

	Notes	2025		2024	
		Group £	Charity £	Group £	Charity £
FIXED ASSETS					
Tangible assets	10	-	-	26	26
CURRENT ASSETS					
Debtors	11	675,094	680,614	442,796	449,711
Short term deposits and cash in hand		1,569,354	1,567,574	1,313,084	1,309,619
		<u>2,244,448</u>	<u>2,248,188</u>	<u>1,755,880</u>	<u>1,759,330</u>
CURRENT LIABILITIES					
CREDITORS: amounts falling due within one year	12	<u>(1,126,953)</u>	<u>(1,126,953)</u>	<u>(913,787)</u>	<u>(913,787)</u>
NET CURRENT ASSETS		<u>1,117,495</u>	<u>1,121,235</u>	<u>842,093</u>	<u>845,543</u>
NET ASSETS		<u><u>1,117,495</u></u>	<u><u>1,121,235</u></u>	<u><u>842,119</u></u>	<u><u>845,569</u></u>
FUNDS					
Unrestricted funds					
General funds	16	<u>1,117,495</u>	<u>1,121,235</u>	<u>842,119</u>	<u>845,569</u>
TOTAL FUNDS		<u><u>1,117,495</u></u>	<u><u>1,121,235</u></u>	<u><u>842,119</u></u>	<u><u>845,569</u></u>

The surplus of the parent Charity for the year was £275,666 (2024: £193,522).

Approved by the Trustees and authorised for their issue on 23/01/2026

and signed on their behalf by:

Richard Parker

.....Trustee
Richard Parker

The notes on pages 15-26 form part of these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS
AT 31 AUGUST 2025

	Note	2025 Group £	2024 Group £
Cash flows from operating activities:			
Net cash provided by/(used in) operating activities	18	229,366	251,656
Cash flows from investing activities:			
Interest income		26,904	9,733
Cash and cash equivalents at the beginning of the reporting period		1,313,084	1,051,695
TOTAL CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	19	<u>1,569,354</u>	<u>1,313,084</u>

(i) ANALYSIS OF CHANGES IN NET DEBT

	August 2024 £	Cash flows £	August 2025 £
Cash and cash equivalents			
Cash	1,313,084	256,270	1,569,354
TOTAL	<u>1,313,084</u>	<u>256,270</u>	<u>1,569,354</u>

The notes on pages 15-26 form part of these financial statements.

ECI SCHOOLS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2025

1. GENERAL INFORMATION

The Charity is a company limited by guarantee, incorporated in England and Wales (company number: 08109626) and a charity registered in England and Wales (charity number: 1150171). The Charity's registered office address is 24 Greville Street, London, EC1N 8SS.

2. ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: 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 (FRS 102) - (Charities SORP (FRS 102)) Second Edition effective 1 January 2019, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

ECI Schools meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

Preparation of accounts on a going concern basis

At 31st August 2025, the charity has unrestricted funds totalling £1,121,235 (2024: £845,569) having made a surplus in the year of £276,661 (2024: £193,522). The accounts have been prepared on a going concern which the Trustees believe to be appropriate on the basis of their review of budgets and cash flow forecasts prepared for a period of 12 months from the date these accounts were approved. The Trustees confirm there are no material uncertainties in relation to going concern.

ECI Schools had funds at the year end of £1,121,235 (Group £1,117,495) (2024: £845,569 (Group £842,119)) and has positive cash balances of £1,567,574 (Group £1,569,654) (2024: £1,309,619 (Group £1,313,084)). The accounts have been prepared on a going concern basis as the Trustees believe it to be appropriate as the charity has implemented a number of cost savings and reworked its strategy and on the basis of its forecasted income and expenditure and cashflow income for the period to December 2024, it is comfortable that it will continue to build up reserves and remain in this position and have positive cashflows so that it is able to meet its liabilities as they fall due.

Wherever possible conferences will continue to run at member school sites. We will also continue virtual events as running costs are negligible and provide good value for schools. The budgeted income for events was £773,000. However, the actual income for this vertical was £987,340.

Membership growth remains a main focus. Membership remained robust and the value of membership is continually updated so members have value for membership. 2024-25 membership income was £749,191.

2. ACCOUNTING POLICIES (continued)

Group financial statements

The financial statements consolidate the results of activities of both ECI Schools and its wholly owned subsidiary undertaking, European Council of International Schools, Inc. A separate Statement of Financial Activities and Income and Expenditure Account for the charity has not been presented because the charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006. The surplus of the parent charity was £275,661 (2024: £193,522).

Significant judgments and sources estimation uncertainty

In the application of the accounting policies, Trustees are required to make judgement, estimates, and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying 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 affected current and future periods. The Trustees consider the following item to be an area subject to estimation and judgement:

Fixed Assets and Depreciation

Fixed assets are stated at cost or deemed cost (donated valuation at estimated fair value) less accumulated depreciation and impairment losses.

Depreciation is calculated to write off the costs of the fixed asset by equal instalments as follows, all straight line:

Furniture, fittings and equipment over 3 to 10 years straight line

The useful economic lives of tangible fixed assets are based on management's judgement and experience. When management identifies that the useful economic lives differ materially from the estimates used to calculate depreciation, that charge is adjusted retrospectively.

Although tangible fixed assets are significant, variances between actual and estimated useful economic lives will not have a material impact on the operating results. Historically, no changes have been required.

In the view of the Trustees, no assumptions concerning the future or estimation uncertainty affecting assets or liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

Income recognition

All income is recognised once the charity has entitlement to income, it is probable that income will be received, and the amount of income receivable can be measured reliably.

Membership income is only recognised when the invoice is paid and so will be deferred until such time that it is paid or deemed to be a bad debt.

Events income is recognised when the event occurs and as such any income received before is deferred until that time.

ECI SCHOOLS
NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE YEAR ENDED 31 AUGUST 2025

2. ACCOUNTING POLICIES (continued)

Income from charitable activities

Income from charitable activities is recognised as earned as the related services are provided. Income from other trading activities is recognised as earned as the related goods are provided.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Investment income

Investment income is recognised on an accruals basis once the amounts can be measured reliably.

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity heading:

- Advancement of Education

Grants payable are payments made to third parties. They are accounted for when the Trustees have agreed to pay the grant.

Support costs have been allocated between governance costs and other support costs. Governance activities comprise organisational administration and compliance with constitutional and statutory requirements. Costs include direct costs of external audit, legal fees and other professional advice.

Governance and support costs have been apportioned between all activities based on staff costs.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Operating leases

Rental charges are charged on a straight-line basis over the life of the lease.

Financial instruments

Basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable are accounted for on the following basis:

Cash and cash equivalents

Cash and cash equivalents includes cash in hand, deposits held at banks, other short-term highly liquid investments with original maturities of three months or less and bank overdrafts. Bank overdrafts, when applicable, are shown within current liabilities.

Debtors and creditors

Debtors and creditors are measured at the transaction price less any provision for impairment. Any losses arising from impairment are recognised as expenditure.

ECI SCHOOLS
NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE YEAR ENDED 31 AUGUST 2025

2. ACCOUNTING POLICIES (continued)

Funds

General funds comprise the accumulated surplus or deficit from the Statement of Financial Activities which is not restricted nor designated funds. They are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity.

Designated funds comprise funds that have been set aside at the discretion of the Trustees for specific purposes. The purpose and use of the designated unrestricted funds are set out in the notes to the accounts.

Restricted income funds comprise unexpended balances of donations and grants held in trust to be applied for specific purposes.

Employee benefits

- **Short term benefits**

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

- **Employee termination benefits**

Termination benefits are accounted for on an accrual basis and in line with FRS 102.

- **Pension scheme**

ECI Schools operates a defined contribution pension scheme for the benefit of its employees. The assets of the scheme are held independently from those of ECI Schools in an independently administered fund. The pensions costs charged in the financial statements represent the contributions payable during the year.

Foreign currency translation

The charities functional and presentation currency is pound sterling. Monetary assets and liabilities denominated in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. All differences are recognised in the Statement of Financial Activities.

Legal status

ECI Schools is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

ECI SCHOOLS

NOTES TO THE FINANCIAL STATEMENTS (Continued)

FOR THE YEAR ENDED 31 AUGUST 2025

3. INCOME FROM CHARITABLE ACTIVITIES

	2025 £	2024 £
Membership fees	749,191	717,377
Conferences, events and training	987,340	1,118,472
Grant income	64,607	131,884
Other direct activity income	18,792	2,367
	<u>1,819,930</u>	<u>1,970,100</u>

Grant income includes a grant from the US State Department, the total grant received was £155,782 (2024: £203,844) of which £91,175 (2024: £71,960) related to membership and event attendance invoices already shown in income, the amount shown as grant income of £64,607 (2024: £131,884) is the remainder of the grant.

4. EXPENDITURE ON CHARITABLE ACTIVITIES

2025	Direct Staff costs £	Other Costs £	Grants payable £	Support costs £	2025 Total £
Learning	591,795	643,692	-	229,398	1,464,885
Research	33,065	-	-	12,817	45,882
Advocacy	33,065	-	-	12,817	45,882
Funding	3,307	-	9,935	1,282	14,524
	<u>661,232</u>	<u>643,692</u>	<u>9,935</u>	<u>256,314</u>	<u>1,571,173</u>

2024	Direct Staff costs £	Other Costs £	Grants payable £	Support costs £	2024 Total £
Learning	580,454	897,601	-	214,940	1,692,995
Research	32,428	-	-	12,008	44,436
Advocacy	32,428	-	-	12,008	44,436
Funding	3,243	-	-	1,201	4,444
	<u>648,553</u>	<u>897,601</u>	<u>-</u>	<u>240,157</u>	<u>1,786,311</u>

Direct staff costs include a recharge from European Council of International Schools, Inc of £Nil (2024: £Nil) which do not form part of staff costs as shown in note 9.

ECI SCHOOLS
NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE YEAR ENDED 31 AUGUST 2025

5. SUPPORT COSTS

2025					2025
	Learning	Research	Advocacy	Funding	Total
	£	£	£	£	£
Governance	86,650	4,841	4,841	484	96,816
Building	43,954	2,456	2,456	246	49,112
Office	60,529	3,382	3,382	338	67,631
Professional	8,766	490	490	49	9,795
Other	29,499	1,648	1,648	165	32,960
	<u>229,398</u>	<u>12,817</u>	<u>12,817</u>	<u>1,282</u>	<u>256,314</u>
2024					2024
	Learning	Research	Advocacy	Funding	Total
	£	£	£	£	£
Governance	80,267	4,484	4,484	448	89,683
Building	29,820	1,666	1,666	167	33,319
Office	63,000	3,520	3,520	352	70,392
Professional	18,039	1,008	1,008	101	20,156
Other	23,814	1,330	1,330	133	26,607
	<u>214,940</u>	<u>12,008</u>	<u>12,008</u>	<u>1,201</u>	<u>240,157</u>

6. GOVERNANCE COSTS INCLUDE:

	2025	2024
	£	£
Audit and accountancy fees	77,799	72,970
Other costs	19,017	16,714
	<u>96,816</u>	<u>89,684</u>

7. NET EXPENDITURE FOR THE YEAR:

	2025	2024
	£	£
This is stated after charging/crediting		
Auditors remuneration (excluding VAT):		
Audit	18,935	18,034
Under-accrual re. prior year	717	2,837
Operating leases	45,168	32,518
Depreciation	27	4,709
	<u></u>	<u></u>

In 2025 no Trustee received any remuneration or pension. (2024: none).
No Trustee was either reimbursed or expenses were paid on their behalf during the year (2024: None).
Trustee Indemnity insurance was taken out at a cost of £2,014 (2024: £2,014).

ECI SCHOOLS

NOTES TO THE FINANCIAL STATEMENTS (Continued)

FOR THE YEAR ENDED 31 AUGUST 2025

8. SUBSIDIARY

ECI Schools is related to the European Council of International Schools, Inc (known as "ECIS"), a company incorporated in the State of Delaware in the United States of America and registered as a foreign company with Companies House in the United Kingdom under company number FC008297. ECIS is a 100% subsidiary undertaking of ECI Schools and the members of the board of directors of ECIS are the members of the board of Trustees of ECI Schools.

The purpose of the subsidiary is to be the leading collaborative global network, promoting and supporting the ideas and best practices of international education. The subsidiary is exclusively educational and scientific in character. It is also non-profit orientated, with no part of its net income giving rise to a benefit to any private shareholder.

Annual financial statements for this subsidiary company are filed with the Registrar of Companies for England and Wales and are publicly available. The accounting reference date of the subsidiary is 30th June. The subsidiary's results for the 12 months to 30 June are shown below:

	2025 £	2024 £
Turnover	-	-
Administration expenses	(285)	(290)
Profit / (Loss) for the year	<u>(285)</u>	<u>(290)</u>
Current assets	1,785	3,465
Current liabilities	(5,520)	(6,915)
Total assets	<u>(3,735)</u>	<u>(3,450)</u>
Retained earnings b/fwd.	<u>(3,450)</u>	<u>(3,160)</u>
Retained earnings c/fwd.	<u>(3,735)</u>	<u>(3,450)</u>

The amounts owed to ECI Schools at 31 August 2025 was £5,520 (2024: £6,915).

ECI SCHOOLS**NOTES TO THE FINANCIAL STATEMENTS (Continued)****FOR THE YEAR ENDED 31 AUGUST 2025****9. STAFF COSTS AND NUMBERS**

	2025	2024
	£	£
Staff costs were as follows:		
Salaries and wages	513,024	480,911
Social security costs	47,781	71,726
Pension contributions	90,646	88,456
Healthcare costs	9,781	7,461
	<u>661,232</u>	<u>648,554</u>

	2025	2024
	Number	Number
The number of employees whose emoluments for the year fell within the following bands were:		
£90,001 - £100,000	1	1
£130,001 - £140,000	-	-
£140,001 - £150,000	<u>1</u>	<u>1</u>

Employer pensions for employees whose emoluments were above £60,000 were £77,500 (2024: £73,381). The total employee benefits of the key management personnel of the Group which includes the Trustees who were not remunerated during the year and the senior management team were £226,070 (2024: £228,604).

	2025	2024
	Number	Number
The average number of employees based on head count during the year was as follows:		
Charitable activities	3	3
Support	<u>3</u>	<u>3</u>
	<u>6</u>	<u>6</u>

ECI SCHOOLS
NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE YEAR ENDED 31 AUGUST 2025

10. FIXED ASSETS (GROUP AND CHARITY)

	Total Furniture, fittings & Equipment £
Cost	
At 1 September 2024	12,626
Additions	-
Balance at 31 August 2025	12,626
Accumulated depreciation	
At 1 September 2024	12,599
Charge for the year	27
Balance at 31 August 2025	12,626
Net Book Value	
Carried forward at 31 August 2025	-
Brought forward at 1 September 2024	27

11. DEBTORS: amounts falling due within one year

	2025		2024	
	Group £	Charity £	Group £	Charity £
Trade debtors	403,508	403,508	339,239	339,239
Amounts due from European Council of International schools, Inc.	-	5,520	-	6,915
Other debtors	19,732	19,732	31,706	31,706
Prepayments and accrued income	251,854	251,854	71,851	71,851
	<u>675,094</u>	<u>680,614</u>	<u>442,796</u>	<u>449,711</u>

12. CREDITORS: amounts falling due within one year

	2025		2024	
	Group £	Charity £	Group £	Charity £
Trade creditors	114,870	114,870	83,480	83,480
Other Taxation and Social Security	17,490	17,490	15,252	15,252
Other creditors	8,059	8,059	9,372	9,372
Accruals	42,946	42,946	33,773	33,773
Deferred income (see note 13)	943,588	943,588	771,910	771,910
	<u>1,126,953</u>	<u>1,126,953</u>	<u>913,787</u>	<u>913,787</u>

ECI SCHOOLS
NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE YEAR ENDED 31 AUGUST 2025

13. ANALYSIS OF DEFERRED INCOME

Group and Charity	2025 £	2024 £
Deferred income at 1 September	771,910	969,463
Applied during the year	943,588	771,910
Released during the year	(771,910)	(969,463)
Deferred income at 31 August	<u>943,588</u>	<u>771,910</u>

Deferred income includes membership income for future financial years totalling £814,969 and income is deferred because it relates to the membership periods from 1st September 2025 to 31st August 2026.

14. OPERATING LEASE COMMITMENTS - CHARITY AND GROUP

As at 31 August 2025 the charity had annual commitments under non-cancellable operating leases as follows:

	Equipment		Land and buildings	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Leases which expire:				
Within one year	-	-	37,050	35,800
Within two to five years	-	-	-	-

15. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

	2025		2024	
	General Funds £	Total Funds £	General Funds £	Total Funds £
Fixed assets	-	-	26	26
Current assets	2,259,008	2,259,008	1,755,880	1,755,880
Current liabilities	(1,141,513)	(1,141,513)	(913,787)	(913,787)
Net assets at 31 August	<u>1,117,495</u>	<u>1,117,495</u>	<u>842,119</u>	<u>842,119</u>

Within the group, the net assets within the charity are £1,121,235 (2024: £845,569).

ECI SCHOOLS
NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE YEAR ENDED 31 AUGUST 2025

16. STATEMENT OF FUNDS

	Balance 1 September 2024 £	Income £	Expenditure £	Transfers £	Balance 31 August 2025 £
General funds	842,119	1,846,834	(1,571,173)	-	1,117,495
Group total	842,119	1,846,834	(1,571,173)	-	1,117,495

STATEMENT OF FUNDS (Prior year)

	Balance 1 September 2023 £	Income £	Expenditure £	Transfers £	Balance 31 August 2024 £
General funds	648,887	1,979,833	(1,786,601)	-	842,119
Group total	648,887	1,979,833	(1,786,601)	-	842,119

17. TAXATION

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purpose. The charity is not exempt from VAT which is included with the expenses to which it relates on the Statement of Financial Activities.

18. RECONCILIATION OF NET INCOME TO NET CASH INFLOW FROM OPERATING ACTIVITIES

	2025 Group £	2024 Group £
Net income for the reporting period (as per the Statement of Financial Activities)	275,376	193,232
Add back depreciation charge	27	4,709
Interest received	(26,904)	(9,733)
(Increase) / Decrease in debtors	(232,298)	278,884
Increase / (Decrease) in creditors	213,165	(215,436)
Net cash from operating activities	229,366	251,656

ECI SCHOOLS**NOTES TO THE FINANCIAL STATEMENTS (Continued)****FOR THE YEAR ENDED 31 AUGUST 2025**

19. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2025		2024	
	Group £	Charity £	Group £	Charity £
Cash at bank and in hand	<u>1,569,354</u>	<u>1,567,574</u>	<u>1,313,084</u>	<u>1,309,619</u>

20. POST BALANCE SHEET EVENTS

There are no other post balance sheet events that have taken place up to the date the accounts have been approved.

21. RELATED PARTIES

All Trustees hold senior positions at schools who work closely with ECIS. ECIS provide membership services to these schools. Our Trustees also attend events, conferences and training provided by ECIS.

Accounts

ECI SCHOOLS
TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

Company No. 08109626
Charity No. 1150171

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ECI SCHOOLS

REFERENCE AND ADMINISTRATIVE DETAILS

FOR THE YEAR ENDED 31 AUGUST 2024

Status	The organisation is a charitable company limited by guarantee, incorporated on 18 June 2012 and registered as a charity on 13 December 2012.	
Governing Document	The company was established under Memorandum and Articles which established the objects and powers of the charitable company.	
Company Number	08109626	
Charity Number	1150171	
Registered Office	The Stanley Building, 7 Pancras Square, London, N1C 4AG	
Trustees	Tim Kelley Pascale Hertay Dahi Al Fadhli Richard Parker Rachel Hovington Courtney Lowe Peggy Pelonis Marisa Leon La Tyia Rolle Dr. Oli Tooher-Hancock	Chairman Vice-Chairman Treasurer
	K Chohan	Executive Director, Clerk to the board of Trustees
Bankers	Lloyd's Bank 3rd Floor, 125 London Wall, London, EC2Y 5AJ	
Auditors	HaysMac LLP, 10 Queen Street Place, London EC4R 1AG	
Solicitors	Bates, Wells & Braithwaite LLP, 10 Queen Street Place, London EC4R 1BE	
Accountants	JS2 Ltd, One Crown Square, Church Street East, Woking GU21 6HR	

The Trustees present their report and the audited financial statements for the year ended 31 August 2024 in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

ECI SCHOOLS
TRUSTEES ANNUAL REPORT
FOR THE YEAR ENDED 31 AUGUST 2024

STRUCTURE, GOVERNANCE AND MANAGEMENT

Status & History

ECI Schools was incorporated as a company limited by guarantee in England in June 2012, following notice to members of the European Council of International Schools (a 501(c)(3) Delaware corporation) at its November 2011 AGM in Lisbon (Portugal) that the Council would restructure in order to adopt the most advantageous legal status for streamlined and efficient operations in the United Kingdom. The by-laws for the charitable company were passed at the November 2012 AGM for the European Council of International Schools in Nice (France), and the manner of the restructuring was confirmed. ECI Schools was successfully registered with the UK Charity Commission less than one month later, on 13 December 2012. Resolutions to enter into a transfer agreement effective 31 March 2013 were signed by the boards of both ECI Schools and ECIS on 22 March 2013. The transfer agreement admitted all Members of ECIS to membership of the UK charity and set out the terms of the acquisition of all assets of ECIS by ECI Schools, which will continue to trade as ECIS. ECI School's constitution is contained in its Memorandum and Articles of Association.

Organisational Structure

ECI School's board of trustees establishes a framework for the organisation, with the day-to-day operation and management delegated to the Executive Director (hereafter referred to as ED) Kam Chohan.

There are ten trustees, who consist of the official representatives of Member Schools; six of whom are elected by the Members ("Elected Trustees") at a general meeting or via electronic proxy, and three of whom are appointed by the trustees ("Appointed Trustees").

An Elected Trustee shall retire from office at the third annual general meeting following the annual general meeting at which they began service but may stand for re-election for a second three-year term in accordance with any policy which the trustees may decide.

Any trustee may propose (a) candidate(s) for the Appointed Trustees. Appointment of Appointed Trustees shall be by secret ballot and by simple majority of the trustees, with the new Appointed Trustee(s) to be announced to the membership at the ECI Schools annual general meeting (AGM), which is attached to the Leadership Conference. An Appointed Trustee shall serve a 3-year term in office and may be re-appointed for a second 3-year term in accordance with any policy which the trustees may decide.

Trustees are responsible for the management of the charitable company's business.

All members of the board of trustees give their time voluntarily and receive no benefits from the charitable company, apart from the private benefits that are accorded to all Members.

The ECI Schools board of trustees follows the ECI Schools' Standards of Conduct and Governance Policies to ensure that trustees fulfil their role according to high ethical standards, and to ensure that those actual or perceived conflicts of interest are properly managed.

Together with the Governance Committee, the Chair of the board of trustees is responsible for the induction of any new trustee which involves awareness of a trustee's responsibilities, governing document(s), administrative procedures, history, and philosophical approaches of the charitable company. The new trustees receive an induction pack for ECI Schools which includes the Induction Manual (introduction to ECI Schools), Articles of Association, Board Policy Manual, UK Corporate Governance Code, Charity Commission Guidance for Trustees, Declaration of Interest narrative and forms, and copies of the minutes from the two previous board meetings. Online training and induction are provided to new board members and in September 2022 there was a board retreat in London. Training for all Trustees is ongoing during their tenure with the ECIS Board. The Chair also provides onboarding training.

Sub-Committees and Task Forces

The board of trustees has formed three sub-committees: the Executive Committee, Governance Committee, and Finance Committee. Other sub-committees are formed ad-hoc, as are task forces.

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The role of the Executive Committee is to advise the ED and oversee the strategy and development of the organisation. The Executive Committee consists of the officer positions of Chair, Vice-Chair, and Treasurer of the board of trustees.

The role of the Governance Committee is, in collaboration with the ED, to identify individuals whose skills and expertise can positively affect the organisation, as well as to oversee the ongoing education of board members in the practice of charity governance. The Governance Committee consists of up to three members, one of whom should be an officer.

The role of the Finance Committee is to review all finances in collaboration with the senior management team, as well as to consider operational risk and to review the audited accounts.

Remuneration of Key Management

The pay of all staff is reviewed annually by the ED and normally increased in accordance with average earnings to reflect a cost-of-living adjustment. In view of the nature of the charity, the pay is benchmarked against pay levels in other charities with principal offices in London. The ED salary is set by the board of trustees.

Risk & Corporate Governance Matters

ECI Schools places strong reliance on the risk analysis and the control environment operated by ECI Schools. In addition, ECI Schools maintains a risk register that details the major risks the organisation faces and identifies the controls in place to mitigate those risks. The register also covers compliance requirements and internal control procedures, as well as investment risk.

The major risks that ECI Schools faces are (1) the failure to renew and recruit membership in order to achieve the membership target and (2) the failure of one or more of its major conferences. Several actions are in place to minimise these risks.

The risk register is kept under review on an on-going basis by the senior management team of ECI Schools and is formally reviewed on at least an annual basis by the board of trustees. It is recognised that a risk management system can only seek to manage, rather than eliminate, factors that impact on the ability to achieve business objectives and can provide only reasonable assurance against material misstatement or loss.

ECIS has a formal risk management process through which the major risks to which the organisation may be exposed and has ranked these by likelihood and impact, culminating in a risk control document which is updated on a regular basis by the senior management team, and shared with the Board of Trustees. All significant risks, together with current mitigation actions, are reviewed regularly throughout the year by the trustees. The trustees are satisfied that systems have been developed and are in place to mitigate identified risks to an acceptable level.

The principal risks and uncertainties identified by the charity are as follows:

Risk	Mitigation
1. Failure to renew and recruit membership in order to achieve the membership target	Annual membership plan with targets, scheduled debtor follow-up, weekly reporting. Continuous improvement of membership offer.
2. Failure of key conferences	Risk has been mitigated by careful planning of budgets and contracts. As delivery is mainly virtual, expenses are substantially lower. Hosting conference in member schools.
3. Disruption of business due to event (geopolitical, natural, cyber, etc.)	Disaster recovery and business continuity plan in place together with Cyber Insurance.
4. Membership and/or funding loss due to our affiliative relationship with US State Department, and any geopolitical consequences of US actions around the world.	Clarification of our relationship with the US State Department (affiliation only, for educational funding purposes); This relationship goes from strength to the strength with the REO as an advisory member of the board.
5. Political Unrest	People not being able to travel to certain countries.

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ECIS is an agile organisation that continues to pivot to schools needs and priorities. This success of this strategy is clear in the strong financial results produced by ECIS over the last 4 years.

The ED meets regularly and keeps the finance committee and board up to date. ECIS continues to maintain close relations with member schools, we have provided valuable professional development and a community, including Middle Leader Courses, a list of free PD from ECIS Special Interest Groups and regular meetings with schools. Our biggest growth area is bespoke trainings, these trainings are developed in consultation with school. Our bespoke training has proved to be very popular and the demand continues to grow. This training is provided both virtually and in person at school premises. We deliver trainings to school leaders, middle leaders and school trainings for DEI. We launched the International Schools Anti-Discrimination Task Force and are seen as market leaders, if you google anywhere in the world 'DEI' ECIS will come up first and this has happened due to our work globally.

Professional Indemnity Insurance

Professional indemnity insurance provides insurance cover for charity trustees against claims that may arise from their legitimate actions as trustees. As a matter of law, charities require authority to purchase this type of insurance. In the case of ECI Schools, that authority is obtained from its governing document, the articles of association.

Trustees' Responsibilities in the Preparation of Financial Statements

The trustees, who are also the directors of ECI Schools for the purposes of company law, are responsible for preparing the trustees' annual 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 trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and group, and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing those financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and accounting 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with Companies Acts 2006. They are also responsible for safeguarding the assets of the charitable company and the group, and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from the legislation in other jurisdictions.

OBJECTIVES AND ACTIVITIES

Charitable Objectives

The charitable objectives for which the charitable company was established are set down in the governing document as follows:

The advancement of education for the public benefit, in particular but not exclusively, by promoting and facilitating best practice and high standards in teaching and international education.

ECI SCHOOLS
TRUSTEES ANNUAL REPORT
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Charitable Activities

ECI Schools has referred to the guidance contained in the Charity Commission's guidance on public benefit when reviewing its aims and objectives in planning future activities. In particular, trustees consider that planned activities contribute to the overall aims and objectives of the charitable company.

ECI Schools will continue to focus the aims of ECI Schools in order to build and widen the membership base, increase member satisfaction, and increase the offerings available to Members.

Key activities will focus on recruiting new Members, retaining existing Members, expanding and improving the services offered to existing and potential Members, whilst nurturing Members' involvement with professional learning in both digital and in-person formats.

Our main activities and whom we aim to help are described below in the section of this report on Achievements and Performance. All our activities focus on supporting our mission and charitable objective for the advancement of international education and are undertaken to further our charitable purpose for the public benefit.

Public Benefit

The trustees have taken the Charity Commission's specific guidance on public benefit (contained within the document "The Advancement of Education for the Public Benefit") into consideration in preparing their statements on public benefit contained within this trustees' annual report.

Benefits & Beneficiaries

In accordance with its charitable objectives, the charitable company aims to transform lives through international education. All our charitable activities focus on enabling this transformation through professional learning, research, advisory, advocacy, and funding programmes (grants, fellowships).

The charitable company's primary beneficiaries are therefore its member schools (448 member schools, 40,000+ teachers, 300,000+ students), as well as the full community of international schools (11,000+ schools; 500,000+ teachers, administrators, and governors; and 5+ million pupils), as identified by ISC Research (2019), many of whom access ECIS products and services as non-members.

In return for providing financial support, Members receive many benefits in the form of child protection and governance training (online), reduced pricing for ECI Schools conferences and services, as well as funding (grants and fellowships).

Trustees' Assessment of Public Benefit

In order to determine whether the charity has fulfilled its charitable objectives for public benefit, the trustees gather evidence of the success of the charitable company's activities.

ECIS University Scholarship (Bursary)

The ECIS University Scholarship provides up to £10,000 for first-year university studies anywhere in the world and is available to students (graduates/leavers) from Level 3 member schools, who must submit an application and be evaluated (and selected) by the Selection Committee. The award is up to £10,000 awarded to the successful candidate, and paid directly to the university, subject to university confirmation of enrolment, accompanied by a fees invoice.

ECIS Research Fellowship

The research fellowship is a grant that provides recognition and financial incentives to a recipient for their work toward the advancement of international education via an academic route. A stipend of up to £5,000 is available, following successful application and selection.

Relationships with Related Parties

ECI Schools is related to the European Council of International Schools, Inc. (known as "ECIS Inc.", DBA – Doing Business As – Educational Collaborative for International Schools), a company incorporated in the State of Delaware in the United States of America and registered as a foreign company with Companies House in the United Kingdom under company number FC008297.

ECIS, Inc is a 100% subsidiary undertaking of ECI Schools, and the members of the board of directors of ECIS are the members of the board of trustees of ECI Schools.

ECI SCHOOLS
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FOR THE YEAR ENDED 31 AUGUST 2024

The purpose of the subsidiary is to transform lives through international education. The subsidiary is exclusively educational and scientific in character. It is also non-profit orientated, with no part of its net income to benefit any private shareholders.

Representation on Other Bodies

The ED of ECI Schools is a member of the advisory board for the NEOM project in Saudi Arabia; ECIS are a founding member of the International Task Force on Child Protection. ECIS also are now partnering with the International Baccalaureate and launched a joint International Schools Anti-Discrimination Task Force.

<https://isadtf.org/>

ACHIEVEMENTS AND PERFORMANCE

Review of Activities FY24

Conferences

This year we delivered 5 conferences this year. Our leadership conference sold out 3 months before event. We will continue with virtual events as they are low cost to run and help us to reach new audiences. We provided for our school members 50+ free trainings and workshops. These events have been very successful, we have pivoted to market needs and created new training for DEIJ. We continue to grow our portfolio of training and continue to listen to school communities globally to provide the trainings required by schools. Approximately 21,000 participants registered this year for ECIS trainings this year.

Here is some feedback from participants:

ECIS Leadership Conference

I enjoyed the networking possibilities as well as the one-day workshop. The keynote speeches were inspirational and good reminders of what we should be keeping our eyes and ears open for. I loved the Women in Education roundtable and another hour for that would have been perfect. The workshops themselves were of good quality although some could have been much more interactive. This is why I found the one-day workshop so enlightening and lasting, as the discussions were beyond the surface of the topic.

ECIS Learning Fest

The fact that I left with many ideas and a renewed sense of appreciation. I have not been on a conference in 5 years, and I guess the build-up of stress and anxiety over many areas was getting to me. Made me remember to continue to focus on the students and all will be well in the world. Thank you!

ECIS Leadership Conference

Day 2 workshops are always my favourite. Kam, Jo and Aby facilitated our group with extreme professionalism and grace. My people loved the boat trip. It was a 5-star experience, as usual. I didn't use the app at all, but my people did, and I got no hint of complaint or concern.

ECIS Early Childhood Conference

It was wonderful getting to network and learn from teachers in different settings, spending time with teachers outside of the classroom and sharing best practices is not done often enough.

Collaboration - Organisations and Educational Associations

ECI Schools believe that collaboration with other organisations and educational associations encourages sharing of knowledge and discussion of effective practices in education. We are building partnerships with universities. This is a recent publication with UCL. <https://ecis.org/wp-content/uploads/2024/10/Leadership-Connected-issue-4.pdf>

We continue to network extensively with other like-minded organisations including, but not limited to:

- Council of International Schools
- Middle States Association of Schools & Colleges
- New England Association of Schools & Colleges

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- Western Association of Schools & Colleges
- The College Board
- Association for the Advancement of International Education
- International Baccalaureate
- Duke of Edinburgh International Award
- Academy of International School Heads
- International Schools Services
- East Asia Regional Council of Overseas Schools
- Central and Eastern European Schools Association
- Mediterranean Association of International Schools
- Near East South Asia Council of Overseas Schools
- Association of American Schools in South America
- Tri-Association (Central America, Colombia, Caribbean, Mexico)
- The Association of International Schools of India
- Nordic Network
- Alliance for International Education
- Swiss Group of International Schools
- Association of German International Schools
- Dutch International Secondary Schools
- Dutch International Primary Schools
- National Association of Independent Schools
- Council of British International Schools
- Friends Council on Education
- Canadian Accredited Independent Schools

FINANCIAL REVIEW

Financial Outcome of Activities & Events

For FY24, ECI Schools, together with its subsidiary ECIS Inc, took in revenues of £1,979,833 (2023: £1,676,343) and had expenses of £1,786,601 (2023: £1,402,045) resulting in a surplus of £193,232 (2023: £274,298).

ECIS continue to improve internal controls and have a robust budgetary monitoring and review system. We have analysed all risk elements, and have mitigated against risk, going forward, in significant ways that make us feel appropriately confident about the future.

Trustees continue to review cash flow and budgets and feel that the organisation remains a going concern.

Reserves Policy

ECI Schools total funds as at 31 August 2024 totalled a positive of £842,119 (2023: £648,887). All funds as at 31 August were unrestricted. Excluding amounts tied up in tangible fixed assets, unrestricted funds were a positive of £842,093 (2023: £644,152).

ECI Schools policy is to maintain free reserves of six (6) months of operating costs which equate to £535,662 (2023: £434,754). Free reserves are unrestricted, undesignated funds not tied up in fixed assets. The Board of Trustees reviews the reserves annually. Free reserves are currently in excess of the target figure. During the year the trustees will consider proposals as to the use of the excess in accordance with the Charity's objectives.

Investments Policy

ECI Schools is reliant on membership subscriptions and fees for its learning and development products, services, and activities. Any investment assets are held as reserves. Investment is concentrated in real assets (cash). These real assets (cash) are held to provide financial security and liquidity, in case of requirement at short notice.

ECI SCHOOLS
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FOR THE YEAR ENDED 31 AUGUST 2024

Our reserves are held with Lloyd's. Our policy allows for investment in other assets, though since 2013, the Charity has maintained a strictly liquid position and has no plans to alter this in the immediate future.

FUNDRAISING

We are mindful of the code issued by the Fundraising regulator. We did not use any third parties in our fundraising activities and no complaints were received in the current and prior years.

PLANS FOR FUTURE PERIODS

We are now seen as market leaders for bespoke training with schools and school groups. DEIJ, Child Protection, Middle Leader, and Leadership trainings we will continue to work with our partners to promote our services. We have launched in India ECIS India specific Child Protection training. We are also working with ICMEC delivering specialised child protection training to our schools.

We are working on growing membership, with a member of staff now dedicated to this objective. We continue to focus on membership growth and retention, the new membership and partnerships are proving popular, and the board are also helping with selling to their networks. We launched this new online publication to highlight some of our members globally. <https://ecis.org/spotlighton/>

The plans for the European Council of International Schools Inc, a subsidiary of ECIS, is for the company to be made dormant as there will be no activity going through it after the year end. The decision may be to close it down in the near future.

Our Presence in the International Schools Sector

ECIS have presented at numerous conferences and continue to work with partners. Our reputation at ECIS is now of an outstanding provider of training and a collaborative partner for internationally minded schools and education organisations globally

Statement as to Disclosure of Information to the Auditor

The Trustees at the date of approval of this annual report confirm that, so far as each of them is aware, there is no relevant audit information of which the charity's auditor is unaware, and the Trustees 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.

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

This report was approved by the Trustees on

and signed on their behalf by:

..... **Trustee**

T Kelley

INDEPENDENT AUDIT REPORT FOR THE MEMBERS OF ECI SCHOOLS FOR THE YEAR ENDED 31 AUGUST 2024

Opinion

We have audited the financial statements of ECI Schools for the year ended 31 August 2024 which comprise the Consolidated Statement of Financial Activities, the Group and Company Balance Sheets, Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 August 2023 and of the group's and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and

INDEPENDENT AUDIT REPORT FOR THE MEMBERS OF ECI SCHOOLS FOR THE YEAR ENDED 31 AUGUST 2024

- the strategic report and the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

adequate accounting records have not been kept by the parent charitable company; or

the parent charitable company financial statements are not in agreement with the accounting records and returns; or

certain disclosures of trustees' remuneration specified by law are not made; or

we have not received all the information and explanations we require for our audit; or

the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 4, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to company and charity laws applicable in England and Wales, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and the Charities Act 2011, and consider other factors such as income tax, payroll tax and sales tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls). Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;

**INDEPENDENT AUDIT REPORT FOR THE MEMBERS OF ECI SCHOOLS
FOR THE YEAR ENDED 31 AUGUST 2024**

- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates

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

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Kathryn Burton (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP, Statutory Auditor

10 Queen Street Place
London
EC4R 1AG

Date:

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(including consolidated income and expenditure account)

FOR THE YEAR ENDED 31 AUGUST 2024

	Notes	Total 2024 £	Total 2023 £
INCOME FROM:			
Charitable activities			
Advancement of education	3	1,979,833	1,675,972
Other trading activities	8	-	371
Total income		<u>1,979,833</u>	<u>1,676,343</u>
EXPENDITURE FROM:			
Charitable activities			
Advancement of education	4	1,786,311	1,400,224
Trading costs	8	290	1,821
Total expenditure		<u>1,786,601</u>	<u>1,402,045</u>
Net expenditure	7	193,232	274,298
Net movement in funds		<u>193,232</u>	<u>274,298</u>
RECONCILIATION OF FUNDS			
Funds brought forward		648,887	374,589
Funds at 31 August 2024		<u><u>842,119</u></u>	<u><u>648,887</u></u>

The notes on pages 15-26 form part of these financial statements.

The statement of financial activities includes all gains and losses recognised in the year.

All funds in both years are unrestricted.

All activities noted above were from continued operations.

ECI SCHOOLS
BALANCE SHEET
AT 31 AUGUST 2024

Company No: 08109626

	Notes	2024 Group £	Charity £	2023 Group £	Charity £
FIXED ASSETS					
Tangible assets	10	26	26	4,735	4,735
CURRENT ASSETS					
Debtors	11	442,796	449,711	721,680	728,595
Short term deposits and cash in hand		1,313,084	1,309,619	1,051,695	1,047,940
		<u>1,755,880</u>	<u>1,759,330</u>	<u>1,773,375</u>	<u>1,776,535</u>
CURRENT LIABILITIES					
CREDITORS: amounts falling due within one year	12	<u>(913,787)</u>	<u>(913,787)</u>	<u>(1,129,223)</u>	<u>(1,129,223)</u>
NET CURRENT ASSETS		<u>842,093</u>	<u>845,543</u>	<u>644,152</u>	<u>647,312</u>
NET ASSETS		<u><u>842,119</u></u>	<u><u>845,569</u></u>	<u><u>648,887</u></u>	<u><u>652,047</u></u>
FUNDS					
Unrestricted funds					
General funds	16	<u>842,119</u>	<u>845,569</u>	<u>648,887</u>	<u>652,047</u>
TOTAL FUNDS		<u><u>842,119</u></u>	<u><u>845,569</u></u>	<u><u>648,887</u></u>	<u><u>652,047</u></u>

The surplus of the parent Charity for the year was £193,522 (2023: £275,748).

Approved by the Trustees and authorised for their issue on

and signed on their behalf by:

.....Trustee
T Kelley

The notes on pages 15-26 form part of these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

AT 31 AUGUST 2024

	Note	2024 Group £	2023 Group £
Cash flows from operating activities:			
Net cash provided by/(used in) operating activities	18	261,389	213,213
Cash flows from investing activities:			
Purchase of tangible fixed assets	10	-	-
Cash and cash equivalents at the beginning of the reporting period		1,051,695	838,482
TOTAL CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	19	<u>1,313,084</u>	<u>1,051,695</u>

(i) ANALYSIS OF CHANGES IN NET DEBT

	August 2023 £	Cash flows £	August 2024 £
Cash and cash equivalents			
Cash	1,051,695	261,389	1,313,084
TOTAL	<u>1,051,695</u>	<u>261,389</u>	<u>1,313,084</u>

The notes on pages 15-26 form part of these financial statements.

1. GENERAL INFORMATION

The Charity is a company limited by guarantee, incorporated in England and Wales (company number: 08109626) and a charity registered in England and Wales (charity number: 1150171). The Charity's registered office address is 24 Greville Street, London, EC1N 8SS.

2. ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: 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 (FRS 102) - (Charities SORP (FRS 102)) Second Edition effective 1 January 2019, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

ECI Schools meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

Preparation of accounts on a going concern basis

At 31st August 2024, the charity has unrestricted funds totalling £845,569 (2023: £652,047) having made a surplus in the year of £193,522 (2023: £275,748). The accounts have been prepared on a going concern which the Trustees believe to be appropriate on the basis of their review of budgets and cash flow forecasts prepared for a period of 12 months from the date these accounts were approved. The Trustees confirm there are no material uncertainties in relation to going concern.

ECI Schools had funds at the year end of £845,569 (Group £842,119) (2023: £652,047 (Group: £648,887)) and has positive cash balances of £1,309,619 (Group £1,313,084) (2023: £1,047,940 (Group £1,051,695)). The accounts have been prepared on a going concern basis as the Trustees believe it to be appropriate as the charity has implemented a number of cost savings and reworked its strategy and on the basis of its forecasted income and expenditure and cashflow income for the period to December 2024, it is comfortable that it will continue to build up reserves and remain in this position and have positive cashflows so that it is able to meet its liabilities as they fall due.

The events vertical has also been redesigned to eliminate high cost venues but instead run conferences at member school sites. Membership has become a main focus and new membership acquisitions is tracking very well.

The events vertical has also been redesigned to eliminate high-cost venues and staffing. Wherever possible conferences will run at member school sites. We will also continue virtual events as running costs are negligible and provide good value for schools. The forecasted income for events was £567,500. However, the actual income for this vertical was £1,118,472.

Membership growth remains a main focus. Membership remained robust and the value of membership is continually updated so members have value for membership. 2023-24 membership income was £717,377.

2. ACCOUNTING POLICIES (continued)**Group financial statements**

The financial statements consolidate the results of activities of both ECI Schools and its wholly owned subsidiary undertaking, European Council of International Schools, Inc. A separate Statement of Financial Activities and Income and Expenditure Account for the charity has not been presented because the charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006. The surplus of the parent charity was £193,522 (2023: £275,748).

Significant judgments and sources estimation uncertainty

In the application of the accounting policies, Trustees are required to make judgement, estimates, and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying 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 affected current and future periods. The Trustees consider the following item to be an area subject to estimation and judgement:

Fixed Assets and Depreciation

Fixed assets are stated at cost or deemed cost (donated valuation at estimated fair value) less accumulated depreciation and impairment losses.

Depreciation is calculated to write off the costs of the fixed asset by equal instalments as follows, all straight line:

Furniture, fittings and equipment over 3 to 10 years straight line

The useful economic lives of tangible fixed assets are based on management's judgement and experience. When management identifies that the useful economic lives differ materially from the estimates used to calculate depreciation, that charge is adjusted retrospectively.

Although tangible fixed assets are significant, variances between actual and estimated useful economic lives will not have a material impact on the operating results. Historically, no changes have been required.

In the view of the Trustees, no assumptions concerning the future or estimation uncertainty affecting assets or liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

Income recognition

All income is recognised once the charity has entitlement to income, it is probable that income will be received, and the amount of income receivable can be measured reliably.

Membership income is only recognised when the invoice is paid and so will be deferred until such time that it is paid or deemed to be a bad debt.

Events income is recognised when the event occurs and as such any income received before is deferred until that time.

2. ACCOUNTING POLICIES (continued)

Income from charitable activities

Income from charitable activities is recognised as earned as the related services are provided. Income from other trading activities is recognised as earned as the related goods are provided.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Investment income

Investment income is recognised on an accruals basis once the amounts can be measured reliably.

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity heading:

- Advancement of Education

Grants payable are payments made to third parties. They are accounted for when the Trustees have agreed to pay the grant.

Support costs have been allocated between governance costs and other support costs. Governance activities comprise organisational administration and compliance with constitutional and statutory requirements. Costs include direct costs of external audit, legal fees and other professional advice.

Governance and support costs have been apportioned between all activities based on staff costs.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Operating leases

Rental charges are charged on a straight-line basis over the life of the lease.

Financial instruments

Basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable are accounted for on the following basis:

Cash and cash equivalents

Cash and cash equivalents includes cash in hand, deposits held at banks, other short-term highly liquid investments with original maturities of three months or less and bank overdrafts. Bank overdrafts, when applicable, are shown within current liabilities.

Debtors and creditors

Debtors and creditors are measured at the transaction price less any provision for impairment. Any losses arising from impairment are recognised as expenditure.

2. ACCOUNTING POLICIES (continued)

Funds

General funds comprise the accumulated surplus or deficit from the Statement of Financial Activities which is not restricted nor designated funds. They are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity.

Designated funds comprise funds that have been set aside at the discretion of the Trustees for specific purposes. The purpose and use of the designated unrestricted funds are set out in the notes to the accounts.

Restricted income funds comprise unexpended balances of donations and grants held in trust to be applied for specific purposes.

Employee benefits

- **Short term benefits**

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

- **Employee termination benefits**

Termination benefits are accounted for on an accrual basis and in line with FRS 102.

- **Pension scheme**

ECI Schools operates a defined contribution pension scheme for the benefit of its employees. The assets of the scheme are held independently from those of ECI Schools in an independently administered fund. The pensions costs charged in the financial statements represent the contributions payable during the year.

Foreign currency translation

The charities functional and presentation currency is pound sterling. Monetary assets and liabilities denominated in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. All differences are recognised in the Statement of Financial Activities.

Legal status

ECI Schools is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

3. INCOME FROM CHARITABLE ACTIVITIES

	2024 £	2023 £
Membership fees	717,377	736,162
Conferences, events and training	1,118,472	726,982
Consultancy services	-	14,823
Grant income	131,884	194,893
Other direct activity income	12,100	3,112
	<u>1,979,833</u>	<u>1,675,972</u>

Grant income includes a grant from the US State Department, the total grant received was £203,844 (2023: £426,400) of which £71,960 (2023: £231,507) related to membership and event attendance invoices already shown in income, the amount shown as grant income of £131,884 (2023: £194,893) is the remainder of the grant.

4. EXPENDITURE ON CHARITABLE ACTIVITIES

2024	Direct Staff costs £	Other Costs £	Grants payable £	Support costs £	2023 Total £
Learning	580,454	897,601	-	214,940	1,692,995
Research	32,428	-	-	12,008	44,436
Advocacy	32,428	-	-	12,008	44,436
Funding	3,243	-	-	1,201	4,444
	<u>648,553</u>	<u>897,601</u>	<u>-</u>	<u>240,157</u>	<u>1,786,311</u>

2023	Direct Staff costs £	Other Costs £	Grants payable £	Support costs £	2022 Total £
Learning	475,880	616,875	-	225,214	1,317,969
Research	26,586	-	-	12,582	39,168
Advocacy	26,586	-	-	12,582	39,168
Funding	2,660	-	-	1,259	3,919
	<u>531,712</u>	<u>616,875</u>	<u>-</u>	<u>251,637</u>	<u>1,400,224</u>

Direct staff costs include a recharge from European Council of International Schools, Inc of £Nil (2023: £Nil) which do not form part of staff costs as shown in note 9.

5. SUPPORT COSTS

2024					2024
	Learning	Research	Advocacy	Funding	Total
	£	£	£	£	£
Governance	80,267	4,484	4,484	448	89,683
Building	29,820	1,666	1,666	167	33,319
Office	63,000	3,520	3,520	352	70,392
Professional	18,039	1,008	1,008	101	20,156
Other	23,814	1,330	1,330	133	26,607
	<u>214,940</u>	<u>12,008</u>	<u>12,008</u>	<u>1,201</u>	<u>240,157</u>
	<u><u>214,940</u></u>	<u><u>12,008</u></u>	<u><u>12,008</u></u>	<u><u>1,201</u></u>	<u><u>240,157</u></u>
2023					2023
	Learning	Research	Advocacy	Funding	Total
	£	£	£	£	£
Governance	69,824	3,901	3,901	390	78,016
Building	29,571	1,652	1,652	165	33,040
Office	86,930	4,856	4,856	486	97,128
Professional	12,457	696	696	70	13,919
Other	26,432	1,477	1,477	148	29,534
	<u>225,214</u>	<u>12,582</u>	<u>12,582</u>	<u>1,259</u>	<u>251,637</u>
	<u><u>225,214</u></u>	<u><u>12,582</u></u>	<u><u>12,582</u></u>	<u><u>1,259</u></u>	<u><u>251,637</u></u>

6. GOVERNANCE COSTS INCLUDE:

	2024	2023
	£	£
Audit and accountancy fees	72,970	63,323
Trustee expenses	-	5,662
Other costs	16,714	9,031
	<u>89,684</u>	<u>78,016</u>
	<u><u>89,684</u></u>	<u><u>78,016</u></u>

7. NET EXPENDITURE FOR THE YEAR:

	2024	2023
	£	£
This is stated after charging/crediting		
Auditors remuneration (excluding VAT):		
Audit	18,034	13,656
Under-accrual re. prior year	2,837	194
Operating leases	32,518	28,000
Depreciation	4,709	2,718
	<u>58,098</u>	<u>44,568</u>
	<u><u>58,098</u></u>	<u><u>44,568</u></u>

In 2023/24 no Trustee received any remuneration or pension. (2022/23: none)

No Trustee was either reimbursed or expenses were paid on their behalf during the year (2022/23: None). Trustee Indemnity insurance was taken out at a cost of £2,014 (2022/23: £1,953).

ECI SCHOOLS

NOTES TO THE FINANCIAL STATEMENTS (Continued)

FOR THE YEAR ENDED 31 AUGUST 2024

8. SUBSIDIARY

ECI Schools is related to the European Council of International Schools, Inc (known as "ECIS"), a company incorporated in the State of Delaware in the United States of America and registered as a foreign company with Companies House in the United Kingdom under company number FC008297. ECIS is a 100% subsidiary undertaking of ECI Schools and the members of the board of directors of ECIS are the members of the board of Trustees of ECI Schools.

The purpose of the subsidiary is to be the leading collaborative global network, promoting and supporting the ideas and best practices of international education. The subsidiary is exclusively educational and scientific in character. It is also non-profit orientated, with no part of its net income giving rise to a benefit to any private shareholder.

Annual financial statements for this subsidiary company are filed with the Registrar of Companies for England and Wales and are publicly available. The accounting reference date of the subsidiary is 30th June. The subsidiary's results for the 12 months to 30 June are shown below:

	2024 £	2023 £
Turnover	-	371
Administration expenses	(290)	(1,938)
Profit / (Loss) for the year	<u>(290)</u>	<u>(1,567)</u>
Current assets	3,465	3,755
Current liabilities	<u>(6,915)</u>	<u>(6,915)</u>
Total assets	<u>(3,450)</u>	<u>(3,160)</u>
Retained earnings b/fwd.	<u>(3,160)</u>	<u>(1,593)</u>
Retained earnings c/fwd.	<u>(3,450)</u>	<u>(3,160)</u>

The amounts owed to ECI Schools at 31 August 2024 was £6,915 (2023: £6,915).

9. STAFF COSTS AND NUMBERS

	2024 £	2023 £
Staff costs were as follows:		
Salaries and wages	480,911	388,845
Social security costs	71,726	67,175
Pension contributions	88,456	71,310
Healthcare costs	7,461	4,382
	<u>648,554</u>	<u>531,712</u>

	2024 Number	2023 Number
The number of employees whose emoluments for the year fell within the following bands were:		
£90,001 - £100,000	1	-
£130,001 - £140,000	-	1
£140,001 - £150,000	1	-
	<u>1</u>	<u>1</u>

Employer pensions for employees whose emoluments were above £60,000 were £73,381 (2023: £59,010). The total employee benefits of the key management personnel of the Group which includes the Trustees who were not remunerated during the year and the senior management team were £228,604 (2023: £215,660).

	2024 Number	2023 Number
The average number of employees based on head count during the year was as follows:		
Charitable activities	3	2
Support	3	3
	<u>6</u>	<u>5</u>

10. FIXED ASSETS (GROUP AND CHARITY)

	Total Furniture, fittings & Equipment £
Cost	
At 1 September 2023	30,880
Additions	-
Disposals	(18,254)
Balance at 31 August 2024	12,626
Accumulated depreciation	
At 1 September 2023	26,145
Charge for the year	4,709
Disposals	(18,254)
Balance at 31 August 2024	12,600
Net Book Value	
Carried forward at 31 August 2024	26
Brought forward at 1 September 2023	4,735

11. DEBTORS: amounts falling due within one year

	2024		2023	
	Group £	Charity £	Group £	Charity £
Trade debtors	339,239	339,239	545,549	545,549
Amounts due from European Council of International schools, Inc.	-	6,915	-	6,915
Other debtors	31,706	31,706	36,199	36,199
Prepayments and accrued income	71,851	71,851	139,932	139,932
	<u>442,796</u>	<u>449,711</u>	<u>721,680</u>	<u>728,595</u>

12. CREDITORS: amounts falling due within one year

	2024		2023	
	Group £	Charity £	Group £	Charity £
Trade creditors	83,480	83,480	97,699	97,699
Other Taxation and Social Security	15,252	15,252	14,936	14,936
Other creditors	9,372	9,372	16,190	16,190
Accruals	33,773	33,773	30,935	30,935
Deferred income (see note 14)	771,910	771,910	969,463	969,463
	<u>913,787</u>	<u>913,787</u>	<u>1,129,223</u>	<u>1,129,223</u>

13. ANALYSIS OF DEFERRED INCOME

Group and Charity	2024 £	2023 £
Deferred income at 1 September	969,463	751,488
Applied during the year	771,910	969,463
Released during the year	(969,463)	(751,488)
Deferred income at 31 August	<u>771,910</u>	<u>969,463</u>

Deferred income includes membership income for future financial years totalling £719,693 and income is deferred because it relates to the membership periods from 1st September 2024 to 31st August 2025.

14. OPERATING LEASE COMMITMENTS - CHARITY AND GROUP

As at 31 August 2024 the charity had annual commitments under non-cancellable operating leases as follows:

	Equipment		Land and buildings	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Leases which expire:				
Within one year	-	-	35,800	30,900
Within two to five years	-	-	-	-

15. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

	2024		2023	
	General Funds £	Total Funds £	General Funds £	Total Funds £
Fixed assets	26	26	4,735	4,735
Current assets	1,755,880	1,755,880	1,773,375	1,773,375
Current liabilities	(913,787)	(913,787)	(1,129,223)	(1,129,223)
Net assets at 31 August	<u>842,119</u>	<u>842,119</u>	<u>648,887</u>	<u>648,887</u>

Within the group, the net assets within the charity are £845,569 (2023: £652,047).

16. STATEMENT OF FUNDS

	Balance 1 September 2023 £	Income £	Expenditure £	Transfers £	Balance 31 August 2024 £
General funds	648,887	1,979,833	(1,786,601)	-	842,119
Charity & Group total	648,887	1,979,833	(1,786,601)	-	842,119

STATEMENT OF FUNDS (Prior year)

	Balance 1 September 2022 £	Income £	Expenditure £	Transfers £	Balance 31 August 2023 £
General funds	374,589	1,676,343	(1,402,045)	-	648,887
Charity & Group total	374,589	1,676,343	(1,402,045)	-	648,887

17. TAXATION

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purpose. The charity is not exempt from VAT which is included with the expenses to which it relates on the Statement of Financial Activities.

18. RECONCILIATION OF NET INCOME TO NET CASH INFLOW FROM OPERATING ACTIVITIES

	2024 Group £	2023 Group £
Net (expenditure) for the reporting period (as per the Statement of Financial Activities)	193,232	274,298
Add back depreciation charge	4,709	2,719
(Increase) / Decrease in debtors	278,884	(333,821)
Increase / (Decrease) in creditors	(215,436)	270,017
Net cash/(used in) operating activities	261,389	213,213

ECI SCHOOLS
NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE YEAR ENDED 31 AUGUST 2024

19. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2024		2023	
	Group £	Charity £	Group £	Charity £
Cash at bank and in hand	<u>1,313,084</u>	<u>1,309,619</u>	<u>1,051,695</u>	<u>1,047,940</u>

20. POST BALANCE SHEET EVENTS

There are no other post balance sheet events that have taken place up to the date the accounts have been approved.

21. RELATED PARTIES

All Trustees hold senior positions at schools who work closely with ECIS. ECIS provide membership services to these schools. Our Trustees also attend events, conferences and training provided by ECIS.

Accounts

ECI SCHOOLS
TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2023

Company No. 08109626
Charity No. 1150171

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ECI SCHOOLS

REFERENCE AND ADMINISTRATIVE DETAILS

FOR THE YEAR ENDED 31 AUGUST 2023

Status	The organisation is a charitable company limited by guarantee, incorporated on 18 June 2012 and registered as a charity on 13 December 2012.	
Governing Document	The company was established under Memorandum and Articles which established the objects and powers of the charitable company.	
Company Number	08109626	
Charity Number	1150171	
Registered Office	24 Greville Street, London EC1N 8SS	
Trustees	Tim Kelley Pascale Hertay Dahi Al Fadhli Richard Parker Rachel Hovington Courtney Lowe Kathy Miner Tom Egerton P Pelonis La Tyia Rolle Dr. Oli Tooher-Hancock	Chairman Vice-Chairman Treasurer
	K Chohan	Executive Director, Clerk to the board of Trustees
Bankers	Lloyd's Bank 3rd Floor, 125 London Wall, London, EC2Y 5AJ	
Auditors	Haysmacintyre LLP, 10 Queen Street Place, London EC4R 1AG	
Solicitors	Bates, Wells & Braithwaite LLP, 10 Queen Street Place, London EC4R 1BE	
Accountants	JS2 Ltd, One Crown Square, Church Street East, Woking GU21 6HR	

The Trustees present their report and the audited financial statements for the year ended 31 August 2023 in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

STRUCTURE, GOVERNANCE AND MANAGEMENT

Status & History

ECI Schools was incorporated as a company limited by guarantee in England in June 2012, following notice to members of the European Council of International Schools (a 501(c)(3) Delaware corporation) at its November 2011 AGM in Lisbon (Portugal) that the Council would restructure in order to adopt the most advantageous legal status for streamlined and efficient operations in the United Kingdom. The by-laws for the charitable company were passed at the November 2012 AGM for the European Council of International Schools in Nice (France), and the manner of the restructuring was confirmed. ECI Schools was successfully registered with the UK Charity Commission less than one month later, on 13 December 2012. Resolutions to enter into a transfer agreement effective 31 March 2013 were signed by the boards of both ECI Schools and ECIS on 22 March 2013. The transfer agreement admitted all Members of ECIS to membership of the UK charity and set out the terms of the acquisition of all assets of ECIS by ECI Schools, which will continue to trade as ECIS. ECI School's constitution is contained in its Memorandum and Articles of Association.

Organisational Structure

ECI School's board of trustees establishes a framework for the organisation, with the day-to-day operation and management delegated to the Executive Director (hereafter referred to as ED) Kam Chohan.

There are eleven trustees, who consist of the official representatives of Member Schools; six of whom are elected by the Members ("Elected Trustees") at a general meeting or via electronic proxy, and three of whom are appointed by the trustees ("Appointed Trustees").

An Elected Trustee shall retire from office at the third annual general meeting following the annual general meeting at which they began service but may stand for re-election for a second three-year term in accordance with any policy which the trustees may decide.

Any trustee may propose (a) candidate(s) for the Appointed Trustees. Appointment of Appointed Trustees shall be by secret ballot and by simple majority of the trustees, with the new Appointed Trustee(s) to be announced to the membership at the ECI Schools annual general meeting (AGM), which is attached to the Leadership Conference. An Appointed Trustee shall serve a 3-year term in office and may be re-appointed for a second 3-year term in accordance with any policy which the trustees may decide.

Trustees are responsible for the management of the charitable company's business.

All members of the board of trustees give their time voluntarily and receive no benefits from the charitable company, apart from the private benefits that are accorded to all Members.

The ECI Schools board of trustees follows the ECI Schools' Standards of Conduct and Governance Policies to ensure that trustees fulfil their role according to high ethical standards, and to ensure that those actual or perceived conflicts of interest are properly managed.

Together with the Governance Committee, the Chair of the board of trustees is responsible for the induction of any new trustee which involves awareness of a trustee's responsibilities, governing document(s), administrative procedures, history, and philosophical approaches of the charitable company. The new trustees receive an induction pack for ECI Schools which includes the Induction Manual (introduction to ECI Schools), Articles of Association, Board Policy Manual, UK Corporate Governance Code, Charity Commission Guidance for Trustees, Declaration of Interest narrative and forms, and copies of the minutes from the two previous board meetings. Online training and induction are provided to new board members and in September 2022 there was a board retreat in London. Training for all Trustees is ongoing during their tenure with the ECIS Board. The Chair also provides onboarding training.

Sub-Committees and Task Forces

The board of trustees has formed three sub-committees: the Executive Committee, Governance Committee, and Finance Committee. Other sub-committees are formed ad-hoc, as are task forces.

ECI SCHOOLS
TRUSTEES ANNUAL REPORT
FOR THE YEAR ENDED 31 AUGUST 2023

The role of the Executive Committee is to advise the ED and oversee the strategy and development of the organisation. The Executive Committee consists of the officer positions of Chair, Vice-Chair, and Treasurer of the board of trustees.

The role of the Governance Committee is, in collaboration with the ED, to identify individuals whose skills and expertise can positively affect the organisation, as well as to oversee the ongoing education of board members in the practice of charity governance. The Governance Committee consists of up to three members, one of whom should be an officer.

The role of the Finance Committee is to review all finances in collaboration with the senior management team, as well as to consider operational risk and to review the audited accounts.

Remuneration of Key Management

The pay of all staff is reviewed annually by the ED and normally increased in accordance with average earnings to reflect a cost-of-living adjustment. In view of the nature of the charity, the pay is benchmarked against pay levels in other charities with principal offices in London. The ED salary is set by the board of trustees.

Risk & Corporate Governance Matters

ECI Schools places strong reliance on the risk analysis and the control environment operated by ECI Schools. In addition, ECI Schools maintains a risk register that details the major risks the organisation faces and identifies the controls in place to mitigate those risks. The register also covers compliance requirements and internal control procedures, as well as investment risk.

The major risks that ECI Schools faces are (1) the failure to renew and recruit membership in order to achieve the membership target and (2) the failure of one or more of its major conferences. Several actions are in place to minimise these risks.

The risk register is kept under review on an on-going basis by the senior management team of ECI Schools and is formally reviewed on at least an annual basis by the board of trustees. It is recognised that a risk management system can only seek to manage, rather than eliminate, factors that impact on the ability to achieve business objectives and can provide only reasonable assurance against material misstatement or loss.

ECIS has a formal risk management process through which the major risks to which the organisation may be exposed and has ranked these by likelihood and impact, culminating in a risk control document which is updated on a regular basis by the senior management team, and shared with the Board of Trustees. All significant risks, together with current mitigation actions, are reviewed regularly throughout the year by the trustees. The trustees are satisfied that systems have been developed and are in place to mitigate identified risks to an acceptable level.

The principal risks and uncertainties identified by the charity are as follows:

Risk	Mitigation
1. Failure to renew and recruit membership in order to achieve the membership target	Annual membership plan with targets, scheduled debtor follow-up, weekly reporting. Continuous improvement of membership offer.
2. Failure of key conferences	Risk has been mitigated by careful planning of budgets and contracts. As delivery is mainly virtual, expenses are substantially lower. Hosting conference in member schools.
3. Disruption of business due to event (geopolitical, natural, cyber, etc.)	Disaster recovery and business continuity plan in place together with Cyber Insurance.
4. Membership and/or funding loss due to our affiliative relationship with US State Department, and any geopolitical consequences of US actions around the world.	Clarification of our relationship with the US State Department (affiliation only, for educational funding purposes); This relationship goes from strength to the strength with Christy Brown as an advisory member of the board.

5. Cost of Living Crisis	Globally all businesses are seeing rising costs. We continue to closely monitor inflation to ensure it's fairly reflected in our fees and staff costs.
6. Political Unrest	People not being able to travel to certain countries.

ECIS is an agile organisation that continues to pivot to schools needs and priorities. This success of this strategy is clear in the strong financial results produced by ECIS over the last 3 years.

The ED meets regularly and keeps the finance committee and board up to date. ECIS continues to maintain close relations with member schools, we have provided valuable professional development and a community, including Virtual Middle Leader Courses, a list of free PD from ECIS Special Interest Groups and regular meetings with schools.

Our bespoke training has proved to be very popular with over 40 conducted this year. This training is provided both virtually and in person at school premises. We deliver trainings to school leaders, middle leaders and school trainings for DEIJ. We launched the International Schools Anti-Discrimination Task Force and are seen as market leaders, if you google anywhere in the world 'DEIJ' ECIS will come up first and this has happened due to our work globally.

Professional Indemnity Insurance

Professional indemnity insurance provides insurance cover for charity trustees against claims that may arise from their legitimate actions as trustees. As a matter of law, charities require authority to purchase this type of insurance. In the case of ECI Schools, that authority is obtained from its governing document, the articles of association.

Trustees' Responsibilities in the Preparation of Financial Statements

The trustees, who are also the directors of ECI Schools for the purposes of company law, are responsible for preparing the trustees' annual 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 trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and group, and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing those financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and accounting 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with Companies Acts 2006. They are also responsible for safeguarding the assets of the charitable company and the group, and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from the legislation in other jurisdictions.

OBJECTIVES AND ACTIVITIES

Charitable Objectives

The charitable objectives for which the charitable company was established are set down in the governing document as follows:

The advancement of education for the public benefit, in particular but not exclusively, by promoting and facilitating best practice and high standards in teaching and international education.

Charitable Activities

ECI Schools has referred to the guidance contained in the Charity Commission's guidance on public benefit when reviewing its aims and objectives in planning future activities. In particular, trustees consider that planned activities contribute to the overall aims and objectives of the charitable company.

ECI Schools will continue to focus the aims of ECI Schools in order to build and widen the membership base, increase member satisfaction, and increase the offerings available to Members.

Key activities will focus on recruiting new Members, retaining existing Members, expanding and improving the services offered to existing and potential Members, whilst nurturing Members' involvement with professional learning in both digital and in-person formats.

Our main activities and whom we aim to help are described below in the section of this report on Achievements and Performance. All our activities focus on supporting our mission and charitable objective for the advancement of international education and are undertaken to further our charitable purpose for the public benefit.

Public Benefit

The trustees have taken the Charity Commission's specific guidance on public benefit (contained within the document "The Advancement of Education for the Public Benefit") into consideration in preparing their statements on public benefit contained within this trustees' annual report.

Benefits & Beneficiaries

In accordance with its charitable objectives, the charitable company aims to transform lives through international education. All our charitable activities focus on enabling this transformation through professional learning, research, advisory, advocacy, and funding programmes (grants, fellowships).

The charitable company's primary beneficiaries are therefore its member schools (448 member schools, 40,000+ teachers, 300,000+ students), as well as the full community of international schools (11,000+ schools; 500,000+ teachers, administrators, and governors; and 5+ million pupils), as identified by ISC Research (2019), many of whom access ECIS products and services as non-members.

In return for providing financial support, Members receive many benefits in the form of child protection and governance training (online), reduced pricing for ECI Schools conferences and services, as well as funding (grants and fellowships).

Trustees' Assessment of Public Benefit

In order to determine whether the charity has fulfilled its charitable objectives for public benefit, the trustees gather evidence of the success of the charitable company's activities.

Grant Making Policy

ECIS University Scholarship (Bursary)

The ECIS University Scholarship provides up to £10,000 for first-year university studies anywhere in the world and is available to students (graduates/leavers) from Level 3 member schools, who must submit an application and be evaluated (and selected) by the Selection Committee. The award is up to £10,000 awarded to the successful candidate, and paid directly to the university, subject to university confirmation of enrolment, accompanied by a fees invoice.

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ECIS Research Fellowship

The research fellowship is a grant that provides recognition and financial incentives to a recipient for their work toward the advancement of international education via an academic route. A stipend of up to £5,000 is available, following successful application and selection.

Relationships with Related Parties

ECI Schools is related to the European Council of International Schools, Inc. (known as “ECIS Inc.”, DBA – Doing Business As – Educational Collaborative for International Schools), a company incorporated in the State of Delaware in the United States of America and registered as a foreign company with Companies House in the United Kingdom under company number FC008297.

ECIS, Inc is a 100% subsidiary undertaking of ECI Schools, and the members of the board of directors of ECIS are the members of the board of trustees of ECI Schools.

The purpose of the subsidiary is to transform lives through international education. The subsidiary is exclusively educational and scientific in character. It is also non-profit orientated, with no part of its net income to benefit any private shareholders.

Representation on Other Bodies

The ED of ECI Schools is a member of the advisory board for the NEOM project in Saudi Arabia; ECIS are a founding member of the International Task Force on Child Protection. ECIS also are now partnering with the International Baccalaureate and launched a joint International Schools Anti-Discrimination Task Force.

ACHIEVEMENTS AND PERFORMANCE

Review of Activities FY23

Conferences

This year we delivered 4 conferences with 936 attendees participating. Our leadership conference sold out 2 months before event. We will continue with virtual events as they are low cost to run and help us to reach new audiences. We provided for our school members 45 free trainings and workshops. These events have been very successful, we have pivoted to market needs and created new training for DEIJ. We continue to grow our portfolio of training and continue to listen to school communities globally to provide the trainings required by schools. This is a link to our training brochure; we launched this year our New Teacher and Pedagogy Certificate. Approximately 20,000 participants registered this year for ECIS trainings this year. https://www.ecis.org/wp-content/uploads/2023/09/ECIS_Courses_2023_24.pdf

Collaboration - Organisations and Educational Associations

ECI Schools believe that collaboration with other organisations and educational associations encourages sharing of knowledge and discussion of effective practices in education. We are building partnerships with universities and hope to partner on a MA with Cambridge University, they are also providing a keynote for our Leadership 2024 conference. [ECIS Leadership 2024](#)

We continue to network extensively with other like-minded organisations including, but not limited to:

- Council of International Schools
- Middle States Association of Schools & Colleges
- New England Association of Schools & Colleges
- Western Association of Schools & Colleges
- The College Board
- Association for the Advancement of International Education
- International Baccalaureate
- Duke of Edinburgh International Award
- Academy of International School Heads
- International Schools Services
- East Asia Regional Council of Overseas Schools
- Central and Eastern European Schools Association
- Mediterranean Association of International Schools
- Near East South Asia Council of Overseas Schools
- Association of American Schools in South America
- Tri-Association (Central America, Colombia, Caribbean, Mexico)
- The Association of International Schools of India
- Nordic Network
- Alliance for International Education
- Swiss Group of International Schools
- Association of German International Schools
- Dutch International Secondary Schools
- Dutch International Primary Schools
- National Association of Independent Schools
- Council of British International Schools
- Friends Council on Education
- Canadian Accredited Independent Schools

FINANCIAL REVIEW

Financial Outcome of Activities & Events

For FY23, ECI Schools, together with its subsidiary ECIS Inc, took in revenues of £1,676,343 (2022: £1,216,099) and had expenses of £1,402,045 (2022: £1,093,484) resulting in a surplus of £275,748 (2022: £122,615).

With guidance from JS2, our accountants since late summer 2018 the trustees and senior management team have instituted several enhanced internal controls and put into place robust budgetary monitoring systems, among other actions. We have analysed all risk elements, and have mitigated against risk, going forward, in significant ways that make us feel appropriately confident about the future.

Trustees continue to review cash flow and budgets and feel that the organisation remains a going concern.

Reserves Policy

ECI Schools total funds as at 31 August 2023 totalled a positive of £648,887 (2022: £374,589). All funds as at 31 August were unrestricted. Excluding amounts tied up in tangible fixed assets, unrestricted funds were a positive of £644,152 (2022: £367,135).

ECI Schools policy is to maintain free reserves of four (4) months of operating cost which equate to £289,836 (2022: £232,026). Free reserves are unrestricted, undesignated funds not tied up in fixed assets. The Board of Trustees reviews the reserves annually. In FY24 ECIS are aiming to continue building cash reserves.

Investments Policy

ECI Schools is reliant on membership subscriptions and fees for its learning and development products, services, and activities. Any investment assets are held as reserves. Investment is concentrated in real assets (cash). These real assets (cash) are held to provide financial security and liquidity, in case of requirement at short notice.

Our reserves are held with Lloyd's in FY23. Our policy allows for investment in other assets, though since 2013, the Charity has maintained a strictly liquid position, and has no plans to alter this in the immediate future.

FUNDRAISING

We are mindful of the code issued by the Fundraising regulator. We did not use any third parties in our fundraising activities and no complaints were received in the current and prior years.

PLANS FOR FUTURE PERIODS

We are now seen as market leaders for bespoke training with schools and school groups. DEI, Child Protection, Middle Leader, and Leadership trainings we will continue to work with our partners to promote our services. We have launched in India ECIS India specific Child Protection training. We are also working with ICMEC delivering specialised child protection training to our schools.

We continue to grow membership, for 22-23 school year 38 new schools joined ECIS representing revenue of £72,077.

We continue to focus on membership growth and retention, the new membership and partnerships are proving popular, and the board are also helping with selling to their networks.

The plans for the European Council of International Schools Inc, a subsidiary of ECIS, is for the company to be made dormant as there will be no activity going through it after the year end. The decision may be to close it down in the near future.

Our Presence in the International Schools Sector

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ECIS have presented at numerous conferences and continue to work with partners. Our reputation at ECIS is now of an outstanding provider of training and a collaborative partner for internationally minded schools and education organisations globally

Statement as to Disclosure of Information to the Auditor

The Trustees at the date of approval of this annual report confirm that, so far as each of them is aware, there is no relevant audit information of which the charity's auditor is unaware, and the Trustees 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.

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

This report was approved by the Trustees on and signed on their behalf by:

.....Trustee

T Kelley

INDEPENDENT AUDIT REPORT FOR THE MEMBERS OF ECI SCHOOLS FOR THE YEAR ENDED 31 AUGUST 2023

Opinion

We have audited the financial statements of ECI Schools for the year ended 31 August 2023 which comprise the Consolidated Statement of Financial Activities, the Group and Company Balance Sheets, Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 August 2023 and of the group's and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

INDEPENDENT AUDIT REPORT FOR THE MEMBERS OF ECI SCHOOLS FOR THE YEAR ENDED 31 AUGUST 2023

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

adequate accounting records have not been kept by the parent charitable company; or
the parent charitable company financial statements are not in agreement with the accounting records and returns; or
certain disclosures of trustees' remuneration specified by law are not made; or
we have not received all the information and explanations we require for our audit; or
the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 4, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to company and charity laws applicable in England and Wales, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and the Charities Act 2011, and consider other factors such as income tax, payroll tax and sales tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls). Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and

**INDEPENDENT AUDIT REPORT FOR THE MEMBERS OF ECI SCHOOLS
FOR THE YEAR ENDED 31 AUGUST 2023**

- Challenging assumptions and judgements made by management in their critical accounting estimates

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

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Kathryn Burton (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP, Statutory Auditor
Date:

10 Queen Street Place
London
EC4R 1AG

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(including consolidated income and expenditure account)

FOR THE YEAR ENDED 31 AUGUST 2023

	Notes	Total 2023 £	Total 2022 £
INCOME FROM:			
Charitable activities			
Advancement of education	3	1,675,972	1,216,099
Other trading activities	9	371	-
Total income		<u>1,676,343</u>	<u>1,216,099</u>
EXPENDITURE FROM:			
Charitable activities			
Advancement of education	4	1,400,224	1,091,320
Trading costs	9	1,821	2,164
Total expenditure		<u>1,402,045</u>	<u>1,093,484</u>
Net expenditure	8	274,298	122,615
Net movement in funds		<u>274,298</u>	<u>122,615</u>
RECONCILIATION OF FUNDS			
Funds brought forward		374,589	251,974
Funds at 31 August 2023		<u><u>648,887</u></u>	<u><u>374,589</u></u>

The notes on pages 16-27 form part of these financial statements.

The statement of financial activities includes all gains and losses recognised in the year.

All funds in both years are unrestricted.

All activities noted above were from continued operations.

	Notes	2023 Group £	Charity £	2022 Group £	Charity £
FIXED ASSETS					
Tangible assets	11	4,735	4,735	7,454	7,454
CURRENT ASSETS					
Debtors	12	721,680	728,595	387,859	394,774
Short term deposits and cash in hand		1,051,695	1,047,940	838,482	833,277
		<u>1,773,375</u>	<u>1,776,535</u>	<u>1,226,341</u>	<u>1,228,051</u>
CURRENT LIABILITIES					
CREDITORS: amounts falling due within one year	13	<u>(1,129,223)</u>	<u>(1,129,223)</u>	<u>(859,206)</u>	<u>(859,206)</u>
NET CURRENT ASSETS		<u>644,152</u>	<u>647,312</u>	<u>367,135</u>	<u>368,845</u>
NET ASSETS		<u><u>648,887</u></u>	<u><u>652,047</u></u>	<u><u>374,589</u></u>	<u><u>376,299</u></u>
FUNDS					
Unrestricted funds					
General funds	17	<u>648,887</u>	<u>652,047</u>	<u>374,589</u>	<u>376,299</u>
TOTAL FUNDS		<u><u>648,887</u></u>	<u><u>652,047</u></u>	<u><u>374,589</u></u>	<u><u>376,299</u></u>

The surplus of the parent Charity for the year was £275,748 (2022: £124,779).

Approved by the Trustees and authorised for their issue on

and signed on their behalf by:

.....Trustee
T Kelley

The notes on pages 16-27 form part of these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

AT 31 AUGUST 2023

	Note	2023 Group £	2022 Group £
Cash flows from operating activities:			
Net cash provided by/(used in) operating activities	19	213,213	167,822
Cash flows from investing activities:			
Purchase of tangible fixed assets	11	-	(2,706)
Cash and cash equivalents at the beginning of the reporting period		838,482	673,366
TOTAL CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	20	<u>1,051,695</u>	<u>838,482</u>

(i) ANALYSIS OF CHANGES IN NET DEBT

	August 2022 £	Cash flows £	August 2023 £
Cash and cash equivalents			
Cash	838,482	213,213	1,051,695
TOTAL	<u>838,482</u>	<u>213,213</u>	<u>1,051,695</u>

The notes on pages 16-27 form part of these financial statements.

1. GENERAL INFORMATION

The Charity is a company limited by guarantee, incorporated in England and Wales (company number: 08109626) and a charity registered in England and Wales (charity number: 1150171). The Charity's registered office address is 24 Greville Street, London, EC1N 8SS.

2. ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: 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 (FRS 102) - (Charities SORP (FRS 102)) Second Edition effective 1 January 2019, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

ECI Schools meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

Preparation of accounts on a going concern basis

At 31st August 2023, the charity has unrestricted funds totalling £652,047 (2022: £376,299) having made a surplus in the year of £275,748 (2022: £124,779). The accounts have been prepared on a going concern which the Trustees believe to be appropriate on the basis of their review of budgets and cash flow forecasts prepared for a period of 12 months from the date these accounts were approved. The Trustees have agreed appropriate steps to monitor the ongoing financial position of the charity, under its revised strategy, will be able to start to rebuild reserves over the next 3 to 4 years. The Trustees confirm there are no material uncertainties in relation to going concern.

ECI Schools had funds at the year end of £652,047 (Group £648,887) (2022: £376,299 (Group: £374,589)) and has positive cash balances of £1,047,940 (Group £1,051,695) (2022: £833,277 (Group £838,482)). The accounts have been prepared on a going concern basis as the Trustees believe it to be appropriate as the charity has implemented a number of cost savings and reworked its strategy and on the basis of its forecasted income and expenditure and cashflow income for the period to December 2024, it is comfortable that it will continue to build up reserves and remain in this position and have positive cashflows so that it is able to meet its liabilities as they fall due.

The events vertical has also been redesigned to eliminate high cost venues but instead run conferences at member school sites. Membership has become a main focus and new membership acquisitions is tracking very well.

The events vertical has also been redesigned to eliminate high-cost venues and staffing. Wherever possible conferences will run at member school sites. We will also continue virtual events as running costs are negligible and provide good value for schools. The forecasted income for events was £363,000. However, the actual income for this vertical was £730,622.

Membership growth remains a main focus. Membership remained robust and the value of membership is continually updated so members have value for membership. 2022-23 membership income was £736,162.

2. ACCOUNTING POLICIES (continued)**Group financial statements**

The financial statements consolidate the results of activities of both ECI Schools and its wholly owned subsidiary undertaking, European Council of International Schools, Inc. A separate Statement of Financial Activities and Income and Expenditure Account for the charity has not been presented because the charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006. The surplus of the parent charity was £275,748 (2022: £124,779).

Significant judgments and sources estimation uncertainty

In the application of the accounting policies, Trustees are required to make judgement, estimates, and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying 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 affected current and future periods. The Trustees consider the following item to be an area subject to estimation and judgement:

Fixed Assets and Depreciation

Fixed assets are stated at cost or deemed cost (donated valuation at estimated fair value) less accumulated depreciation and impairment losses.

Depreciation is calculated to write off the costs of the fixed asset by equal instalments as follows, all straight line:

Furniture, fittings and equipment over 3 to 10 years straight line

The useful economic lives of tangible fixed assets are based on management's judgement and experience. When management identifies that the useful economic lives differ materially from the estimates used to calculate depreciation, that charge is adjusted retrospectively.

Although tangible fixed assets are significant, variances between actual and estimated useful economic lives will not have a material impact on the operating results. Historically, no changes have been required.

In the view of the Trustees, no assumptions concerning the future or estimation uncertainty affecting assets or liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

Income recognition

All income is recognised once the charity has entitlement to income, it is probable that income will be received, and the amount of income receivable can be measured reliably.

Membership income is only recognised when the invoice is paid and so will be deferred until such time that it is paid or deemed to be a bad debt.

Events income is recognised when the event occurs and as such any income received before is deferred until that time.

2. ACCOUNTING POLICIES (continued)

Income from charitable activities

Income from charitable activities is recognised as earned as the related services are provided. Income from other trading activities is recognised as earned as the related goods are provided.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Investment income

Investment income is recognised on an accruals basis once the amounts can be measured reliably.

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity heading:

- Advancement of Education

Grants payable are payments made to third parties. They are accounted for when the Trustees have agreed to pay the grant.

Support costs have been allocated between governance costs and other support costs. Governance activities comprise organisational administration and compliance with constitutional and statutory requirements. Costs include direct costs of external audit, legal fees and other professional advice.

Governance and support costs have been apportioned between all activities based on staff costs.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Operating leases

Rental charges are charged on a straight line basis over the life of the lease.

Financial instruments

Basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable are accounted for on the following basis:

Cash and cash equivalents

Cash and cash equivalents includes cash in hand, deposits held at banks, other short-term highly liquid investments with original maturities of three months or less and bank overdrafts. Bank overdrafts, when applicable, are shown within current liabilities.

Debtors and creditors

Debtors and creditors are measured at the transaction price less any provision for impairment. Any losses arising from impairment are recognised as expenditure.

2. ACCOUNTING POLICIES (continued)

Funds

General funds comprise the accumulated surplus or deficit from the Statement of Financial Activities which is not restricted nor designated funds. They are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity.

Designated funds comprise funds that have been set aside at the discretion of the Trustees for specific purposes. The purpose and use of the designated unrestricted funds are set out in the notes to the accounts.

Restricted income funds comprise unexpended balances of donations and grants held in trust to be applied for specific purposes.

Employee benefits

- **Short term benefits**

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

- **Employee termination benefits**

Termination benefits are accounted for on an accrual basis and in line with FRS 102.

- **Pension scheme**

ECI Schools operates a defined contribution pension scheme for the benefit of its employees. The assets of the scheme are held independently from those of ECI Schools in an independently administered fund. The pensions costs charged in the financial statements represent the contributions payable during the year.

Foreign currency translation

The charities functional and presentation currency is pound sterling. Monetary assets and liabilities denominated in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. All differences are recognised in the Statement of Financial Activities.

Legal status

ECI Schools is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

3. INCOME FROM CHARITABLE ACTIVITIES

	2023 £	2022 £
Membership fees	736,162	705,548
Conferences, events and training	726,982	372,083
Consultancy services	14,823	-
Grant income	194,893	134,315
Other direct activity income	3,112	4,153
	<u>1,675,972</u>	<u>1,216,099</u>

Grant income includes a grant from the US State Department, the total grant received was £426,400 (2022: £227,889) of which £231,507 (2022: £93,574) related to membership and event attendance invoices already shown in income, the amount shown as grant income of £194,893 (2022: £132,627) is the remainder of the grant.

Grant income also includes £Nil (2022: £1,688) in relation to the Coronavirus Job Retention Scheme.

4. EXPENDITURE ON CHARITABLE ACTIVITIES

2023	Direct Staff costs £	Other Costs £	Grants payable £	Support costs £	2023 Total £
Learning	475,880	616,875	-	225,214	1,317,969
Research	26,586	-	-	12,582	39,168
Advocacy	26,586	-	-	12,582	39,168
Funding	2,660	-	-	1,259	3,919
	<u>531,712</u>	<u>616,875</u>	<u>-</u>	<u>251,637</u>	<u>1,400,224</u>

2022	Direct Staff costs £	Other Costs £	Grants payable £	Support costs £	2022 Total £
Learning	384,830	435,521	-	189,081	1,009,432
Research	21,501	-	-	10,564	32,065
Advocacy	21,501	-	-	10,564	32,065
Funding	2,151	-	14,551	1,056	17,758
	<u>429,983</u>	<u>435,521</u>	<u>14,551</u>	<u>211,265</u>	<u>1,091,320</u>

Direct staff costs include a recharge from European Council of International Schools, Inc of £Nil (2022: £Nil) which do not form part of staff costs as shown in note 10.

ECI SCHOOLS

NOTES TO THE FINANCIAL STATEMENTS (Continued)

FOR THE YEAR ENDED 31 AUGUST 2023

5. GRANTS PAYABLE

Grants paid to institutions in the year ended 31 August 2023 include:

	2023 Total £	2022 Total £
University of Twente - Tuition Fees & Visa Application Fee	-	3,611
Leeds Beckett University – Tuition Fee Postgraduate PT	-	10,940
	-	14,551

No grants were paid to individuals (2022: none)

6. SUPPORT COSTS

2023

	Learning £	Research £	Advocacy £	Funding £	2023 Total £
Governance	69,824	3,901	3,901	390	78,016
Building	29,571	1,652	1,652	165	33,040
Office	86,930	4,856	4,856	486	97,128
Professional	12,457	696	696	70	13,919
Other	26,432	1,477	1,477	148	29,534
	225,214	12,582	12,582	1,259	251,637

2022

	Learning £	Research £	Advocacy £	Funding £	2022 Total £
Governance	63,370	3,540	3,540	354	70,804
Building	27,503	1,537	1,537	154	30,731
Office	64,736	3,617	3,617	362	72,332
Professional	13,736	767	767	77	15,347
Other	19,736	1,103	1,103	110	22,052
	189,081	10,564	10,564	1,057	211,266

7. GOVERNANCE COSTS INCLUDE:

	2023 £	2022 £
Audit and accountancy fees	63,323	58,251
Trustee expenses	5,662	682
Other costs	9,031	11,871
	78,016	70,804

8. NET EXPENDITURE FOR THE YEAR:

	2023 £	2022 £
This is stated after charging/crediting		
Auditors remuneration (excluding VAT):		
Audit	14,338	13,656
Other services	-	-
Under-accrual re. prior year	820	194
Expenses reimbursed to Trustees	5,662	-
Operating leases:	33,359	28,000
Depreciation	2,718	2,718
	<u> </u>	<u> </u>

In 2022/23 no Trustee received any remuneration or pension. (2021/22: none)

Four Trustees were either reimbursed or expenses were paid on their behalf of £5,662 principally on travel to the main conferences held during the year (2021/22: None). Trustee Indemnity insurance was taken out at a cost of £1,953 (2021/22: £1,744).

9. SUBSIDIARY

ECI Schools is related to the European Council of International Schools, Inc (known as "ECIS"), a company incorporated in the State of Delaware in the United States of America and registered as a foreign company with Companies House in the United Kingdom under company number FC008297. ECIS is a 100% subsidiary undertaking of ECI Schools and the members of the board of directors of ECIS are the members of the board of Trustees of ECI Schools.

The purpose of the subsidiary is to be the leading collaborative global network, promoting and supporting the ideas and best practices of international education. The subsidiary is exclusively educational and scientific in character. It is also non-profit orientated, with no part of its net income giving rise to a benefit to any private shareholder.

Annual financial statements for this subsidiary company are filed with the Registrar of Companies for England and Wales and are publicly available. The accounting reference date of the subsidiary is 30th June. The subsidiary's results for the 12 months to 30 June are shown below:

	2023 £	2022 £
Turnover	371	-
Administration expenses	(1,938)	(2,311)
	<u> </u>	<u> </u>
Profit / (Loss) for the year	(1,567)	(2,311)
	<u> </u>	<u> </u>
Current assets	3,755	5,322
Current liabilities	(6,915)	(6,915)
	<u> </u>	<u> </u>
Total assets	(3,160)	(1,593)
	<u> </u>	<u> </u>
Retained earnings b/fwd.	(1,593)	717
	<u> </u>	<u> </u>
Retained earnings c/fwd.	(3,160)	(1,593)
	<u> </u>	<u> </u>

The amounts owed to ECI Schools at 31 August 2023 was £6,915 (2022: £6,915).

10. STAFF COSTS AND NUMBERS

	2023 £	2022 £
Staff costs were as follows:		
Salaries and wages	388,845	342,435
Social security costs	67,175	33,174
Pension contributions	71,310	49,543
Healthcare costs	4,382	4,831
	<u>531,712</u>	<u>429,983</u>

	2023 Number	2022 Number
The number of employees whose emoluments for the year fell within the following bands were:		
£120,001 - £130,000	-	1
£130,001 - £140,000	<u>1</u>	<u>-</u>

Employer pensions for employees whose emoluments were above £60,000 were £59,010 (2022: £39,343). The total employee benefits of the key management personnel of the Group which includes the Trustees who were not remunerated during the year and the senior management team were £215,660 (2022: £189,499).

	2023 Number	2022 Number
The average number of employees based on head count during the year was as follows:		
Charitable activities	2	2
Support	<u>3</u>	<u>3</u>
	<u>5</u>	<u>5</u>

ECI SCHOOLS
NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE YEAR ENDED 31 AUGUST 2023

11. FIXED ASSETS (GROUP AND CHARITY)

	Total Furniture, fittings & Equipment £
Cost	
At 1 September 2022	30,880
Additions	-
Disposals	-
Balance at 31 August 2023	30,880
Accumulated depreciation	
At 1 September 2022	23,426
Charge for the year	2,719
Disposals	-
Balance at 31 August 2023	26,145
Net Book Value	
Carried forward at 31 August 2023	4,735
Brought forward at 1 September 2022	7,454

12. DEBTORS: amounts falling due within one year

	2023		2022	
	Group £	Charity £	Group £	Charity £
Trade debtors	545,549	545,549	291,086	291,086
Amounts due from European Council of International schools, Inc.	-	6,915	-	6,915
Other debtors	36,199	36,199	27,929	27,929
Prepayments and accrued income	139,932	139,932	68,844	68,844
	<u>721,680</u>	<u>728,595</u>	<u>387,859</u>	<u>394,774</u>

13. CREDITORS: amounts falling due within one year

	2023		2022	
	Group £	Charity £	Group £	Charity £
Trade creditors	97,699	97,699	59,373	59,373
Other Taxation and Social Security	14,936	14,936	11,601	11,601
Other creditors	16,190	16,190	17,946	17,946
Accruals	30,935	30,935	18,798	18,798
Deferred income (see note 14)	969,463	969,463	751,488	751,488
	<u>1,129,223</u>	<u>1,129,223</u>	<u>859,206</u>	<u>859,206</u>

14. ANALYSIS OF DEFERRED INCOME

Group and Charity	2023 £	2022 £
Deferred income at 1 September	751,488	632,428
Applied during the year	969,463	751,488
Released during the year	(751,488)	(632,428)
Deferred income at 31 August	<u>969,463</u>	<u>751,488</u>

Deferred income includes membership income for future financial years totalling £816,223 and income is deferred because it relates to the membership periods from 1st September 2023 to 31st August 2024.

15. OPERATING LEASE COMMITMENTS - CHARITY AND GROUP

As at 31 August 2023 the charity had annual commitments under non-cancellable operating leases as follows:

	Equipment		Land and buildings	
	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Leases which expire:				
Within one year	-	-	30,900	18,867
Within two to five years	-	-	-	-

16. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

	2023		2022	
	General Funds £	Total Funds £	General Funds £	Total Funds £
Fixed assets	4,735	4,735	7,454	7,454
Current assets	1,773,375	1,773,375	1,226,341	1,226,341
Current liabilities	(1,129,223)	(1,129,223)	(859,206)	(859,206)
Net assets at 31 August	<u>648,887</u>	<u>648,887</u>	<u>374,589</u>	<u>374,589</u>

Within the group, the net assets within the charity are £652,047 (2022: £376,299).

ECI SCHOOLS
NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE YEAR ENDED 31 AUGUST 2023

17. STATEMENT OF FUNDS

	Balance 1 September 2022 £	Income £	Expenditure £	Transfers £	Balance 31 August 2023 £
General funds	374,589	1,676,343	(1,402,045)	-	648,887
Charity & Group total	374,589	1,676,343	(1,402,045)	-	648,887

STATEMENT OF FUNDS (Prior year)

	Balance 1 September 2021 £	Income £	Expenditure £	Transfers £	Balance 31 August 2022 £
General funds	251,974	1,216,099	(1,093,484)	-	374,589
Charity & Group total	251,974	1,216,099	(1,093,484)	-	374,589

18. TAXATION

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purpose. The charity is not exempt from VAT which is included with the expenses to which it relates on the Statement of Financial Activities.

19. RECONCILIATION OF NET INCOME TO NET CASH INFLOW FROM OPERATING ACTIVITIES

	2023 Group £	2022 Group £
Net (expenditure) for the reporting period (as per the Statement of Financial Activities)	274,298	122,616
Add back depreciation charge	2,719	2,718
(Increase) / Decrease in debtors	(333,821)	48,280
Increase / (Decrease) in creditors	270,017	(5,791)
Net cash/(used in) operating activities	213,213	167,823

ECI SCHOOLS
NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE YEAR ENDED 31 AUGUST 2023

20. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2023		2022	
	Group £	Charity £	Group £	Charity £
Cash at bank and in hand	1,051,695	1,047,940	838,482	833,277

21. POST BALANCE SHEET EVENTS

There are no other post balance sheet events that have taken place up to the date the accounts have been approved.

22. RELATED PARTIES

All Trustees hold senior positions at schools who work closely with ECIS. ECIS provide membership services to these schools. Our Trustees also attend events, conferences and training provided by ECIS.

Accounts

ECI SCHOOLS
TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2022

Company No. 08109626
Charity No. 1150171

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ECI SCHOOLS

REFERENCE AND ADMINISTRATIVE DETAILS

FOR THE YEAR ENDED 31 AUGUST 2022

Status	The organisation is a charitable company limited by guarantee, incorporated on 18 June 2012 and registered as a charity on 13 December 2012.	
Governing Document	The company was established under Memorandum and Articles which established the objects and powers of the charitable company.	
Company Number	08109626	
Charity Number	1150171	
Registered Office	24 Greville Street, London EC1N 8SS	
Trustees	Tim Kelley Pascale Hertay Sheena Nabholz Richard Parker Dahi Al Fadhli Nisanart Dharmageisirattana Kathy Miner Tom Egerton P Pelonis La Tyia Rolle Vandana Lulla K Chohan	Chairman Vice-Chairman Treasurer Executive Director, Clerk to the board of Trustees
Bankers	Lloyd's Bank 3rd Floor, 125 London Wall, London, EC2Y 5AJ	
Auditors	Haysmacintyre LLP, 10 Queen Street Place, London EC4R 1AG	
Solicitors	Bates, Wells & Braithwaite LLP, 10 Queen Street Place, London EC4R 1BE	
Accountants	JS2 Ltd, One Crown Square, Church Street East, Woking GU21 6HR	

The Trustees present their report and the audited financial statements for the year ended 31 August 2022 in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

STRUCTURE, GOVERNANCE AND MANAGEMENT

Status & History

ECI Schools was incorporated as a company limited by guarantee in England in June 2012, following notice to members of the European Council of International Schools (a 501(c)(3) Delaware corporation) at its November 2011 AGM in Lisbon (Portugal) that the Council would restructure in order to adopt the most advantageous legal status for streamlined and efficient operations in the United Kingdom. The by-laws for the charitable company were passed at the November 2012 AGM for the European Council of International Schools in Nice (France), and the manner of the restructuring was confirmed. ECI Schools was successfully registered with the UK Charity Commission less than one month later, on 13 December 2012. Resolutions to enter into a transfer agreement effective 31 March 2013 were signed by the boards of both ECI Schools and ECIS on 22 March 2013. The transfer agreement admitted all Members of ECIS to membership of the UK charity and set out the terms of the acquisition of all assets of ECIS by ECI Schools, which will continue to trade as ECIS. ECI School's constitution is contained in its Memorandum and Articles of Association.

Organisational Structure

ECI School's board of trustees establishes a framework for the organisation, with the day-to-day operation and management delegated to the Executive Director (hereafter referred to as ED) Kam Chohan.

There are eleven trustees, who consist of the official representatives of Member Schools; six of whom are elected by the Members ("Elected Trustees") at a general meeting or via electronic proxy, and three of whom are appointed by the trustees ("Appointed Trustees").

An Elected Trustee shall retire from office at the third annual general meeting following the annual general meeting at which he or she began service but may stand for re-election for a second three-year term in accordance with any policy which the trustees may decide.

Any trustee may propose (a) candidate(s) for the Appointed Trustees. Appointment of Appointed Trustees shall be by secret ballot and by simple majority of the trustees, with the new Appointed Trustee(s) to be announced to the membership at the ECI Schools annual general meeting (AGM), which is attached to the Leadership Conference. An Appointed Trustee shall serve a 3-year term in office and may be re-appointed for a second 3-year term in accordance with any policy which the trustees may decide.

Trustees are responsible for the management of the charitable company's business.

All members of the board of trustees give their time voluntarily and receive no benefits from the charitable company, apart from the private benefits that are accorded to all Members.

The ECI Schools board of trustees follows the ECI Schools' Standards of Conduct and Governance Policies to ensure that trustees fulfil their role according to high ethical standards, and to ensure that those actual or perceived conflicts of interest are properly managed.

Together with the Governance Committee, the Chair of the board of trustees is responsible for the induction of any new trustee which involves awareness of a trustee's responsibilities, governing document(s), administrative procedures, history, and philosophical approaches of the charitable company. The new trustees receive an induction pack for ECI Schools which includes the Induction Manual (introduction to ECI Schools), Articles of Association, Board Policy Manual, UK Corporate Governance Code, Charity Commission Guidance for Trustees, Declaration of Interest narrative and forms, and copies of the minutes from the two previous board meetings. Online training and induction are provided to new board members and in September 2022 there was a board retreat in London. Training for all Trustees is ongoing during their tenure with the ECIS Board. The Chair also provides onboarding training.

Sub-Committees and Task Forces

The board of trustees has formed three sub-committees: the Executive Committee, Governance Committee, and Finance Committee. Other sub-committees are formed ad-hoc, as are task forces.

The role of the Executive Committee is to advise the ED and oversee the strategy and development of the organisation. The Executive Committee consists of the officer positions of Chair, Vice-Chair, and Treasurer of the board of trustees.

The role of the Governance Committee is, in collaboration with the executive director, to identify individuals whose skills and expertise can positively affect the organisation, as well as to oversee the ongoing education of board members in the practice of charity governance. The Governance Committee consists of up to three members, one of whom should be an officer.

The role of the Finance Committee is to review all finances in collaboration with the senior management team, as well as to consider operational risk and to review the audited accounts.

Remuneration of Key Management

The pay of all staff is reviewed annually by the ED and normally increased in accordance with average earnings to reflect a cost-of-living adjustment. In view of the nature of the charity, the pay is benchmarked against pay levels in other charities with principal offices in London. The ED salary is set by the board of trustees.

Risk & Corporate Governance Matters

ECI Schools places strong reliance on the risk analysis and the control environment operated by ECI Schools. In addition, ECI Schools maintains a risk register that details the major risks the organisation faces and identifies the controls in place to mitigate those risks. The register also covers compliance requirements and internal control procedures, as well as investment risk.

The major risks that ECI Schools faces are (1) the failure to renew and recruit membership in order to achieve the membership target and (2) the failure of one or more of its major conferences. Several actions are in place to minimise these risks.

The risk register is kept under review on an on-going basis by the senior management team of ECI Schools and is formally reviewed on at least an annual basis by the board of trustees. It is recognised that a risk management system can only seek to manage, rather than eliminate, factors that impact on the ability to achieve business objectives and can provide only reasonable assurance against material misstatement or loss.

ECIS has a formal risk management process through which the major risks to which the organisation may be exposed and has ranked these by likelihood and impact, culminating in a risk control document which is updated on a regular basis by the senior management team, and shared with the Board of Trustees. All significant risks, together with current mitigation actions, are reviewed regularly throughout the year by the trustees. The trustees are satisfied that systems have been developed and are in place to mitigate identified risks to an acceptable level.

The principal risks and uncertainties identified by the charity are as follows:

Risk	Mitigation
1. Failure to renew and recruit membership in order to achieve the membership target	Annual membership plan with targets, scheduled debtor follow-up, weekly reporting. Continuous improvement of membership offer.
2. Failure of key conferences	Risk has been mitigated by careful planning of budgets and contracts. As delivery is mainly virtual, expenses are substantially lower. Hosting conference in member schools.
3. Disruption of business due to event (geopolitical, natural, cyber, etc.)	Disaster recovery and business continuity plan in place together with Cyber Insurance.
4. Membership and/or funding loss due to our affiliative relationship with US State Department, and any geopolitical consequences of US actions around the world.	Clarification of our relationship with the US State Department (affiliation only, for educational funding purposes); This relationship goes from strength to the strength with Christy Brown as an advisory member of the board.

ECI SCHOOLS

TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2022

5. Cost of Living Crisis	Globally all businesses are seeing rising costs. We continue to closely monitor inflation to ensure it's fairly reflected in our fees and staff costs.
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Post Global Pandemic Disruption

ECIS has emerged as an agile organisation that pivoted to schools needs and continues to do so, the demonstration of the success of this strategy is clear in the financial results produced by ECIS year ending 31 August 2021 and 31 August 2022.

The ED meets regularly and keeps the finance committee and board up to date. ECIS continues to maintain close relations with member schools, we have provided valuable professional development and a community, including Virtual Middle Leader Courses, a list of free PD from ECIS Special Interest Groups and regular meetings with schools.

We also now provide bespoke online training for many schools. We will keep many elements of the virtual training in place as this provides opportunities for inclusive access for all schools globally.

Professional Indemnity Insurance

Professional indemnity insurance provides insurance cover for charity trustees against claims that may arise from their legitimate actions as trustees. As a matter of law, charities require authority to purchase this type of insurance. In the case of ECI Schools, that authority is obtained from its governing document, the articles of association.

Trustees' Responsibilities in the Preparation of Financial Statements

The trustees, who are also the directors of ECI Schools for the purposes of company law, are responsible for preparing the trustees' annual 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 trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and group, and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing those financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and accounting 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with Companies Acts 2006. They are also responsible for safeguarding the assets of the charitable company and the group, and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from the legislation in other jurisdictions.

OBJECTIVES AND ACTIVITIES

Charitable Objectives

The charitable objectives for which the charitable company was established are set down in the governing document as follows:

ECI SCHOOLS

TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2022

The advancement of education for the public benefit, in particular but not exclusively, by promoting and facilitating best practice and high standards in teaching and international education.

Charitable Activities

ECI Schools has referred to the guidance contained in the Charity Commission's guidance on public benefit when reviewing its aims and objectives in planning future activities. In particular, trustees consider that planned activities contribute to the overall aims and objectives of the charitable company.

ECI Schools will continue to focus the aims of ECI Schools in order to build and widen the membership base, increase member satisfaction, and increase the offerings available to Members.

Key activities will focus on recruiting new Members, retaining existing Members, expanding and improving the services offered to existing and potential Members, whilst nurturing Members' involvement with professional learning in both digital and in-person formats.

Our main activities and whom we aim to help are described below in the section of this report on Achievements and Performance. All our activities focus on supporting our mission and charitable objective for the advancement of international education and are undertaken to further our charitable purpose for the public benefit.

Public Benefit

The trustees have taken the Charity Commission's specific guidance on public benefit (contained within the document "The Advancement of Education for the Public Benefit") into consideration in preparing their statements on public benefit contained within this trustees' annual report.

Benefits & Beneficiaries

In accordance with its charitable objectives, the charitable company aims to transform lives through international education. All our charitable activities focus on enabling this transformation through professional learning, research, advisory, advocacy, and funding programmes (grants, fellowships).

The charitable company's primary beneficiaries are therefore its member schools (448 member schools, 40,000+ teachers, 300,000+ students), as well as the full community of international schools (11,000+ schools; 500,000+ teachers, administrators, and governors; and 5+ million pupils), as identified by ISC Research (2019), many of whom access ECIS products and services as non-members.

In return for providing financial support, Members receive many benefits in the form of child protection and governance training (online), reduced pricing for ECI Schools conferences and services, as well as funding (grants and fellowships).

Trustees' Assessment of Public Benefit

In order to determine whether the charity has fulfilled its charitable objectives for public benefit, the trustees gather evidence of the success of the charitable company's activities.

Grant Making Policy

ECIS University Scholarship (Bursary)

The ECIS University Scholarship provides up to £10,000 for first-year university studies anywhere in the world and is available to students (graduates/leavers) from Level 3 member schools, who must submit an application and be evaluated (and selected) by the Selection Committee. The award is up to £10,000 awarded to the successful candidate, and paid directly to the university, subject to university confirmation of enrolment, accompanied by a fees invoice.

ECIS Research Fellowship

The research fellowship is a grant that provides recognition and financial incentives to a recipient for their work toward the advancement of international education via an academic route. A stipend of up to £5,000 is available, following successful application and selection.

Relationships with Related Parties

ECI SCHOOLS

TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2022

ECI Schools is related to the European Council of International Schools, Inc. (known as "ECIS Inc.", DBA – Doing Business As – Educational Collaborative for International Schools), a company incorporated in the State of Delaware in the United States of America and registered as a foreign company with Companies House in the United Kingdom under company number FC008297.

ECIS, Inc is a 100% subsidiary undertaking of ECI Schools, and the members of the board of directors of ECIS are the members of the board of trustees of ECI Schools.

The purpose of the subsidiary is to transform lives through international education. The subsidiary is exclusively educational and scientific in character. It is also non-profit orientated, with no part of its net income to benefit any private shareholders.

Representation on Other Bodies

The Executive Director of ECI Schools is a member of the advisory board for the NEOM project in Saudi Arabia; ECIS are founding member of the International Task Force on Child Protection. ECIS also are now partnering with the International Baccalaureate and launched a joint International Schools Anti-Discrimination Task Force.

ACHIEVEMENTS AND PERFORMANCE

Review of Activities FY22

Conferences (Events)

This year we returned to face-to-face conferencing with 2 sold out conferences. The 2022 Leadership Conference and the 2022 MLIE Mini Conference. We now offer smaller conferences that will sell out and this creates scarcity in the market. We also presented for the first time at the International Baccalaureate conference and EARCOS. We delivered bespoke training to 709 delegated in August 2022. We also delivered training in Thailand and Vietnam. We will continue with virtual events as they are low cost to run and help us to reach new audiences. These events have been very successful, we have pivoted to market needs and created new training for DEI. We are now recognised as market leaders for DEI training and in fact if you google 'DEI' anywhere in the world ECIS are at the top or near the top of the search. We have grown our portfolio of training and continue to listen to school communities globally to provide the trainings required by schools.

This year 11283 delegates (2020-21: 3,161 delegates) have accessed ECIS training.

Training and Conference	Number of Delegates
Middle Leader Online Workshops	218
Online Course Sales	528
ECIS / ICMEC Child Protection Response Team - Level 1 - Sept 21	26
Teaching and Learning for Intercultural Understanding - Feb 2022	15
Creating a Culture of Caring: Cultural Responsiveness and Safeguarding	27
MLIE Mini Conference - Feb 2022	177
Leadership Conference 2022 ECIS & NEASC - April 2022	254
Virtual Leadership Conference 2022 ECIS & NEASC - April 2022	234
DEI LEADERSHIP DEVELOPMENT COHORT - June 2022	19
TOTAL	1,498
Online Courses	7,427
Bespoke Trainings	709
Webinars and Virtual Community Trainings	1,649
TOTAL	11,283

New Course Development

Last year we launched a new course for members called Cultivating Connections a Toolkit for Teachers. This year we have updated our Developing Critical Global Perspectives. We offer regular meetings with the course facilitators and creators to offer deep learning opportunities.

Collaboration - Organisations and Educational Associations

ECI Schools believe that collaboration with other organisations and educational associations encourages sharing of knowledge and discussion of effective practices in education. This year we have added to our collaborators by having the International Baccalaureate added to the list, ECIS for the first time presented at their conference. ECIS also added The Times Educational Supplement to our list. We are also working with NEOM in Saudi Arabia <https://www.youtube.com/watch?v=byhEhg-hx0A>.

We continue to network extensively with other like-minded organisations including, but not limited to:

- Council of International Schools
- Middle States Association of Schools & Colleges
- New England Association of Schools & Colleges
- Western Association of Schools & Colleges
- The College Board
- Association for the Advancement of International Education
- International Baccalaureate
- Duke of Edinburgh International Award
- Academy of International School Heads
- International Schools Services
- East Asia Regional Council of Overseas Schools
- Central and Eastern European Schools Association
- Mediterranean Association of International Schools
- Near East South Asia Council of Overseas Schools
- Association of American Schools in South America
- Tri-Association (Central America, Colombia, Caribbean, Mexico)
- The Association of International Schools of India
- Nordic Network
- Alliance for International Education
- Swiss Group of International Schools
- Association of German International Schools
- Dutch International Secondary Schools
- Dutch International Primary Schools
- National Association of Independent Schools
- Council of British International Schools
- Friends Council on Education
- Canadian Accredited Independent Schools

FINANCIAL REVIEW

Financial Outcome of Activities & Events

For FY21, ECI Schools, together with its subsidiary ECIS Inc, took in revenues of £1,216,099 (2021: £1,074,206) and had expenses of £1,093,483 (2021: £842,011) resulting in a surplus of £122,616 (2021: £232,195).

With guidance from JS2, our accountants since late summer 2018 the trustees and senior management team have instituted several enhanced internal controls and put into place robust budgetary monitoring systems, among other actions. We have analysed all risk elements, and have mitigated against risk, going forward, in significant ways that make us feel appropriately confident about the future.

Trustees continue to review Cash Flow and budgets and feel that the organisation remains a going concern.

ECI SCHOOLS
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FOR THE YEAR ENDED 31 AUGUST 2022

Reserves Policy

ECI Schools total funds as at 31 August 2022 totalled a positive of £374,589 (2021: £251,974). All funds as at 31 August were unrestricted. Excluding amounts tied up in tangible fixed assets, unrestricted funds were a positive of £367,135 (2021: £244,508).

ECI Schools policy is to maintain free reserves of four (4) months of operating cost which equate to £232,026 (2021: £200,862). Free reserves are unrestricted, undesignated funds not tied up in fixed assets. The Board of Trustees reviews the reserves annually. With the improved financial performance through FY21, the continued goal for FY22 is to rebuild cash reserves, with the robust controls and monitoring systems now in place.

Investments Policy

ECI Schools is reliant on membership subscriptions and fees for its learning and development products, services, and activities. Any investment assets are held as reserves. Investment is concentrated in real assets (cash). These real assets (cash) are held to provide financial security and liquidity, in case of requirement at short notice.

Our reserves are held with Lloyd's in FY22. Our policy allows for investment in other assets, though since 2013, the Charity has maintained a strictly liquid position, and has no plans to alter this in the immediate future.

FUNDRAISING

We are mindful of the code issued by the Fundraising regulator. We did not use any third parties in our fundraising activities and no complaints were received in the current and prior years.

PLANS FOR FUTURE PERIODS

We are now seen as market leaders for DEIJ, Child Protection training we will continue to work with our partners to promote our services. We are working with FICCI ARISE in India to roll out ECIS Child Protection training in India. We are also working with ICMEC delivering specialised training to our schools.

We continue to grow membership, for 21-22 school year 39 new schools joined ECIS representing a revenue of £74,960. Wellington College school recently joined as members. We are working with International Schools Association Thailand to increase membership and training revenues.

A continued focus on membership growth and retention, the new membership and partnerships are proving popular, and the board are also helping with selling to their networks.

The plans for the European Council of International Schools Inc, a subsidiary of ECIS, is for the company to be made dormant as there will be no activity going through it after the year end. The decision may be to close it down in the near future.

Our Presence in the International Schools Sector

ECIS have presented at numerous conferences and continue to work with partners. Our reputation at ECIS is now of an outstanding provider of training and a collaborative partner for internationally minded schools and education organisations globally

ECI SCHOOLS
TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2022

Statement as to Disclosure of Information to the Auditor

The Trustees at the date of approval of this annual report confirm that, so far as each of them is aware, there is no relevant audit information of which the charity's auditor is unaware, and the Trustees 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.

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

This report was approved by the Trustees on and signed on their behalf by:

.....**Trustee**

T Kelley

INDEPENDENT AUDIT REPORT FOR THE MEMBERS OF ECI SCHOOLS FOR THE YEAR ENDED 31 AUGUST 2022

Opinion

We have audited the financial statements of ECI Schools for the year ended 31 August 2022 which comprise the Consolidated Statement of Financial Activities, the Group and Company Balance Sheets, Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 August 2022 and of the group's and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

INDEPENDENT AUDIT REPORT FOR THE MEMBERS OF ECI SCHOOLS FOR THE YEAR ENDED 31 AUGUST 2022

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

adequate accounting records have not been kept by the parent charitable company; or
the parent charitable company financial statements are not in agreement with the accounting records and returns; or
certain disclosures of trustees' remuneration specified by law are not made; or
we have not received all the information and explanations we require for our audit; or
the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 4, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to company and charity laws applicable in England and Wales, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and the Charities Act 2011, and consider other factors such as income tax, payroll tax and sales tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls). Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and

**INDEPENDENT AUDIT REPORT FOR THE MEMBERS OF ECI SCHOOLS
FOR THE YEAR ENDED 31 AUGUST 2022**

- Challenging assumptions and judgements made by management in their critical accounting estimates

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

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Kathryn Burton (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP, Statutory Auditor
12th January 2023

10 Queen Street Place
London
EC4R 1AG

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(including consolidated income and expenditure account)

FOR THE YEAR ENDED 31 AUGUST 2022

	Notes	Total 2022 £	Total 2021 £
INCOME FROM:			
Charitable activities			
Advancement of education	3	1,216,099	1,074,206
Other trading activities	9	-	-
Total income		1,216,099	1,074,206
EXPENDITURE FROM:			
Charitable activities			
Advancement of education	4	1,091,320	836,449
Trading costs	9	2,164	5,562
Total expenditure		1,093,484	842,011
Net expenditure	8	122,615	232,195
Net movement in funds		122,615	232,195
RECONCILIATION OF FUNDS			
Funds brought forward		251,974	19,779
Funds at 31 August 2022		374,589	251,974

The notes on pages 16-27 form part of these financial statements.

The statement of financial activities includes all gains and losses recognised in the year.

All funds in both years are unrestricted.

All activities noted above were from continued operations.

	Notes	2022 Group £	Charity £	2021 Group £	Charity £
FIXED ASSETS					
Tangible assets	11	7,454	7,454	7,466	7,466
CURRENT ASSETS					
Debtors	12	387,859	394,774	447,261	436,139
Short term deposits and cash in hand		838,482	833,277	661,789	673,366
		<u>1,226,341</u>	<u>1,228,051</u>	<u>1,109,050</u>	<u>1,109,505</u>
CURRENT LIABILITIES					
CREDITORS: amounts falling due within one year	13	<u>(859,206)</u>	<u>(859,206)</u>	<u>(864,997)</u>	<u>(864,997)</u>
NET CURRENT ASSETS		<u>367,135</u>	<u>368,845</u>	<u>244,053</u>	<u>244,508</u>
NET ASSETS		<u><u>374,589</u></u>	<u><u>376,299</u></u>	<u><u>251,519</u></u>	<u><u>251,974</u></u>
FUNDS					
Unrestricted funds					
General funds	17	<u>374,589</u>	<u>376,299</u>	<u>251,519</u>	<u>251,974</u>
TOTAL FUNDS		<u><u>374,589</u></u>	<u><u>376,299</u></u>	<u><u>251,519</u></u>	<u><u>251,974</u></u>

The surplus of the parent Charity for the year was £124,779 (2021: £237,757).

Approved by the Trustees and authorised for their issue on

and signed on their behalf by:

.....Trustee
T Kelley

The notes on pages 16-27 form part of these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

AT 31 AUGUST 2022

	Note	2022 Group £	2021 Group £
Cash flows from operating activities:			
Net cash provided by/(used in) operating activities	19	167,822	213,928
Cash flows from investing activities:			
Purchase of tangible fixed assets	11	(2,706)	-
Cash and cash equivalents at the beginning of the reporting period		673,366	441,438
TOTAL CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	20	<u>838,482</u>	<u>673,366</u>

(i) ANALYSIS OF CHANGES IN NET DEBT

	August 2021 £	Cash flows £	August 2022 £
Cash and cash equivalents			
Cash	673,366	165,116	838,482
TOTAL	<u>673,366</u>	<u>165,116</u>	<u>838,482</u>

The notes on pages 16-27 form part of these financial statements.

1. GENERAL INFORMATION

The Charity is a company limited by guarantee, incorporated in England and Wales (company number: 08109626) and a charity registered in England and Wales (charity number: 1150171). The Charity's registered office address is 24 Greville Street, London, EC1N 8SS.

2. ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: 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 (FRS 102) - (Charities SORP (FRS 102)) Second Edition effective 1 January 2019, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

ECI Schools meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

Preparation of accounts on a going concern basis

At 31st August 2022, the charity has unrestricted funds totalling £379,899 (2021: £251,974) having made a surplus in the year of £128,379 (2021: £232,195). The accounts have been prepared on a going concern which the Trustees believe to be appropriate on the basis of their review of budgets and cash flow forecasts prepared for a period of 12 months from the date these accounts were approved. The Trustees have agreed appropriate steps to monitor the ongoing financial position of the charity, under its revised strategy, will be able to start to rebuild reserves over the next 3 to 4 years. The Trustees confirm there are no material uncertainties in relation to going concern.

ECI Schools had funds at the year end of £379,899 (Group £378,189) (2021: £251,519 (Group: £251,974)) and has positive cash balances of £833,277 (Group £858,126) (2021: £661,789 (Group £677,701)). The accounts have been prepared on a going concern basis as the Trustees believe it to be appropriate as the charity has implemented a number of cost savings and reworked its strategy and on the basis of its forecasted income and expenditure and cashflow income for the period to June 2023, it is comfortable that it will continue to build up reserves and remain in this position and have positive cashflows so that it is able to meet its liabilities as they fall due.

The events vertical has also been redesigned to eliminate high cost venues but instead run conferences at member school sites. Membership has become a main focus and new membership acquisitions is tracking very well. These are the figures for the last 18 months, even with a global recession we are growing rapidly.

The events vertical has also been redesigned to eliminate high-cost venues and staffing. Wherever possible conferences will run at member school sites. We will also continue virtual events as running costs are negligible and provide good value for schools. The forecasted income for events was £148,900 however the actual income for this vertical was £214,803.

Membership growth remains a main focus. Membership remained robust and the value of membership is continually updated so members have value for membership. 2021-22 membership income was £705,932.

Group financial statements

The financial statements consolidate the results of activities of both ECI Schools and its wholly owned subsidiary undertaking, European Council of International Schools, Inc. A separate Statement of Financial Activities and Income and Expenditure Account for the charity has not been presented because the charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006. The surplus of the parent charity was £128,379 (2020: £237,757).

2. ACCOUNTING POLICIES (continued)**Significant judgments and sources estimation uncertainty**

In the application of the accounting policies, Trustees are required to make judgement, estimates, and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying 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 affected current and future periods. The Trustees consider the following item to be an area subject to estimation and judgement:

Fixed Assets and Depreciation

Fixed assets are stated at cost or deemed cost (donated valuation at estimated fair value) less accumulated depreciation and impairment losses.

Depreciation is calculated to write off the costs of the fixed asset by equal instalments as follows, all straight line:

Furniture, fittings and equipment over 3 to 10 years straight line

The useful economic lives of tangible fixed assets are based on management's judgement and experience. When management identifies that the useful economic lives differ materially from the estimates used to calculate depreciation, that charge is adjusted retrospectively.

Although tangible fixed assets are significant, variances between actual and estimated useful economic lives will not have a material impact on the operating results. Historically, no changes have been required.

In the view of the Trustees, no assumptions concerning the future or estimation uncertainty affecting assets or liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

Income recognition

All income is recognised once the charity has entitlement to income, it is probable that income will be received, and the amount of income receivable can be measured reliably.

Membership income is only recognised when the invoice is paid and so will be deferred until such time that it is paid or deemed to be a bad debt.

Events income is recognised when the event occurs and as such any income received before is deferred until that time.

Income from charitable activities

Income from charitable activities is recognised as earned as the related services are provided. Income from other trading activities is recognised as earned as the related goods are provided.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognized when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Investment income

Investment income is recognised on an accruals basis once the amounts can be measured reliably.

2. ACCOUNTING POLICIES (continued)

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity heading:

- Advancement of Education

Grants payable are payments made to third parties. They are accounted for when the Trustees have agreed to pay the grant.

Support costs have been allocated between governance costs and other support costs. Governance activities comprise organisational administration and compliance with constitutional and statutory requirements. Costs include direct costs of external audit, legal fees and other professional advice.

Governance and support costs have been apportioned between all activities based on staff costs.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Operating leases

Rental charges are charged on a straight line basis over the life of the lease.

Financial instruments

Basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable are accounted for on the following basis:

Cash and cash equivalents

Cash and cash equivalents includes cash in hand, deposits held at banks, other short-term highly liquid investments with original maturities of three months or less and bank overdrafts. Bank overdrafts, when applicable, are shown within current liabilities.

Debtors and creditors

Debtors and creditors are measured at the transaction price less any provision for impairment. Any losses arising from impairment are recognised as expenditure.

Funds

General funds comprise the accumulated surplus or deficit from the Statement of Financial Activities which is not restricted nor designated funds. They are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity.

Designated funds comprise funds that have been set aside at the discretion of the Trustees for specific purposes. The purpose and use of the designated unrestricted funds are set out in the notes to the accounts.

Restricted income funds comprise unexpended balances of donations and grants held in trust to be applied for specific purposes.

ECI SCHOOLS
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 AUGUST 2022

2. ACCOUNTING POLICIES (continued)

Employee benefits

- **Short term benefits**

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

- **Employee termination benefits**

Termination benefits are accounted for on an accrual basis and in line with FRS 102.

- **Pension scheme**

ECI Schools operates a defined contribution pension scheme for the benefit of its employees. The assets of the scheme are held independently from those of ECI Schools in an independently administered fund. The pensions costs charged in the financial statements represent the contributions payable during the year.

Foreign currency translation

The charities functional and presentation currency is pound sterling. Monetary assets and liabilities denominated in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. All differences are recognised in the Statement of Financial Activities.

Legal status

ECI Schools is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

3. INCOME FROM CHARITABLE ACTIVITIES

	2022	2021
	£	£
Membership fees	705,548	703,832
Conferences, events and training	372,083	213,786
Consultancy services	-	-
Grant income	134,315	147,674
Other direct activity income	4,153	8,914
	<u>1,216,099</u>	<u>1,074,206</u>

Grant income includes a grant from the US State Department, the total grant received was £227,889 (2021: £236,985) of which £93,574 (2021: £117,999) related to membership and event attendance invoices already shown in income, the amount shown as grant income of £132,627 (2021: £118,986) is the remainder of the grant.

Grant income also includes £1,688 (2021: £28,688) in relation to the Coronavirus Job Retention Scheme.

4. EXPENDITURE ON CHARITABLE ACTIVITIES

2022	Direct Staff costs	Other Costs	Grants payable	Support costs	2022 Total
	£	£	£	£	£
Learning	384,830	435,521	-	189,081	1,009,432
Research	21,501	-	-	10,564	32,065
Advocacy	21,501	-	-	10,564	32,065
Funding	2,151	-	14,551	1,056	17,758
	<u>429,983</u>	<u>435,521</u>	<u>14,551</u>	<u>211,265</u>	<u>1,091,320</u>
	<u><u>429,983</u></u>	<u><u>435,521</u></u>	<u><u>14,551</u></u>	<u><u>211,265</u></u>	<u><u>1,091,320</u></u>
2021	Direct Staff costs	Other Costs	Grants payable	Support costs	2021 Total
	£	£	£	£	£
Learning	341,638	259,460	-	167,841	768,939
Research	19,087	-	-	9,377	28,464
Advocacy	19,087	-	-	9,377	28,464
Funding	1,907	5,738	2,000	937	10,582
	<u>381,719</u>	<u>265,198</u>	<u>2,000</u>	<u>187,532</u>	<u>836,449</u>
	<u><u>381,719</u></u>	<u><u>265,198</u></u>	<u><u>2,000</u></u>	<u><u>187,532</u></u>	<u><u>836,449</u></u>

Direct staff costs include a recharge from European Council of International Schools, Inc of £Nil (2021: £Nil) which do not form part of staff costs as shown in note 10.

5. GRANTS PAYABLE

Grants paid to institutions in the year ended 31 August 2022 include:

	2022 Total £	2021 Total £
University of Twente - Tuition Fees & Visa Application Fee	3,611	2,000
Leeds Beckett University – Tuition Fee Postgraduate PT	10,940	-
	<u>14,551</u>	<u>2,000</u>
	<u><u>14,551</u></u>	<u><u>2,000</u></u>

No grants were paid to individuals (2021: none)

ECI SCHOOLS

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2022

6. SUPPORT COSTS

2022					2022
	Learning	Research	Advocacy	Funding	Total
	£	£	£	£	£
Governance	63,370	3,540	3,540	354	70,804
Building	27,503	1,537	1,537	154	30,731
Office	64,736	3,617	3,617	362	72,332
Professional	13,736	767	767	77	15,347
Other	19,736	1,103	1,103	110	22,052
	<u>189,081</u>	<u>10,564</u>	<u>10,564</u>	<u>1,057</u>	<u>211,266</u>
	<u><u>189,081</u></u>	<u><u>10,564</u></u>	<u><u>10,564</u></u>	<u><u>1,057</u></u>	<u><u>211,266</u></u>
2021					2021
	Learning	Research	Advocacy	Funding	Total
	£	£	£	£	£
Governance	58,112	3,246	3,246	325	64,929
Building	24,249	1,355	1,355	135	27,094
Office	58,526	3,270	3,270	327	65,393
Professional	17,249	964	964	96	19,273
Other	9,705	542	542	54	10,843
	<u>167,841</u>	<u>9,377</u>	<u>9,377</u>	<u>937</u>	<u>187,532</u>
	<u><u>167,841</u></u>	<u><u>9,377</u></u>	<u><u>9,377</u></u>	<u><u>937</u></u>	<u><u>187,532</u></u>

7. GOVERNANCE COSTS INCLUDE:

	2022	2021
	£	£
Audit and accountancy fees	58,251	54,611
Trustee expenses	682	354
Other costs	12,554	9,965
	<u>71,487</u>	<u>64,930</u>
	<u><u>71,487</u></u>	<u><u>64,930</u></u>

8. NET EXPENDITURE FOR THE YEAR:

	2022	2021
	£	£
This is stated after charging/crediting		
Auditors remuneration (excluding VAT):		
Audit	13,656	13,005
Other services	-	385
Under-accrual re. prior year	194	-
Expenses reimbursed to Trustees	-	354
Operating leases:	28,000	24,336
Depreciation	2,718	1,826
	<u> </u>	<u> </u>

In 2021/22 no Trustee received any remuneration or pension. (2021: none)

One Trustee was either reimbursed or expenses were paid on their behalf of £682 principally on travel to the main conferences held during the year. (2021: One Trustee was either reimbursed or expenses were paid on their behalf of £354). Trustee Indemnity insurance was taken out at a cost of £1,744 (2021: £1,953).

9. SUBSIDIARY

ECI Schools is related to the European Council of International Schools, Inc (known as "ECIS"), a company incorporated in the State of Delaware in the United States of America and registered as a foreign company with Companies House in the United Kingdom under company number FC008297. ECIS is a 100% subsidiary undertaking of ECI Schools and the members of the board of directors of ECIS are the members of the board of Trustees of ECI Schools.

The purpose of the subsidiary is to be the leading collaborative global network, promoting and supporting the ideas and best practices of international education. The subsidiary is exclusively educational and scientific in character. It is also non-profit orientated, with no part of its net income giving rise to a benefit to any private shareholder.

Annual financial statements for this subsidiary company are filed with the Registrar of Companies for England and Wales and are publicly available. The accounting reference date of the subsidiary is 30th June. The subsidiary's results for the 12 months to 30 June are shown below:

	2022	2021
	£	£
Turnover	-	-
Administration expenses	(2,311)	(5,300)
	<u> </u>	<u> </u>
Profit / (Loss) for the year	(2,311)	(5,300)
	<u> </u>	<u> </u>
Current assets	5,322	10,505
Current liabilities	(6,915)	(9,788)
	<u> </u>	<u> </u>
Total assets	(1,593)	717
	<u> </u>	<u> </u>
Retained earnings b/fwd.	717	6,017
	<u> </u>	<u> </u>
Retained earnings c/fwd.	(1,593)	717
	<u> </u>	<u> </u>

The amounts owed to ECI Schools at 31 August 2022 was £6,915 (2021: £11,122).

10. STAFF COSTS AND NUMBERS

	2022	2021
	£	£
Staff costs were as follows:		
Salaries and wages	342,435	294,487
Social security costs	33,174	33,102
Pension contributions	49,543	47,243
Healthcare costs	4,831	4,466
Redundancy payments	-	2,421
	<u>429,983</u>	<u>381,719</u>

	2022	2021
	Number	Number
The number of employees whose emoluments for the year fell within the following bands were:		
£60,001 - £70,000	1	-
£120,001 - £130,000	-	1
£130,001 - £140,000	1	-
	<u>1</u>	<u>1</u>

Employer pensions for employees whose emoluments were above £60,000 were £39,343 (2021: £37,930). The total employee benefits of the key management personnel of the Group which includes the Trustees who were not remunerated during the year and the senior management team were £189,499 (2021: £222,625).

	2022	2021
	Number	Number
The average number of employees based on head count during the year was as follows:		
Charitable activities	3	3
Support	3	2
	<u>6</u>	<u>5</u>

ECI SCHOOLS
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 AUGUST 2022

11. FIXED ASSETS (GROUP AND CHARITY)

	Total Furniture, fittings & Equipment £
Cost	
At 1 September 2021	30,619
Additions	2,706
Disposals	(2,445)
Balance at 31 August 2022	30,880
Accumulated depreciation	
At 1 September 2021	23,153
Charge for the year	2,718
Disposals	(2,445)
Balance at 31 August 2022	23,426
Net Book Value	
Carried forward at 31 August 2022	7,454
Brought forward at 1 September 2021	7,466

12. DEBTORS: amounts falling due within one year

	2022		2021	
	Group £	Charity £	Group £	Charity £
Trade debtors	291,086	291,086	252,617	252,617
Amounts due from European Council of International schools, Inc.	-	6,915	-	11,122
Other debtors	27,929	27,929	30,426	30,426
Prepayments and accrued income	68,844	68,844	153,096	153,096
	<u>387,859</u>	<u>394,774</u>	<u>436,139</u>	<u>447,261</u>

13. CREDITORS: amounts falling due within one year

	2022		2021	
	Group £	Charity £	Group £	Charity £
Trade creditors	59,373	59,373	174,303	174,303
Other Taxation and Social Security	11,601	11,601	9,891	9,891
Other creditors	17,946	17,946	4,019	4,019
Accruals	18,798	18,798	44,356	44,356
Deferred income (see note 14)	751,488	751,488	632,428	632,428
	<u>859,206</u>	<u>859,206</u>	<u>864,997</u>	<u>864,997</u>

14. ANALYSIS OF DEFERRED INCOME

Group and Charity	2022 £	2021 £
Deferred income at 1 September	632,428	768,809
Applied during the year	751,488	632,428
Released during the year	(632,428)	(768,809)
Deferred income at 31 August	<u>751,488</u>	<u>632,428</u>

Deferred income includes membership income for future financial years totalling £719,928 and income is deferred because it relates to the membership periods from 1st September 2022 to 31st August 2023.

15. OPERATING LEASE COMMITMENTS - CHARITY AND GROUP

As at 31 August 2022 the charity had annual commitments under non-cancellable operating leases as follows:

	Equipment		Land and buildings	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Leases which expire:				
Within one year	-	-	18,867	18,600
Within two to five years	-	-	-	-

16. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

	2022		2021	
	General Funds £	Total Funds £	General Funds £	Total Funds £
Fixed assets	7,454	7,454	7,466	7,466
Current assets	1,226,341	1,226,341	1,110,808	1,110,808
Current liabilities	(859,206)	(859,206)	(866,300)	(866,300)
Net assets at 31 August	<u>374,589</u>	<u>374,589</u>	<u>251,974</u>	<u>251,974</u>

Within the group, the net assets within the charity are £376,299 (2021: £251,519).

17. STATEMENT OF FUNDS

	Balance 1 September 2021 £	Income £	Expenditure £	Transfers £	Balance 31 August 2022 £
General funds	251,974	1,216,099	(1,093,484)	-	374,589
Charity & Group total	251,974	1,216,099	(1,093,484)	-	374,589

STATEMENT OF FUNDS (Prior year)

	Balance 1 September 2020 £	Income £	Expenditure £	Transfers £	Balance 31 August 2021 £
General funds	19,779	1,074,206	(842,011)	-	251,974
Charity & Group total	19,779	1,074,206	(842,011)	-	251,974

18. TAXATION

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purpose. The charity is not exempt from VAT which is included with the expenses to which it relates on the Statement of Financial Activities.

19. RECONCILIATION OF NET INCOME TO NET CASH INFLOW FROM OPERATING ACTIVITIES

	2022 Group £	2021 Group £
Net (expenditure) for the reporting period (as per the Statement of Financial Activities)	122,616	232,195
Add back depreciation charge	2,718	1,826
Decrease in debtors	48,280	11,323
(Decrease) in creditors	(5,791)	(13,416)
Net cash/(used in) operating activities	167,823	231,928

20. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2022		2021	
	Group £	Charity £	Group £	Charity £
Cash at bank and in hand	838,482	833,277	673,366	661,789

21. POST BALANCE SHEET EVENTS

There are no other post balance sheet events that have taken place up to the date the accounts have been approved.

22. RELATED PARTIES

All Trustees hold senior positions at schools who work closely with ECIS. ECIS provide membership services to these schools. Our Trustees also attend events, conferences and training provided by ECIS.

Accounts

ECI SCHOOLS
TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021

Company No. 08109626
Charity No. 1150171

ECI SCHOOLS
TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021

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ECI SCHOOLS

REFERENCE AND ADMINISTRATIVE DETAILS

FOR THE YEAR ENDED 31 AUGUST 2021

Status	The organisation is a charitable company limited by guarantee, incorporated on 18 June 2012 and registered as a charity on 13 December 2012.
Governing Document	The company was established under Memorandum and Articles which established the objects and powers of the charitable company.
Company Number	08109626
Charity Number	1150171
Registered Office	24 Greville Street, London EC1N 8SS
Trustees	T Kelley Chairman J Aarnaes Vice-Chairman (resigned April 2021) Pascale Hertay Vice-Chairman S Nabholz Treasurer M Medved Krajnovic A Monga R Parker D Al Fadhli Dr Christy Brown (Advisory Member) (resigned April 2021) Nisanart Dharmageisirattana K Miner T Egerton K Chohan Executive Director, Clerk to the board of Trustees and charity correspondent
Bankers	Lloyd's Bank 3rd Floor, 125 London Wall, London, EC2Y 5AJ
Auditors	Haysmacintyre LLP, 10 Queen Street Place, London EC4R 1AG
Solicitors	Bates, Wells & Braithwaite LLP, 10 Queen Street Place, London EC4R 1BE
Accountants	JS2 Ltd, One Crown Square, Church Street East, Woking GU21 6HR

The Trustees present their report and the audited financial statements for the year ended 31 August 2021 in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

STRUCTURE, GOVERNANCE AND MANAGEMENT

Status & History

ECI Schools was incorporated as a company limited by guarantee in England in June 2012, following notice to members of the European Council of International Schools (a 501(c)(3) Delaware corporation) at its November 2011 AGM in Lisbon (Portugal) that the Council would restructure in order to adopt the most advantageous legal status for streamlined and efficient operations in the United Kingdom. The by-laws for the charitable company were passed at the November 2012 AGM for the European Council of International Schools in Nice (France), and the manner of the restructuring was confirmed. ECI Schools was successfully registered with the UK Charity Commission less than one month later, on 13 December 2012. Resolutions to enter into a transfer agreement effective 31 March 2013 were signed by the boards of both ECI Schools and ECIS on 22 March 2013. The transfer agreement admitted all Members of ECIS to membership of the UK charity and set out the terms of the acquisition of all assets of ECIS by ECI Schools, which will continue to trade as ECIS. ECI School's constitution is contained in its Memorandum and Articles of Association.

Organisational Structure

ECI School's board of trustees establishes a framework for the organisation, with the day-to-day operation and management delegated to the Executive Director (hereafter referred to as ED) Kam Chohan.

There are eleven trustees, who consist of the official representatives of Member Schools; six of whom are elected by the Members ("Elected Trustees") at a general meeting or via electronic proxy, and three of whom are appointed by the trustees ("Appointed Trustees").

An Elected Trustee shall retire from office at the third annual general meeting following the annual general meeting at which he or she began service but may stand for re-election for a second three-year term in accordance with any policy which the trustees may decide.

Any trustee may propose (a) candidate(s) for the Appointed Trustees. Appointment of Appointed Trustees shall be by secret ballot and by simple majority of the trustees, with the new Appointed Trustee(s) to be announced to the membership at the ECI Schools annual general meeting (AGM), which is attached to the Leadership Conference. An Appointed Trustee shall serve a 3-year term in office and may be re-appointed for a second 3-year term in accordance with any policy which the trustees may decide.

Trustees are responsible for the management of the charitable company's business.

All members of the board of trustees give their time voluntarily and receive no benefits from the charitable company, apart from the private benefits that are accorded to all Members.

The ECI Schools board of trustees follows the ECI Schools' Standards of Conduct and Governance Policies to ensure that trustees fulfil their role according to high ethical standards, and to ensure that those actual or perceived conflicts of interest are properly managed.

Together with the Governance Committee, the Chair of the board of trustees is responsible for the induction of any new trustee which involves awareness of a trustee's responsibilities, governing document(s), administrative procedures, history, and philosophical approaches of the charitable company. The new trustees receive an induction pack for ECI Schools which includes the Induction Manual (introduction to ECI Schools), Articles of Association, Board Policy Manual, UK Corporate Governance Code, Charity Commission Guidance for Trustees, Declaration of Interest narrative and forms, and copies of the minutes from the two previous board meetings. Due to the global pandemic disruption, there was no training programme for the board in FY21 but there are plans in place to provide this in FY22.

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Sub-Committees and Task Forces

The board of trustees has formed three sub-committees: the Executive Committee, Governance Committee, and Finance Committee. Other sub-committees are formed ad-hoc, as are task forces.

The role of the Executive Committee is to advise the ED and oversee the strategy and development of the organisation. The Executive Committee consists of the officer positions of Chair, Vice-Chair, and Treasurer of the board of trustees.

The role of the Governance Committee is, in collaboration with the executive director, to identify individuals whose skills and expertise can positively affect the organisation, as well as to oversee the ongoing education of board members in the practice of charity governance. The Governance Committee consists of up to three members, one of whom should be an officer.

The role of the Finance Committee is to review all finances in collaboration with the senior management team, as well as to consider operational risk and to review the audited accounts.

Remuneration of Key Management

The pay of all staff is reviewed annually by the ED and normally increased in accordance with average earnings to reflect a cost-of-living adjustment. In view of the nature of the charity, the pay is benchmarked against pay levels in other charities with principal offices in London. The ED salary is set by the board of trustees.

Risk & Corporate Governance Matters

ECI Schools places strong reliance on the risk analysis and the control environment operated by ECI Schools. In addition, ECI Schools maintains a risk register that details the major risks the organisation faces and identifies the controls in place to mitigate those risks. The register also covers compliance requirements and internal control procedures, as well as investment risk.

The major risks that ECI Schools faces are (1) the failure to renew and recruit membership in order to achieve the membership target and (2) the failure of one or more of its major conferences. Several actions are in place to minimise these risks.

The risk register is kept under review on an on-going basis by the senior management team of ECI Schools and is formally reviewed on at least an annual basis by the board of trustees. It is recognised that a risk management system can only seek to manage, rather than eliminate, factors that impact on the ability to achieve business objectives and can provide only reasonable assurance against material misstatement or loss.

ECIS has a formal risk management process through which the major risks to which the organisation may be exposed and has ranked these by likelihood and impact, culminating in a risk control document which is updated on a regular basis by the senior management team, and shared with the Board of Trustees. All significant risks, together with current mitigation actions, are reviewed regularly throughout the year by the trustees. The trustees are satisfied that systems have been developed and are in place to mitigate identified risks to an acceptable level.

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

The principal risks and uncertainties identified by the charity are as follows:

Risk	Mitigation
1. Failure to renew and recruit membership in order to achieve the membership target	Annual membership plan with targets, scheduled debtor follow-up, weekly reporting. Continuous improvement of membership offer.
2. Failure of key conferences	Risk has been mitigated by careful planning of budgets and contracts. As delivery is mainly virtual, expenses are substantially lower.
3. Disruption of business due to event (geopolitical, natural, cyber, etc.)	Disaster recovery and business continuity plan in place
4. Membership and/or funding loss due to our affiliative relationship with US State Department, and any geopolitical consequences of US actions around the world.	Clarification of our relationship with the US State Department (affiliation only, for educational funding purposes); This relationship has been galvanised this year by inviting Christy Brown to join the ECIS board

Global Pandemic Disruption

With the ongoing pandemic disruption. ECIS has been agile and pivoted to schools needs and continues to do so, the demonstration of the success of this strategy is clear in the financial results produced by ECIS year ending 31 August 2021.

The priority remains to keep staff safe, so ECIS continue to work remotely, with occasional working from the office, in line with UK government guidelines. No staff members are made to work from the office on a compulsory basis, they must feel safe and comfortable to travel into London offices. ECIS has proved its capability to adapt quickly and meet their customers' needs in what continues to be a fast changing and unprecedented time. The ED meets regularly and keeps the finance committee and board up to date. ECIS continues to maintain close relations with member schools, we have provided valuable professional development and a community, including Virtual Middle Leader Courses, a list of free PD from ECIS Special Interest Groups and regular meetings with schools. We also now provide bespoke online training for many schools. We will keep many elements of the virtual training in place even after travel restrictions are lifted as this is a more sustainable business model providing better profits for the organisation.

Professional Indemnity Insurance

Professional indemnity insurance provides insurance cover for charity trustees against claims that may arise from their legitimate actions as trustees. As a matter of law, charities require authority to purchase this type of insurance. In the case of ECI Schools, that authority is obtained from its governing document, the articles of association.

Trustees' Responsibilities in the Preparation of Financial Statements

The trustees, who are also the directors of ECI Schools for the purposes of company law, are responsible for preparing the trustees' annual 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 trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and group, and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing those financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and accounting 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; and

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with Companies Acts 2006. They are also responsible for safeguarding the assets of the charitable company and the group, and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from the legislation in other jurisdictions.

OBJECTIVES AND ACTIVITIES

Charitable Objectives

The charitable objectives for which the charitable company was established are set down in the governing document as follows:

The advancement of education for the public benefit, in particular but not exclusively, by promoting and facilitating best practice and high standards in teaching and international education.

Charitable Activities

ECI Schools has referred to the guidance contained in the Charity Commission's guidance on public benefit when reviewing its aims and objectives in planning future activities. In particular, trustees consider that planned activities contribute to the overall aims and objectives of the charitable company.

ECI Schools will continue to focus the aims of ECI Schools in order to build and widen the membership base, increase member satisfaction, and increase the offerings available to Members.

Key activities will focus on recruiting new Members, retaining existing Members, expanding and improving the services offered to existing and potential Members, whilst nurturing Members' involvement with professional learning in both digital and in-person formats.

Our main activities and whom we aim to help are described below in the section of this report on Achievements and Performance. All our activities focus on supporting our mission and charitable objective for the advancement of international education and are undertaken to further our charitable purpose for the public benefit.

Public Benefit

The trustees have taken the Charity Commission's specific guidance on public benefit (contained within the document "The Advancement of Education for the Public Benefit") into consideration in preparing their statements on public benefit contained within this trustees' annual report.

Benefits & Beneficiaries

In accordance with its charitable objectives, the charitable company aims to transform lives through international education. All our charitable activities focus on enabling this transformation through professional learning, research, advisory, advocacy, and funding programmes (grants, fellowships).

The charitable company's primary beneficiaries are therefore its member schools (429 member schools, 35,000+ teachers, 290,000+ students), as well as the full community of international schools (11,000+ schools; 500,000+ teachers, administrators, and governors; and 5+ million pupils), as identified by ISC Research (2019), many of whom access ECIS products and services as non-members.

In return for providing financial support, Members receive many benefits in the form of child protection and governance training (online), reduced pricing for ECI Schools conferences and services, as well as funding (grants and fellowships).

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Trustees' Assessment of Public Benefit

In order to determine whether the charity has fulfilled its charitable objectives for public benefit, the trustees gather evidence of the success of the charitable company's activities.

Grant Making Policy

ECIS University Scholarship (Bursary)

The ECIS University Scholarship provides up to £10,000 for first-year university studies anywhere in the world and is available to students (graduates/leavers) from Level 3 member schools, who must submit an application and be evaluated (and selected) by the Selection Committee. The award is up to £10,000 awarded to the successful candidate, and paid directly to the university, subject to university confirmation of enrolment, accompanied by a fees invoice.

ECIS Research Fellowship

The research fellowship is a grant that provides recognition and financial incentives to a recipient for their work toward the advancement of international education via an academic route. A stipend of up to £5,000 is available, following successful application and selection.

Relationships with Related Parties

ECI Schools is related to the European Council of International Schools, Inc. (known as "ECIS Inc.", DBA – Doing Business As – Educational Collaborative for International Schools), a company incorporated in the State of Delaware in the United States of America and registered as a foreign company with Companies House in the United Kingdom under company number FC008297.

ECIS, Inc is a 100% subsidiary undertaking of ECI Schools, and the members of the board of directors of ECIS are the members of the board of trustees of ECI Schools.

The purpose of the subsidiary is to transform lives through international education. The subsidiary is exclusively educational and scientific in character. It is also non-profit orientated, with no part of its net income to benefit any private shareholders.

Representation on Other Bodies

The Executive Director of ECI Schools is a member of the advisory board for the NEOM project in Saudi Arabia; ECIS are founding member of the International Task Force on Child Protection.

ACHIEVEMENTS AND PERFORMANCE

Review of Activities FY21

Conferences (Events)

This year all events have been virtual. These events have been very successful, we have pivoted to market needs and created new training for DEI.J.

Event Title & Month of Events	Number of Delegates	Actual Income	Forecasted Income
ECIS Admissions Month - Oct 20	50	£2,706	£2,500
ICMEC Trainings x 5	412	Free event	
Teaching & Learning for Intercultural Understanding	15	£2,880	£2000
Inclusive Recruitment x 2	28	£4,320	£2900
MLIE Week - Feb 21	393	£17,739	£5,000
Moving Maths Forward - Erma Anderson	125	Free event Supported by the AOS	

ECI SCHOOLS
TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021

ACHIEVEMENTS AND PERFORMANCE (continued)

PE Month - March 21	114	£4,890	£3,500
World Languages Day - March 21	125	Free event Supported by the AOS	
Middle Leader Online Workshops	107	£31,355	£2,000
Virtual Leadership Conference 21 - April 21	617	£97,258	£75,000
Libraries Week - May 21	314	£13,805	£50,000
Online Course Sales	852	£31,556	£10,000
	3161		

New Course Developed

We have developed and launched a new course for members called Cultivating Connections a Toolkit for Teachers. We offer regular meetings with the course facilitators and creators to offer deep learning opportunities.

Collaboration - Organisations and Educational Associations

ECI Schools believe that collaboration with other organisations and educational associations encourages sharing of knowledge and discussion of effective practices in education. We networked extensively with other like-minded organisations including, but not limited to:

- Council of International Schools
- Middle States Association of Schools & Colleges
- New England Association of Schools & Colleges
- Western Association of Schools & Colleges
- The College Board
- Association for the Advancement of International Education
- International Baccalaureate
- Duke of Edinburgh International Award
- Academy of International School Heads
- International Schools Services
- East Asia Regional Council of Overseas Schools
- Central and Eastern European Schools Association
- Mediterranean Association of International Schools
- Near East South Asia Council of Overseas Schools
- Association of American Schools in South America
- Tri-Association (Central America, Colombia, Caribbean, Mexico)
- The Association of International Schools of India
- Nordic Network
- Alliance for International Education
- Swiss Group of International Schools
- Association of German International Schools
- Dutch International Secondary Schools
- Dutch International Primary Schools
- National Association of Independent Schools
- Council of British International Schools
- Friends Council on Education
- Canadian Accredited Independent Schools

ACHIEVEMENTS AND PERFORMANCE (continued)

Publications

Online 'Insightful' magazine, 42,000+ contacts in digital form. We are enjoying quality submissions to this publication.

ECIS Smart Brief, a weekly digital news brief with articles relating to educational topics worldwide, continues to be well-read. Typical readership is 9,000+ per week.

INDICATORS, MILESTONES & BENCHMARKS

We have provided schools with an excellent value proposition, to ensure that we are offering what the membership find to be of value. We have cut costs and ECIS continues to attract new members and training continues to sell regardless of the global crisis being faced.

FINANCIAL REVIEW

Financial Outcome of Activities & Events

For FY21, ECI Schools, together with its subsidiary ECIS Inc, took in revenues of £1,074,206 (2020: £1,438,602) and had expenses of £842,011 (2020: £1,388,315) resulting in a surplus of £232,195 (2020: £50,287).

- Membership growth of £63,604 with 26 new members coming on board
- The robust finance controls in place meant that there were no cashflow issues
- Very robust sales in Child Protection Online Course total £31,556
- Virtual Leadership Conference income £97,258 with over 600 virtual delegates
- Virtual Libraries Conference (largest in the world) income £13,805 with over 300 delegates
- Virtual MLIE Conference income £17,739 with 400 delegates

With guidance from JS2, our accountants since late summer 2018 the trustees and senior management team have instituted a number of enhanced internal controls and put into place robust budgetary monitoring systems, among other actions. We have analysed any and all risk elements, and have mitigated against risk, going forward, in significant ways that make us feel appropriately confident about the future.

Trustees continue to review Cash Flow and budgets and feel that the organisation remains a going concern. This is due to the measures put in place for all contracts to be reviewed and agreed by the ED and board members. The robust measures are in place for review of all expenses. Deviation from the budget for expenses will not be permitted. The robust structure can be demonstrated as a surplus made for FY21 in comparison to previous year deficits. This is the largest surplus posted by ECIS since its inception and much of this is due to the ED robust management of all finances and product development.

Reserves Policy

ECI Schools total funds as at 31 August 2021 totalled a positive of £251,974 (2020: £19,779). All funds as at 31 August were unrestricted. Excluding amounts tied up in tangible fixed assets, unrestricted funds were a positive of £244,508 (2020: £10,487).

ECI Schools policy is to maintain free reserves of four (4) months of operating cost which equate to £200,862 (2020: 344,293). Free reserves are unrestricted, undesignated funds not tied up in fixed assets. The Board of Trustees reviews the reserves annually. With the improved financial performance through FY21, the continued goal for FY22 is to rebuild cash reserves, with the robust controls and monitoring systems now in place.

Investments Policy

ECI Schools is reliant on membership subscriptions and fees for its learning and development products, services, and activities. Any investment assets are held as reserves. Investment is concentrated in real assets (cash). These real assets (cash) are held to provide financial security and liquidity, in case of requirement at short notice.

FINANCIAL REVIEW (continued)

Our reserves are held with Lloyd's in FY21. Our policy allows for investment in other assets, though since 2013, the Charity has maintained a strictly liquid position, and has no plans to alter this in the immediate future.

FUNDRAISING

We are mindful of the code issued by the Fundraising regulator. We did not use any third parties in our fundraising activities and no complaints were received in the prior year.

PLANS FOR FUTURE PERIODS

We are now seen as market leaders for Child Protection training and plan to partner with NEASC who already recognise our Child Protection training, they will recommend ECIS training if necessary, during schools accreditations visits. We are also working with ICMEC delivering specialised training to our schools, this has been oversubscribed for every session.

We continue to grow membership, our commercial membership is now on hold as we have 75 commercial members, this will reopen in 2022 and this creates scarcity in the market. The Trustees believe these to be excellent indicators of future growth and stability. The new ED Kam Chohan has a strong business and educational background.

COVID 19 posed a significant threat to ECIS. ECIS, very quickly, responded by implementing a virtual conference platform and switched to an online conference; all other associations have cancelled conferences. ECIS was, therefore, able to serve its target clients whilst reducing the exposure to COVID 19. We have successfully completed our 2nd Annual Leadership Conference, the virtual conferences were well attended, initial feedback has been extremely positive. The virtual ticket including registration for entire teams and sixty days access to the conference, this has proved popular with schools. The profit improved as virtual conference are significantly cheaper to run.

In view of the virtual conference, moving forward we will be moving to a model of more virtual conferences, we will work to eliminate the risk in our events vertical.

There will be a focus on membership growth, the new membership and partnerships are proving popular and the board are also helping with selling to their networks, the previous 2 years membership sales have been the highest recorded in ECIS history.

The plans for the European Council of International Schools, Inc a subsidiary of ECIS is for the company to be made dormant as there will be no activity going through it after the year end and therefore the decision may be to close it down in the near future.

Our Presence in the International Schools Sector

The period through 2021 has continued to present economic and political challenges, but also presents new opportunities, perhaps outside of our more traditional markets, for learning products and services. Central and South America, for example, represent an important opportunity for ECIS, given our Spanish-language products, such as Child Protection training. The Middle East and Southeast Asia also represent strong opportunities for us.

The Charity has now reviewed its business model around conferences and made significant adjustments. We stated last year that we expected our events/conferences portfolio to look different within the next two to three years, and that has come to pass in FY21.

We anticipate further growth in our digital courses and have planned to increase the number of offerings available from FY22 onward, annually.

ECI SCHOOLS

TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2021

PLANS FOR FUTURE PERIODS (continued)

Statement as to Disclosure of Information to the Auditor

The Trustees at the date of approval of this annual report confirm that, so far as each of them is aware, there is no relevant audit information of which the charity's auditor is unaware, and the Trustees 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.

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

This report was approved by the Trustees on 20 January 2022 and signed on their behalf by:

Tim Kelley

.....
Trustee

T Kelley

INDEPENDENT AUDIT REPORT FOR THE MEMBERS OF ECI SCHOOLS FOR THE YEAR ENDED 31 AUGUST 2021

Opinion

We have audited the financial statements of ECI Schools for the year ended 31 August 2021 which comprise the Consolidated Statement of Financial Activities, the Group and Company Balance Sheets, Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 August 2021 and of the group's and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

INDEPENDENT AUDIT REPORT FOR THE MEMBERS OF ECI SCHOOLS FOR THE YEAR ENDED 31 AUGUST 2021

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

adequate accounting records have not been kept by the parent charitable company; or
the parent charitable company financial statements are not in agreement with the accounting records and returns; or
certain disclosures of trustees' remuneration specified by law are not made; or
we have not received all the information and explanations we require for our audit; or
the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 4, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to company and charity laws applicable in England and Wales, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and the Charities Act 2011, and consider other factors such as income tax, payroll tax and sales tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls). Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and

**INDEPENDENT AUDIT REPORT FOR THE MEMBERS OF ECI SCHOOLS
FOR THE YEAR ENDED 31 AUGUST 2021**

- Challenging assumptions and judgements made by management in their critical accounting estimates

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



Kathryn Burton (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP, Statutory Auditor
Date: 28 January 2022

10 Queen Street Place
London
EC4R 1AG

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(including consolidated income and expenditure account)

FOR THE YEAR ENDED 31 AUGUST 2021

	Notes	Total 2021 £	Total 2020 £
INCOME FROM:			
Charitable activities			
Advancement of education	3	1,074,206	1,426,299
Other trading activities	9	-	12,303
Total income		1,074,206	1,438,602
EXPENDITURE FROM:			
Charitable activities			
Advancement of education	4	836,449	1,379,392
Trading costs	9	5,562	8,923
Total expenditure		842,011	1,388,315
Net expenditure	8	232,195	50,287
Net movement in funds		232,195	50,287
RECONCILIATION OF FUNDS			
Funds brought forward		19,779	(30,508)
Funds at 31 August 2021		251,974	19,779

The notes on pages 17-28 form part of these financial statements.

The statement of financial activities includes all gains and losses recognised in the year.

All funds in both years are unrestricted.

All activities noted above were from continued operations.

	Notes	2021 Group £	Charity £	2020 Group £	Charity £
FIXED ASSETS					
Tangible assets	11	7,466	7,466	9,292	9,292
CURRENT ASSETS					
Debtors	12	436,139	447,261	447,462	444,410
Short term deposits and cash in hand		673,366	661,789	441,438	438,473
		<u>1,109,505</u>	<u>1,109,050</u>	<u>888,900</u>	<u>882,883</u>
CURRENT LIABILITIES					
CREDITORS: amounts falling due within one year	13	<u>(864,997)</u>	<u>(864,997)</u>	<u>(878,413)</u>	<u>(878,413)</u>
NET CURRENT ASSETS		<u>244,508</u>	<u>244,053</u>	<u>10,487</u>	<u>4,470</u>
NET ASSETS		<u><u>251,974</u></u>	<u><u>251,519</u></u>	<u><u>19,779</u></u>	<u><u>13,762</u></u>
FUNDS					
Unrestricted funds					
General funds	17	<u>251,974</u>	<u>251,519</u>	<u>19,779</u>	<u>13,762</u>
TOTAL FUNDS		<u><u>251,974</u></u>	<u><u>251,519</u></u>	<u><u>19,779</u></u>	<u><u>13,762</u></u>

The surplus of the parent Charity for the year was £237,757 (2020: £46,907).

Approved by the Trustees and authorised for their issue on 20 January 2022 and signed on their behalf by:

Tim Kelley

.....
Trustee
T Kelley

The notes on pages 17-28 form part of these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS
AT 31 AUGUST 2021

	Note	2021 Group £	2020 Group £
Cash flows from operating activities:			
Net cash provided by/(used in) operating activities	19	231,928	70,827
Change in cash and cash equivalents in the reporting period		231,928	70,827
Cash and cash equivalents at the beginning of the reporting period		441,438	370,611
TOTAL CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	20	<u>673,366</u>	<u>441,438</u>

The notes on pages 17-28 form part of these financial statements.

1. GENERAL INFORMATION

The Charity is a company limited by guarantee, incorporated in England and Wales (company number: 08109626) and a charity registered in England and Wales (charity number: 1150171). The Charity's registered office address is 24 Greville Street, London, EC1N 8SS.

2. ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: 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 (FRS 102) - (Charities SORP (FRS 102)) Second Edition effective 1 January 2019, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

ECI Schools meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

Preparation of accounts on a going concern basis

At 31st August 2021, the charity has unrestricted funds totalling £251,974 (2020: £19,779) having made a surplus in the year of £232,195 (2020: £50,287). The accounts have been prepared on a going concern which the Trustees believe to be appropriate on the basis of their review of budgets and cash flow forecasts prepared for a period of 12 months from the date these accounts were approved. The Trustees have agreed appropriate steps to monitor the ongoing financial position of the charity, under its revised strategy, will be able to start to rebuild reserves over the next 3 to 4 years.

ECI Schools had funds at the year end of £251,519 (Group £251,974) (2020: £13,762 (Group: £19,779)) and has positive cash balances of £661,789 (Group £677,701) (2020: £438,473 (Group £441,438)). The accounts have been prepared on a going concern basis as the Trustees believe it to be appropriate as the charity has implemented a number of cost savings and reworked its strategy and on the basis of its forecasted income and expenditure and cashflow income for the period to June 2023, it is comfortable that it will continue to build up reserves and remain in this position and have positive cashflows so that it is able to meet its liabilities as they fall due.

As a result of the worldwide outbreak coronavirus (Covid-19) pandemic that occurred in the year the senior management team (SMT) put in place contingency measures to try and minimise the impact on the Charity and Group. The priority was to keep staff safe so ECIS quickly moved to set up staff to be able to work remotely before the Government imposed a lockdown. ECIS had a number of events that were due to take place in Europe with 500 registered delegates attending training and events and so it acted quickly to implement a virtual conference platform and switch some events to online only and postpone others to later dates, whilst other similar associations cancelled their conferences entirely. Our SMT worked hard to try to reduce the impact by staying in regular contact with schools, attendees and the venues to prevent a large number of cancellations, promoting the additional benefits that would be on offer as a result of the conferences being virtual. This was a great success and proved that ECIS has the capability to adapt quickly and meet their customers' needs in what was a fast changing and unprecedented time.

2. ACCOUNTING POLICIES (continued)

The events vertical has also been redesigned to eliminate high cost venues but instead run conferences at member school sites. Membership has become a main focus and new membership acquisitions is tracking very well. These are the figures for the last 18 months, even with a global recession we are growing rapidly.

The events vertical has also been redesigned to eliminate high-cost venues and staffing. Wherever possible conferences will run at member school sites. We will also continue virtual events as running costs are negligible and provide good value for schools. The forecasted income for events was £148,900 however the actual income for this vertical was £214,803.

Membership growth remains a main focus. Membership continued to grow even with the global pandemic. Membership remained robust and the value of membership is continually updated so members have value for membership. The forecast for events income was £601,044 however this target was exceeded and membership income was £700,006.

Year	Number of Schools	Income
1/9/2019 – 31/8/2020	43	£90,570
1/9/2020 – 31/8/2021	26	£63,604

As well as income targets being exceeded. Overheads have also been reduced significantly.

Group financial statements

The financial statements consolidate the results of activities of both ECI Schools and its wholly owned subsidiary undertaking, European Council of International Schools, Inc. A separate Statement of Financial Activities and Income and Expenditure Account for the charity has not been presented because the charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006. The surplus of the parent charity was £237,757 (2020: £46,907).

Significant judgments and sources estimation uncertainty

In the application of the accounting policies, Trustees are required to make judgement, estimates, and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying 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 affected current and future periods. The Trustees consider the following item to be an area subject to estimation and judgement:

Depreciation:

The useful economic lives of tangible fixed assets are based on management's judgement and experience. When management identifies that the useful economic lives differ materially from the estimates used to calculate depreciation, that charge is adjusted retrospectively.

Although tangible fixed assets are significant, variances between actual and estimated useful economic lives will not have a material impact on the operating results. Historically, no changes have been required.

In the view of the Trustees, no assumptions concerning the future or estimation uncertainty affecting assets or liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

2. ACCOUNTING POLICIES (continued)

Income recognition

All income is recognised once the charity has entitlement to income, it is probable that income will be received, and the amount of income receivable can be measured reliably.

Membership income is only recognised when the invoice is paid and so will be deferred until such time that it is paid or deemed to be a bad debt.

Events income is recognised when the event occurs and as such any income received before is deferred until that time.

Income from charitable activities

Income from charitable activities is recognised as earned as the related services are provided. Income from other trading activities is recognised as earned as the related goods are provided.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognized when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Investment income

Investment income is recognised on an accruals basis once the amounts can be measured reliably.

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity heading:

- Advancement of Education

Grants payable are payments made to third parties. They are accounted for when the Trustees have agreed to pay the grant.

Support costs have been allocated between governance costs and other support costs. Governance activities comprise organisational administration and compliance with constitutional and statutory requirements. Costs include direct costs of external audit, legal fees and other professional advice.

Governance and support costs have been apportioned between all activities based on staff costs.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Operating leases

Rental charges are charged on a straight line basis over the life of the lease.

Fixed assets

Fixed assets are stated at cost or deemed cost (donated valuation at estimated fair value) less accumulated depreciation and impairment losses.

Depreciation is calculated to write off the costs of the fixed asset by equal instalments as follows, all straight line:

Furniture, fittings and equipment over 3 to 10 years straight line

Financial instruments

Basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable are accounted for on the following basis:

2. ACCOUNTING POLICIES (continued)

Cash and cash equivalents

Cash and cash equivalents includes cash in hand, deposits held at banks, other short-term highly liquid investments with original maturities of three months or less and bank overdrafts. Bank overdrafts, when applicable, are shown within current liabilities.

Debtors and creditors

Debtors and creditors are measured at the transaction price less any provision for impairment. Any losses arising from impairment are recognised as expenditure.

Funds

General funds comprise the accumulated surplus or deficit from the Statement of Financial Activities which is not restricted nor designated funds. They are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity.

Designated funds comprise funds that have been set aside at the discretion of the Trustees for specific purposes. The purpose and use of the designated unrestricted funds are set out in the notes to the accounts.

Restricted income funds comprise unexpended balances of donations and grants held in trust to be applied for specific purposes.

Employee benefits

- **Short term benefits**

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

- **Employee termination benefits**

Termination benefits are accounted for on an accrual basis and in line with FRS 102.

- **Pension scheme**

ECI Schools operates a defined contribution pension scheme for the benefit of its employees. The assets of the scheme are held independently from those of ECI Schools in an independently administered fund. The pensions costs charged in the financial statements represent the contributions payable during the year.

Foreign currency translation

The charities functional and presentation currency is pound sterling. Monetary assets and liabilities denominated in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. All differences are recognised in the Statement of Financial Activities.

Legal status

ECI Schools is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

3. INCOME FROM CHARITABLE ACTIVITIES

	2021 £	2020 £
Membership fees	703,832	777,721
Conferences	213,786	393,547
Consultancy services	-	23,105
Grant income	147,674	220,778
Other direct activity income	8,914	11,149
	<u>1,074,206</u>	<u>1,426,300</u>

Grant income includes a grant from the US State Department, the total grant received was £236,985 (2020: £276,858) of which £117,999 (2020: £73,771) related to membership and event attendance invoices already shown in income, the amount shown as grant income of £118,986 (2020: £203,087) is the remainder of the grant.

Grant income also includes £28,688 (2020: £17,691) in relation to the Coronavirus Job Retention Scheme.

4. EXPENDITURE ON CHARITABLE ACTIVITIES

2021	Direct Staff costs £	Other Costs £	Grants payable £	Support costs £	2021 Total £
Learning	341,638	259,460	-	167,841	768,939
Research	19,087	-	-	9,377	28,464
Advocacy	19,087	-	-	9,377	28,464
Funding	1,907	5,738	2,000	937	10,582
	<u>381,719</u>	<u>265,198</u>	<u>2,000</u>	<u>187,532</u>	<u>836,449</u>
2020	Direct Staff costs £	Other Costs £	Grants payable £	Support costs £	2020 Total £
Learning	590,399	410,258	-	256,821	1,257,478
Research	32,983	-	-	14,348	47,331
Advocacy	32,983	842	-	14,347	48,172
Funding	3,298	12,248	9,250	1,435	26,411
	<u>659,663</u>	<u>423,528</u>	<u>9,250</u>	<u>286,951</u>	<u>1,379,392</u>

Direct staff costs include a recharge from European Council of International Schools, Inc of £Nil (2020: £302,891) which do not form part of staff costs as shown in note 10.

ECI SCHOOLS

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2021

5. GRANTS PAYABLE

Grants paid to institutions in the year ended 31 August 2021 include:

	2021 Total £	2020 Total £
Royal Holloway University of London - Tuition Fee UG FT	2,000	9,250
	<u>2,000</u>	<u>9,250</u>

No grants were paid to individuals (2020: none)

6. SUPPORT COSTS

2021	Learning £	Research £	Advocacy £	Funding £	2021 Total £
Governance	58,112	3,246	3,246	325	64,929
Building	24,249	1,355	1,355	135	27,094
Office	58,526	3,270	3,270	327	65,393
Professional	17,249	964	964	96	19,273
Other	9,705	542	542	54	10,843
	<u>167,841</u>	<u>9,377</u>	<u>9,377</u>	<u>937</u>	<u>187,532</u>
2020	Learning £	Research £	Advocacy £	Funding £	2020 Total £
Governance	83,651	4,673	4,673	467	93,464
Building	26,482	1,479	1,479	148	29,588
Office	106,256	5,936	5,936	594	118,722
Professional	9,398	525	525	53	10,501
Other	31,034	1,735	1,734	173	34,676
	<u>256,821</u>	<u>14,348</u>	<u>14,347</u>	<u>1,435</u>	<u>286,951</u>

7. GOVERNANCE COSTS INCLUDE:

	2021 £	2020 £
Audit and accountancy fees	54,611	59,700
Trustee expenses	354	12,903
Other costs	9,965	20,861
	<u>64,930</u>	<u>93,464</u>

ECI SCHOOLS**NOTES TO THE FINANCIAL STATEMENTS (continued)****FOR THE YEAR ENDED 31 AUGUST 2021****8. NET EXPENDITURE FOR THE YEAR:**

	2021 £	2020 £
This is stated after charging/crediting		
Auditors remuneration (excluding VAT):		
Audit	13,005	12,500
Other services	385	750
Under-accrual re. prior year	-	5,040
Expenses reimbursed to Trustees	354	12,903
Operating leases:	24,336	26,756
Depreciation	1,826	2,871
	<u> </u>	<u> </u>

In 2020/21 no Trustee received any remuneration or pension. (2020: none)

1 Trustee was either reimbursed or expenses were paid on their behalf of £354 principally on travel to the main conferences held during the year. (2020: 6 Trustees were either reimbursed or expenses were paid on their behalf of £12,902). Trustee Indemnity insurance was taken out at a cost of £1,953 (2020: £1,239).

9. SUBSIDIARY

ECI Schools is related to the European Council of International Schools, Inc (known as "ECIS"), a company incorporated in the State of Delaware in the United States of America and registered as a foreign company with Companies House in the United Kingdom under company number FC008297. ECIS is a 100% subsidiary undertaking of ECI Schools and the members of the board of directors of ECIS are the members of the board of Trustees of ECI Schools.

The purpose of the subsidiary is to be the leading collaborative global network, promoting and supporting the ideas and best practices of international education. The subsidiary is exclusively educational and scientific in character. It is also non-profit orientated, with no part of its net income giving rise to a benefit to any private shareholder.

Annual financial statements for this subsidiary company are filed with the Registrar of Companies for England and Wales and are publicly available. The accounting reference date of the subsidiary is 30th June. The subsidiary's results for the 12 months to 30 June are shown below:

	2021 £	2020 £
Turnover	-	357,329
Administration expenses	(5,300)	(353,949)
	<u> </u>	<u> </u>
Profit / (Loss) for the year	(5,300)	3,380
	<u> </u>	<u> </u>
Current assets	10,505	6,017
Current liabilities	(9,788)	-
	<u> </u>	<u> </u>
Total assets	717	6,017
	<u> </u>	<u> </u>
Retained earnings b/fwd.	6,017	2,637
	<u> </u>	<u> </u>
Retained earnings c/fwd.	717	6,017
	<u> </u>	<u> </u>

The amounts owed to ECI Schools at 31 August 2021 was £11,122 (2020: £Nil).

10. STAFF COSTS AND NUMBERS

	2021	2020
	£	£
Staff costs were as follows:		
Salaries and wages	294,487	302,946
Social security costs	33,102	31,052
Pension contributions	47,243	17,947
Healthcare costs	4,466	4,827
Redundancy payments	2,421	-
	<u>381,719</u>	<u>356,772</u>

	2021	2020
	Number	Number
The number of employees whose emoluments for the year fell within the following bands were:		
£80,001 - £90,000	-	2
£120,001 - £130,000	<u>1</u>	<u>-</u>

Employer pensions for employees whose emoluments were above £60,000 were £37,930 (2020: £8,000). The total employee benefits of the key management personnel of the Group which includes the Trustees who were not remunerated during the year and the senior management team were £225,625 (2020: £189,451).

	2021	2020
	Number	Number
The average number of employees based on head count during the year was as follows:		
Charitable activities	3	4
Support	<u>2</u>	<u>2</u>
	<u>5</u>	<u>6</u>

ECI SCHOOLS
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 AUGUST 2021

11. FIXED ASSETS (GROUP AND CHARITY)

	Total Furniture, fittings & Equipment £
Cost	
At 1 September 2020	30,619
Additions	-
Disposals	-
Balance at 31 August 2021	30,619
Accumulated depreciation	
At 1 September 2020	21,327
Charge for the year	1,826
Disposals	-
Balance at 31 August 2021	23,153
Net Book Value	
Carried forward at 31 August 2021	7,466
Brought forward at 1 September 2020	9,292

12. DEBTORS: amounts falling due within one year

	2021		2020	
	Group £	Charity £	Group £	Charity £
Trade debtors	252,617	252,617	362,831	362,831
Amounts due from European Council of International schools, Inc.	-	11,122	-	-
Other debtors	30,426	30,426	39,725	36,673
Prepayments and accrued income	153,096	153,096	44,906	44,906
	<u>436,139</u>	<u>447,261</u>	<u>447,462</u>	<u>444,410</u>

13. CREDITORS: amounts falling due within one year

	2021		2020	
	Group £	Charity £	Group £	Charity £
Trade creditors	174,303	174,303	75,571	75,571
Other Taxation and Social Security	9,891	9,891	7,631	7,631
Other creditors	4,019	4,019	4,471	4,471
Accruals	44,356	44,356	21,931	21,931
Deferred income (see note 14)	632,428	632,428	768,809	768,809
	<u>864,997</u>	<u>864,997</u>	<u>878,413</u>	<u>878,413</u>

14. ANALYSIS OF DEFERRED INCOME

Group and Charity	2021 £	2020 £
Deferred income at 1 September	768,809	807,966
Applied during the year	632,428	768,809
Released during the year	(768,809)	(807,966)
Deferred income at 31 August	<u>632,428</u>	<u>768,809</u>

Deferred income includes membership income for future financial years totalling £626,428 and income is deferred because it relates to the membership periods from 1st September 2021 to 31st August 2022.

15. OPERATING LEASE COMMITMENTS - CHARITY AND GROUP

As at 31 August 2021 the charity had annual commitments under non-cancellable operating leases as follows:

	Equipment		Land and buildings	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Leases which expire:				
Within one year	-	-	18,600	18,600
Within two to five years	-	-	-	-

16. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

	2021		2020	
	General Funds £	Total Funds £	General Funds £	Total Funds £
Fixed assets	7,466	7,466	9,292	9,292
Current assets	1,110,808	1,110,808	888,900	888,900
Current liabilities	(866,300)	(866,300)	(878,413)	(878,413)
Net assets at 31 August	<u>251,974</u>	<u>251,974</u>	<u>19,779</u>	<u>19,779</u>

Within the group, the net assets within the charity are £251,519 (2020: £13,762)

17. STATEMENT OF FUNDS

	Balance 1 September 2020 £	Income £	Expenditure £	Transfers £	Balance 31 August 2021 £
General funds	19,779	1,074,206	(842,011)	-	251,974
Charity & Group total	19,779	1,074,206	(842,011)	-	251,974

STATEMENT OF FUNDS (Prior year)

	Balance 1 September 2019 £	Income £	Expenditure £	Transfers £	Balance 31 August 2020 £
General funds	(30,508)	1,438,602	(1,388,315)	-	19,779
Charity & Group total	(30,508)	1,438,602	(1,388,315)	-	19,779

18. TAXATION

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purpose. The charity is not exempt from VAT which is included with the expenses to which it relates on the Statement of Financial Activities.

19. RECONCILIATION OF NET INCOME TO NET CASH INFLOW FROM OPERATING ACTIVITIES

	2021 Group £	2020 Group £
Net (expenditure) for the reporting period (as per the Statement of Financial Activities)	232,195	50,287
Add back depreciation charge	1,826	2,871
Decrease in debtors	11,323	47,157
(Decrease) in creditors	(13,416)	(29,488)
Net cash/(used in) operating activities	231,928	70,827

20. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2021 Group £	Charity £	2020 Group £	Charity £
Cash at bank and in hand	673,366	661,789	441,438	438,473

21. POST BALANCE SHEET EVENTS

There are no other post balance sheet events that have taken place up to the date the accounts have been approved.

22. RELATED PARTIES

There were no related party transactions in the year or last year, except for transactions with its subsidiary ECI Inc disclosed above.

Accounts

ECI SCHOOLS
TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

Company No. 08109626
Charity No. 1150171

ECI SCHOOLS
TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

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ECI SCHOOLS**REFERENCE AND ADMINISTRATIVE DETAILS****FOR THE YEAR ENDED 31 AUGUST 2020**

Status	The organisation is a charitable company limited by guarantee, incorporated on 18 June 2012 and registered as a charity on 13 December 2012.
Governing Document	The company was established under Memorandum and Articles which established the objects and powers of the charitable company.
Company Number	08109626
Charity Number	1150171
Registered Office	24 Greville Street, London EC1N 8SS
Trustees	C Charleson Chairman J Aarnaes Vice-Chairman S Nabholz Treasurer M Medved Krajnovic A Monga N Crush D Al Fadhli T Kelley Dr Christy Brown (appointed 5/5/2020) Nisanart Dharmageisirattana (appointed 5/5/2020) Pascale Hertay (appointed 5/5/2020) K Chohan was appointed as the clerk to the board of Trustees (appointed 31/03/2020), the Interim CEO of the charitable company (appointed 25/07/2020), and the charity correspondent. K Ruth resigned as CEO and the clerk to the board of Trustees on 31/03/2020
Bankers	Lloyd's Bank 3rd Floor, 125 London Wall, London, EC2Y 5AJ
Auditors	Haysmacintyre LLP, 10 Queen Street Place, London EC4R 1AG
Solicitors	Bates, Wells & Braithwaite LLP, 10 Queen Street Place, London EC4R 1BE
Accountants	JS2 Ltd, One Crown Square, Church Street East, Woking GU21 6HR

ECI SCHOOLS

REFERENCE AND ADMINISTRATIVE DETAILS

FOR THE YEAR ENDED 31 AUGUST 2020

The Trustees present their report and the audited financial statements for the year ended 31 August 2020.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Status & History

ECI Schools was incorporated as a company limited by guarantee in England in June 2012, following notice to members of the European Council of International Schools (a 501(c)(3) Delaware corporation) at its November 2011 AGM in Lisbon (Portugal) that the Council would restructure in order to adopt the most advantageous legal status for streamlined and efficient operations in the United Kingdom. The by-laws for the charitable company were passed at the November 2012 AGM for the European Council of International Schools in Nice (France), and the manner of the restructuring was confirmed. ECI Schools was successfully registered with the UK Charity Commission less than one month later, on 13 December 2012. Resolutions to enter into a transfer agreement effective 31 March 2013 were signed by the boards of both ECI Schools and ECIS on 22 March 2013. The transfer agreement admitted all Members of ECIS to membership of the UK charity, and set out the terms of the acquisition of all assets of ECIS by ECI Schools, which will continue to trade as ECIS. ECI School's constitution is contained in its Memorandum and Articles of Association.

Organisational Structure

ECI School's board of trustees establishes a framework for the organisation, with the day-to-day operation and management delegated to the CEO Kam Chohan.

There are eleven trustees, who consist of the official representatives of Member Schools; six of whom are elected by the Members ("Elected Trustees") at a general meeting or via electronic proxy, and three of whom are appointed by the trustees ("Appointed Trustees").

An Elected Trustee shall retire from office at the third annual general meeting following the annual general meeting at which he or she began service but may stand for re-election for a second three-year term in accordance with any policy which the trustees may decide.

Any trustee may propose (a) candidate(s) for the Appointed Trustees. Appointment of Appointed Trustees shall be by secret ballot and by simple majority of the trustees, with the new Appointed Trustee(s) to be announced to the membership at the ECI Schools annual general meeting (AGM), which is attached to the Leadership Conference. An Appointed Trustee shall serve a 3-year term in office and may be re-appointed for a second 3-year term in accordance with any policy which the trustees may decide.

Trustees are responsible for the management of the charitable company's business.

All members of the board of trustees give their time voluntarily and receive no benefits from the charitable company, apart from the private benefits that are accorded to all Members.

The ECI Schools board of trustees follows the ECI Schools' Standards of Conduct and Governance Policies to ensure that trustees fulfil their role according to high ethical standards, and to ensure that those actual or perceived conflicts of interest are properly managed.

Together with the Governance Committee, the Chair of the board of trustees is responsible for the induction of any new trustee which involves awareness of a trustee's responsibilities, governing document(s), administrative procedures, history, and philosophical approaches of the charitable company. The new trustees receive an induction pack for ECI Schools which includes the Induction Manual (introduction to ECI Schools), Articles of Association, Board Policy Manual, UK Corporate Governance Code, Charity Commission Guidance for Trustees, Declaration of Interest narrative and forms, and copies of the minutes from the two previous board meetings.

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Sub-Committees and Task Forces

The board of trustees has formed three sub-committees: the Executive Committee, Governance Committee, and Finance Committee. Other sub-committees are formed ad-hoc, as are task forces.

The role of the Executive Committee is to advise the CEO and oversee the functions of the organisation. The Executive Committee consists of the officer positions of Chair, Vice-Chair, and Treasurer of the board of trustees. With the resignation of the CEO, K Ruth in March 2020, K Chohan was brought in as interim CEO and had worked closely with K Ruth on a handover of responsibilities to ensure a smooth transition.

The role of the Governance Committee is, in collaboration with the executive director, to identify individuals whose skills and expertise can positively affect the organisation, as well as to oversee the ongoing education of board members in the practice of charity governance. The Governance Committee consists of up to three members, one of whom should be an officer.

The role of the Finance Committee is to review all finances in collaboration with the senior management team, as well as to consider operational risk and to review the audited accounts.

Remuneration of Key Management

The pay of key management (CEO) and all staff is reviewed annually and normally increased in accordance with average earnings to reflect a cost of living adjustment. In view of the nature of the charity, the pay is benchmarked against pay levels in other charities with principal offices in London.

Risk & Corporate Governance Matters

ECI Schools places strong reliance on the risk analysis and the control environment operated by ECI Schools. In addition, ECI Schools maintains a risk register that details the major risks the organisation faces and identifies the controls in place to mitigate those risks. The register also covers compliance requirements and internal control procedures, as well as investment risk.

The major risks that ECI Schools faces are (1) the failure to renew and recruit membership in order to achieve the membership target and (2) the failure of one or more of its major conferences. Several actions are in place to minimise these risks.

The risk register is kept under review on an on-going basis by the senior management team of ECI Schools and is formally reviewed on at least an annual basis by the board of trustees. It is recognised that a risk management system can only seek to manage, rather than eliminate, factors that impact on the ability to achieve business objectives and can provide only reasonable assurance against material misstatement or loss.

ECIS has a formal risk management process through which the major risks to which the organisation may be exposed and has ranked these by likelihood and impact, culminating in a risk control document which is updated on a regular basis by the senior management team, and shared with the Board of Trustees. All significant risks, together with current mitigation actions, are reviewed regularly throughout the year by the trustees. The trustees are satisfied that systems have been developed and are in place to mitigate identified risks to an acceptable level.

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

The principal risks and uncertainties identified by the charity are as follows:

Risk	Mitigation
1. Failure to renew and recruit membership in order to achieve the membership target	Annual membership plan with targets, scheduled debtor follow-up, weekly reporting. Continuous improvement of membership offer.
2. Failure of key conferences	Risk has been mitigated by no expensive hotel contracts. As delivery is all virtual, expenses are substantially lower.
3. Disruption of business due to event (geopolitical, natural, cyber, etc.)	Disaster recovery and business continuity plan in place
4. Membership and/or funding loss due to our affiliative relationship with US State Department, and any geopolitical consequences of US actions around the world.	Clarification of our relationship with the US State Department (affiliation only, for educational funding purposes); This relationship has been galvanised this year by inviting Christy Brown to join the ECIS board

Covid-19

As a result of the worldwide outbreak coronavirus (Covid-19) pandemic the CEO put in place contingency measures to try and minimise the impact on the Charity and Group. The priority was to keep staff safe so ECIS quickly moved to set up staff to be able to work remotely before the Government imposed a lockdown. This has continued and staff are still working from home and this is likely to continue until April 2021. All events are virtual and will continue to be so for 2021. This has been successful and proved that ECIS has the capability to adapt quickly and meet their customers' needs in what continues to be a fast changing and unprecedented time. The CEO meets regularly and keeps the finance committee and board up to date. During this difficult period for schools ECIS have provided webinars and kept in touch with schools providing PD in a new format, including Admissions Week, Virtual Middle Leader Courses, regular meetings with schools.

Professional Indemnity Insurance

Professional indemnity insurance provides insurance cover for charity trustees against claims that may arise from their legitimate actions as trustees. As a matter of law, charities require authority to purchase this type of insurance. In the case of ECI Schools, that authority is obtained from its governing document, the articles of association.

Trustees' Responsibilities in the Preparation of Financial Statements

The trustees, who are also the directors of ECI Schools for the purposes of company law, are responsible for preparing the trustees' annual 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 trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and group, and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing those financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and accounting 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

The trustees are responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with Companies Acts 2006. They are also responsible for safeguarding the assets of the charitable company and the group, and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from the legislation in other jurisdictions.

OBJECTIVES AND ACTIVITIES

Charitable Objectives

The charitable objectives for which the charitable company was established are set down in the governing document as follows:

The advancement of education for the public benefit, in particular but not exclusively, by promoting and facilitating best practice and high standards in teaching and international education.

Charitable Activities

ECI Schools has referred to the guidance contained in the Charity Commission's guidance on public benefit when reviewing its aims and objectives in planning future activities. In particular, trustees consider that planned activities contribute to the overall aims and objectives of the charitable company.

ECI Schools will continue to focus the aims of ECI Schools in order to build and widen the membership base, increase member satisfaction, and increase the offerings available to Members.

Key activities will focus on recruiting new Members, retaining existing Members, expanding and improving the services offered to existing and potential Members, whilst nurturing Members' involvement with professional learning in both digital and in-person formats.

Our main activities and whom we aim to help are described below in the section of this report on Achievements and Performance. All our activities focus on supporting our mission and charitable objective for the advancement of international education and are undertaken to further our charitable purpose for the public benefit.

Public Benefit

The trustees have taken the Charity Commission's specific guidance on public benefit (contained within the document "The Advancement of Education for the Public Benefit") into consideration in preparing their statements on public benefit contained within this trustees' annual report.

Benefits & Beneficiaries

In accordance with its charitable objectives, the charitable company aims to transform lives through international education. All our charitable activities focus on enabling this transformation through professional learning, research, advisory, advocacy, and funding programmes (grants, fellowships).

The charitable company's primary beneficiaries are therefore its member schools (425 member schools, 35,000+ teachers, 290,000+ students), as well as the full community of international schools (11,000+ schools; 500,000+ teachers, administrators, and governors; and 5+ million pupils), as identified by ISC Research (2019), many of whom access ECIS products and services as non-members.

In return for providing financial support, Members receive many benefits in the form of child protection and governance training (online), reduced pricing for ECI Schools conferences and services, as well as funding (grants and fellowships).

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Trustees' Assessment of Public Benefit

In order to determine whether the charity has fulfilled its charitable objectives for public benefit, the trustees gather evidence of the success of the charitable company's activities.

Grant Making Policy

ECIS University Scholarship (Bursary)

The ECIS University Scholarship provides up to £10,000 for first-year university studies anywhere in the world and is available to students (graduates/leavers) from Level 3 member schools, who must submit an application and be evaluated (and selected) by the Selection Committee. The award is up to £10,000 awarded to the successful candidate, and paid directly to the university, subject to university confirmation of enrolment, accompanied by a fees invoice.

ECIS Research Fellowship

The research fellowship is a grant that provides recognition and financial incentives to a recipient for their work toward the advancement of international education via an academic route. A stipend of up to £5,000 is available, following successful application and selection.

Relationships with Related Parties

ECI Schools is related to the European Council of International Schools, Inc. (known as "ECIS Inc.", DBA – Doing Business As – Educational Collaborative for International Schools), a company incorporated in the State of Delaware in the United States of America and registered as a foreign company with Companies House in the United Kingdom under company number FC008297.

ECIS, Inc is a 100% subsidiary undertaking of ECI Schools, and the members of the board of directors of ECIS are the members of the board of trustees of ECI Schools.

The purpose of the subsidiary is to transform lives through international education. The subsidiary is exclusively educational and scientific in character. It is also non-profit orientated, with no part of its net income to benefit any private shareholders.

Representation on Other Bodies

The Executive Director of ECI Schools is a member of the advisory board for the NEOM project in Saudi Arabia; the founding member of the International Task Force on Child Protection.

ACHIEVEMENTS AND PERFORMANCE

Review of Activities FY20

Conferences (Events)

Prior to the global crisis ECIS had hosted a Student Support conference in Luxembourg that had sold out in October 2019 and an Admissions Conference in Nice. Due to the global pandemic, we switched from our face-to-face conference in Madrid in 2020 to an online virtual conference, with over 900 delegates attending. In May 2020, we delivered our first virtual Early Childhood conference, with over 500 delegates. We quickly realised that a more flexible approach was necessary, and many of our schools wanted to attend sessions spread over a longer period of time rather than try to attend a full 2-day conference online. So, we pivoted again, and offered Admission Month in October 2021. In 2021 we will be offering our Multilingual Learning in International Education (MLIE) conference over a week, and our very popular Physical Education conference over a month. We understand and see the evidence of online fatigue and wish to provide the PD our schools need in a format suited to the current pressures being faced.

International Teacher Certificate (ITC)

This certificate is now fully revised and relaunched and offered as part of the membership package for L2 and L3 school members.

ACHIEVEMENTS AND PERFORMANCE (continued)

Middle Leader Certificate (MLC)

The MLC provides training in six areas specific to the formation of middle leaders: culture of leadership, building and leading teams, curricular design and leadership, assessment and leadership, leading professional learning, and managing finances and resources. Participants have up to two years to complete four of the six courses, with one compulsory course (Culture of Leadership), in order to receive the certificate. Since the launch of these courses 546 participants have completed. Before the lockdown we delivered 4 courses face to face. We will in January be relaunching the courses as a virtual learning opportunity, we have 2 bookings already.

This course series is sustainable, given the constant need to train and develop middle leaders, especially with an eye to future school leaders.

Total registrations (all courses and conferences) for FY20: 8,394

Collaboration - Organisations and Educational Associations

ECI Schools believe that collaboration with other organisations and educational associations encourages sharing of knowledge and discussion of effective practices in education. We networked extensively with other like-minded organisations including, but not limited to:

- Council of International Schools
- Middle States Association of Schools & Colleges
- New England Association of Schools & Colleges
- Western Association of Schools & Colleges
- The College Board
- Association for the Advancement of International Education
- International Baccalaureate
- Duke of Edinburgh International Award
- Academy of International School Heads
- International Schools Services
- East Asia Regional Council of Overseas Schools
- Central and Eastern European Schools Association
- Mediterranean Association of International Schools
- Near East South Asia Council of Overseas Schools
- Association of American Schools in South America
- Tri-Association (Central America, Colombia, Caribbean, Mexico)
- The Association of International Schools of India
- Nordic Network
- Alliance for International Education
- Swiss Group of International Schools
- Association of German International Schools
- Dutch International Secondary Schools
- Dutch International Primary Schools
- National Association of Independent Schools
- Council of British International Schools
- Friends Council on Education
- Canadian Accredited Independent Schools

Publications

Online 'Insightful' magazine, 42,000+ contacts in digital form. We are enjoying quality submissions to this publication.

ECIS Smart Brief, a weekly digital news brief with articles relating to educational topics worldwide, continues to be well-read. Typical readership is 9,000+ per week.

INDICATORS, MILESTONES & BENCHMARKS

The ECIS Board of Trustees completed a Strategy Retreat at the beginning of FY20 (October 2019) to identify key indicators and associated responsibilities for FY20 and beyond. We will also offer a survey to the membership, relative to our value proposition, to ensure that we are offering what the membership find to be of value. We have cut costs and ECIS continues to attract new members and training continues to sell regardless of the global crisis being faced.

FINANCIAL REVIEW

Financial Outcome of Activities & Events

For FY20, ECI Schools, together with its subsidiary ECIS Inc, took in revenues of £1,438,602 (2019: £1,787,094 and had expenses of £1,388,315 (2019: £1,906,861) resulting in a surplus of £50,287 (2019: £119,767 deficit).

- Membership growth of £90,570 with 43 new members coming on board
- The robust controls in place meant that there were no cashflow issues even with the cancellation or move to online of various conferences
- Child Protection Online Course sales £17,924
- Virtual Leadership Conference income £158,946 with over 900 virtual delegates
- Admissions Conference in Nice income £53,791 with 102 delegates
- Student Support Conference in Luxembourg income £59,964, 162 delegates. Conference was sold out.
- Virtual Childhood Conference income £56,687 with over 500 delegates

With guidance from JS2, our accountants since late summer 2018 the trustees and senior management team have instituted a number of enhanced internal controls and put into place robust budgetary monitoring systems, among other actions. We have analysed any and all risk elements, and have mitigated against risk, going forward, in significant ways that make us feel appropriately confident about the future.

Trustees have reviewed Cash Flow and budgets, going forward, and feel that the organisation remains a going concern. This is due to the measures put in place for all contracts to be reviewed and agreed by SLT and board members, accountability for events team around any overspends, events team cannot sanction payments without Deputy CEO full agreement. The robust measures are in place for review of all expenses. Deviation from the budget for expenses will not be permitted. The robust structure can be demonstrated as a surplus was made for FY20 in comparison to the deficit made in FY19 and a further surplus is forecast for FY21.

Reserves Policy

ECI Schools total funds as at 31 August 2020 totalled a positive of £19,779 (2019: negative reserves of £30,508). All funds as at 31 August were unrestricted. Excluding amounts tied up in tangible fixed assets, unrestricted funds were a positive of £10,487 (2019: negative reserves of £42,671).

ECI Schools policy is to maintain free reserves of four (4) months of operating costs. Free reserves are unrestricted, undesignated funds not tied up in fixed assets. The Board of Trustees reviews the reserves annually. With the improved financial performance through FY20, the continued goal for FY21-22 is to rebuild cash reserves, with the robust controls and monitoring systems now in place.

Given the negative reserves position at the end of FY19, the target was to eliminate the negative position and finish FY20 with minimum positive reserves (including amounts tied up in tangible fixed assets) of £10,000, due to a forecast £40,000 surplus for the year which has been met and exceeded. Building on, the next objective is to attain the equivalent of one month's operating costs (payroll and general overheads), or £92,000. Our current financial modelling, based on similar budgets to FY20, projects the attainment of that figure in FY21 operations. It should be noted that, during FY21, the Finance Committee will engage in further modelling, informed by additional revenue generation opportunities we are already working on, with the objective of returning to our policy level of four months of operating costs, or £368,000, no later than FY24. Central to our modelling is the rigorous containment of events costs, which is where the majority of our risk lies, therefore necessitating enhanced risk management methodology, as well.

FINANCIAL REVIEW (continued)

Investments Policy

ECI Schools is reliant on membership subscriptions and fees for its learning and development products, services, and activities. Any investment assets are held as reserves. Investment is concentrated in real assets (cash). These real assets (cash) are held to provide financial security and liquidity, in case of requirement at short notice.

Our reserves are held with Lloyd's in FY20. Our policy allows for investment in other assets, though since 2013, the Charity has maintained a strictly liquid position, and has no plans to alter this in the immediate future.

FUNDRAISING

We are mindful of the code issued by the Fundraising regulator. We did not use any third parties in our fundraising activities and no complaints were received in the year.

PLANS FOR FUTURE PERIODS

We are now seen as market leaders for Child Protection training and plan to partner with NEASC who already recognise our Child Protection training, they will recommend ECIS training if necessary, during schools accreditations visits. We are also working with ICMEC delivering specialised training to our schools, this has been oversubscribed for every session.

We began to realise the full effects of this membership shift during FY19, with an uptick in overall membership. Membership continues to grow, The Trustees believe these to be excellent indicators of future growth and stability. The new CEO Kam Chohan has a strong business and educational background.

COVID 19 posed a significant threat to ECIS. ECIS, very quickly, responded by implementing a virtual conference platform and switched to an online conference; all other associations have cancelled conferences. ECIS was, therefore, able to serve its target clients whilst reducing the exposure to COVID 19. We have successfully completed our Annual Leadership Conference and Early Childhood conference, the virtual conferences were well attended, initial feedback has been extremely positive. The virtual ticket including registration for entire teams and sixty days access to the conference, this has proved popular with schools. The profit improved as virtual conference are significantly cheaper to run.

In view of the virtual conference, moving forward we will be moving to a model of more virtual conferences, we will work to eliminate the risk in our events vertical.

There will be a focus on membership growth, the new membership and partnerships are proving popular and the board are also helping with selling to their networks, the previous 2 years membership sales have been the highest recorded in ECIS history.

The plans for the European Council of International Schools, Inc a subsidiary of ECIS is for the company to be made dormant as there will be no activity going through it after the year end and therefore the decision may be to close it down in the near future.

Our Presence in the International Schools Sector

The period through 2021 is likely to continue to present economic and political challenges, but also presents new opportunities, perhaps outside of our more traditional markets, for learning products and services. Central and South America, for example, represent an important opportunity for ECIS, given our Spanish-language products, such as Child Protection training. The Middle East and Southeast Asia also represent strong opportunities for us. The continued wrangling over Brexit contributes to uncertainty around the strength of the Pound Sterling, and so we must be mindful of the role that Foreign Exchange rates (F/X rates) will play in our financial forecasts and models, going forward (we have accounts in Euro and USD, as well).

The Charity has now reviewed its business model around conferences and made significant adjustments. We stated last year that we expected our events/conferences portfolio to look different within the next two to three years, and that has come to pass in FY20.

PLANS FOR FUTURE PERIODS (continued)

We anticipate further growth in our digital courses and have planned to increase the number of offerings available from FY21 onward, annually.

Additionally, we will be re-launching our consultancy services (put on hiatus in 2015-16), with a highly-structured and risk-managed approach, and this offering will enhance our services available to the sector. It will be called ECIS Global Advisory in partnership with EnRusk.

Statement as to Disclosure of Information to the Auditor

The Trustees at the date of approval of this annual report confirm that, so far as each of them is aware, there is no relevant audit information of which the charity's auditor is unaware, and the Trustees 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.

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

This report was approved by the Trustees on 19th January 2021 and signed on their behalf by:



.....Trustee

C Charleson, Chair, ECIS Board of Trustees

INDEPENDENT AUDIT REPORT FOR THE MEMBERS OF ECI SCHOOLS FOR THE YEAR ENDED 31 AUGUST 2020

Opinion

We have audited the financial statements of ECI Schools for the year ended 31 August 2020 which comprise the Consolidated Statement of Financial Activities, the Balance Sheet, Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 August 2020 and of the group's and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 4, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

Emphasis of matter

We draw attention to Note 2 on page 16 of the financial statements which discloses the premise upon which the charity has prepared its financial statements by applying the going concern assumption. Our audit opinion is not modified in respect of this matter.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or

**INDEPENDENT AUDIT REPORT FOR THE MEMBERS OF ECI SCHOOLS
FOR THE YEAR ENDED 31 AUGUST 2020**

- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group or the parent charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report (which incorporates the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.
- the directors were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Use of this report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Kathryn Burton (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP, Statutory Auditors

10 Queen Street Place
London
EC4R 1AG

Date: 29 January 2021

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(including consolidated income and expenditure account)
FOR THE YEAR ENDED 31 AUGUST 2020

	Notes	Total 2020 £	Total 2019 £
INCOME FROM:			
Charitable activities			
Advancement of education	3	1,426,299	1,786,019
Other trading activities	9	12,303	1,075
Total income		1,438,602	1,787,094
EXPENDITURE FROM:			
Charitable activities			
Advancement of education	4	1,379,392	1,874,806
Trading costs	9	8,923	32,055
Total expenditure		1,388,315	1,906,861
Net expenditure	8	50,287	(119,767)
Net movement in funds		50,287	(119,767)
RECONCILIATION OF FUNDS			
Funds brought forward		(30,508)	89,259
Funds at 31 August 2020		19,779	(30,508)

The notes on pages 16-26 form part of these financial statements.

The statement of financial activities includes all gains and losses recognised in the year.

All funds in both years are unrestricted.

All activities noted above were from continued operations.

	Notes	2020 Group £	Charity £	2019 Group £	Charity £
FIXED ASSETS					
Tangible assets	11	9,292	9,292	12,163	12,163
CURRENT ASSETS					
Debtors	12	447,462	444,410	494,619	552,969
Short term deposits and cash in hand		441,438	438,473	370,611	309,624
		<u>888,900</u>	<u>882,883</u>	<u>865,230</u>	<u>862,593</u>
CURRENT LIABILITIES					
CREDITORS: amounts falling due within one year	13	<u>(878,413)</u>	<u>(878,413)</u>	<u>(907,901)</u>	<u>(907,901)</u>
NET CURRENT ASSETS		<u>10,487</u>	<u>4,470</u>	<u>(42,671)</u>	<u>(45,308)</u>
NET ASSETS		<u><u>19,779</u></u>	<u><u>13,762</u></u>	<u><u>(30,508)</u></u>	<u><u>(33,145)</u></u>
FUNDS					
Unrestricted funds					
General funds	17	<u>19,779</u>	<u>13,762</u>	<u>(30,508)</u>	<u>(33,145)</u>
TOTAL FUNDS		<u><u>19,779</u></u>	<u><u>13,762</u></u>	<u><u>(30,508)</u></u>	<u><u>(33,145)</u></u>

The surplus of the parent Charity for the year was £46,907 (2019: £88,787 deficit).

Approved by the Trustees and authorised for their issue on 19th January 2021 and signed on their behalf by:



.....Trustee
C Charleson, Chair, ECIS Board of Trustees

The notes on pages 16-26 form part of these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

AT 31 AUGUST 2020

	Note	2020 Group £	2019 Group £
Cash flows from operating activities:			
Net cash provided by/(used in) operating activities	19	70,827	61,618
Change in cash and cash equivalents in the reporting period		70,827	61,618
Cash and cash equivalents at the beginning of the reporting period		370,611	308,993
TOTAL CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	20	441,438	370,611

The notes on pages 16-26 form part of these financial statements

1. GENERAL INFORMATION

The Charity is a company limited by guarantee, incorporated in England and Wales (company number: 08109626) and a charity registered in England and Wales (charity number: 1150171). The Charity's registered office address is 24 Greville Street, London, EC1N 8SS.

2. ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: 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 (FRS 102) - (Charities SORP (FRS 102)) Second Edition effective 1 January 2019, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

ECI Schools meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

Preparation of accounts on a going concern basis

At 31st August 2020, the charity has unrestricted funds totalling £19,779 having made a surplus in the year of £50,287. The accounts have been prepared on a going concern which the Trustees believe to be appropriate on the basis of their review of budgets and cash flow forecasts prepared for a period of 12 months from the date these accounts were approved. The Trustees have agreed appropriate steps to monitor the ongoing financial position of the charity, under its revised strategy, will be able to start to rebuild reserves over the next 3 to 4 years.

ECI Schools had funds at the year end of £13,762 (Group £19,779) and has positive cash balances of £438,473 (Group £441,438). The accounts have been prepared on a going concern basis as the Trustees believe it to be appropriate as the charity has implemented a number of cost savings and reworked its strategy and on the basis of its forecasted income and expenditure and cashflow income for the period to June 2022, it is comfortable that it will continue to build up reserves and remain in this position and have positive cashflows so that it is able to meet its liabilities as they fall due.

As a result of the worldwide outbreak coronavirus (Covid-19) pandemic that occurred in the year the senior management team (SMT) put in place contingency measures to try and minimise the impact on the Charity and Group. The priority was to keep staff safe so ECIS quickly moved to set up staff to be able to work remotely before the Government imposed a lockdown. ECIS had a number of events that were due to take place in Europe with 500 registered delegates attending training and events and so it acted quickly to implement a virtual conference platform and switch some events to online only and postpone others to later dates, whilst other similar associations cancelled their conferences entirely. Our SMT worked hard to try to reduce the impact by staying in regular contact with schools, attendees and the venues to prevent a large number of cancellations, promoting the additional benefits that would be on offer as a result of the conferences being virtual. This was a great success and proved that ECIS has the capability to adapt quickly and meet their customers' needs in what was a fast changing and unprecedented time.

ECIS has gone through a major restructure and is on target to rebuild reserves. We have restructured the HR vertical in line with business needs and future plans with the SLT reduced to one person.

2. ACCOUNTING POLICIES (continued)

The events vertical has also been redesigned to eliminate high cost venues but instead run conferences at member school sites. Membership has become a main focus and new membership acquisitions is tracking very well. These are the figures for the last 18 months, even with a global recession we are growing rapidly.

Year	Number of Schools	Income
1/9/2019 – 31/8/2020	43	£90,570
1/9/2020 – 1/1/2021	20	£58,554

Group financial statements

The financial statements consolidate the results of activities of both ECI Schools and its wholly owned subsidiary undertaking, European Council of International Schools, Inc. A separate Statement of Financial Activities and Income and Expenditure Account for the charity has not been presented because the charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006. The surplus of the parent charity was £46,907 (2019: £88,787 deficit).

Significant judgments and sources estimation uncertainty

In the application of the accounting policies, Trustees are required to make judgement, estimates, and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying 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 affected current and future periods. The Trustees consider the following item to be an area subject to estimation and judgement:

Depreciation:

The useful economic lives of tangible fixed assets are based on management's judgement and experience. When management identifies that the useful economic lives differ materially from the estimates used to calculate depreciation, that charge is adjusted retrospectively.

Although tangible fixed assets are significant, variances between actual and estimated useful economic lives will not have a material impact on the operating results. Historically, no changes have been required.

In the view of the Trustees, no assumptions concerning the future or estimation uncertainty affecting assets or liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

Income recognition

All income is recognised once the charity has entitlement to income, it is probable that income will be received, and the amount of income receivable can be measured reliably.

Membership income is only recognised when the invoice is paid and so will be deferred until such time that it is paid or deemed to be a bad debt.

Events income is recognised when the event occurs and as such any income received before is deferred until that time.

Income from charitable activities

Income from charitable activities is recognised as earned as the related services are provided. Income from other trading activities is recognised as earned as the related goods are provided.

2. ACCOUNTING POLICIES (continued)

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognized when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Investment income

Investment income is recognised on an accruals basis once the amounts can be measured reliably.

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity heading:

- Advancement of Education

Grants payable are payments made to third parties. They are accounted for when the Trustees have agreed to pay the grant.

Support costs have been allocated between governance costs and other support costs. Governance activities comprise organisational administration and compliance with constitutional and statutory requirements. Costs include direct costs of external audit, legal fees and other professional advice.

Governance and support costs have been apportioned between all activities based on staff costs.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Operating leases

Rental charges are charged on a straight line basis over the life of the lease.

Fixed assets

Fixed assets are stated at cost or deemed cost (donated valuation at estimated fair value) less accumulated depreciation and impairment losses.

Depreciation is calculated to write off the costs of the fixed asset by equal instalments as follows, all straight line:

Furniture, fittings and equipment	over 3 to 10 years straight line
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Financial instruments

Basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable are accounted for on the following basis:

Cash and cash equivalents

Cash and cash equivalents includes cash in hand, deposits held at banks, other short-term highly liquid investments with original maturities of three months or less and bank overdrafts. Bank overdrafts, when applicable, are shown within current liabilities.

Debtors and creditors

Debtors and creditors are measured at the transaction price less any provision for impairment. Any losses arising from impairment are recognised as expenditure.

Funds

General funds comprise the accumulated surplus or deficit from the Statement of Financial Activities which is not restricted nor designated funds. They are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity.

2. ACCOUNTING POLICIES (continued)

Designated funds comprise funds that have been set aside at the discretion of the Trustees for specific purposes. The purpose and use of the designated unrestricted funds are set out in the notes to the accounts.

Restricted income funds comprise unexpended balances of donations and grants held in trust to be applied for specific purposes.

Employee benefits

- **Short term benefits**

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

- **Employee termination benefits**

Termination benefits are accounted for on an accrual basis and in line with FRS 102.

- **Pension scheme**

ECI Schools operates a defined contribution pension scheme for the benefit of its employees. The assets of the scheme are held independently from those of ECI Schools in an independently administered fund. The pensions costs charged in the financial statements represent the contributions payable during the year.

Foreign currency translation

The charities functional and presentation currency is pound sterling. Monetary assets and liabilities denominated in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. All differences are recognised in the Statement of Financial Activities.

Legal status

ECI Schools is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

3. INCOME FROM CHARITABLE ACTIVITIES

	2020	2019
	£	£
Membership fees	777,721	702,092
Conferences	393,547	760,288
Consultancy services	23,105	50,150
Grant income	220,778	213,769
Other direct activity income	11,149	59,720
	<u>1,426,300</u>	<u>1,786,019</u>

4. EXPENDITURE ON CHARITABLE ACTIVITIES

2020	Direct Staff costs	Other Costs	Grants payable	Support costs	2020 Total
	£	£	£	£	£
Learning	590,399	410,258	-	256,821	1,257,478
Research	32,983	-	-	14,348	47,331
Advocacy	32,983	842	-	14,347	48,172
Funding	3,298	12,428	9,250	1,435	26,411
	<u>659,663</u>	<u>423,528</u>	<u>9,250</u>	<u>286,951</u>	<u>1,379,392</u>
	<u><u>659,663</u></u>	<u><u>423,528</u></u>	<u><u>9,250</u></u>	<u><u>286,951</u></u>	<u><u>1,379,392</u></u>
2019	Direct Staff costs	Other Costs	Grants payable	Support costs	2019 Total
	£	£	£	£	£
Learning	635,008	836,288	-	263,164	1,734,460
Research	35,475	-	-	14,702	50,177
Advocacy	35,475	1,495	-	14,702	51,672
Funding	3,548	33,479	-	1,470	38,497
	<u>709,506</u>	<u>871,262</u>	<u>-</u>	<u>294,038</u>	<u>1,874,806</u>
	<u><u>709,506</u></u>	<u><u>871,262</u></u>	<u><u>-</u></u>	<u><u>294,038</u></u>	<u><u>1,874,806</u></u>

Direct staff costs include a recharge from European Council of International Schools, Inc of £302,891 (2019: £47,828) which do not form part of staff costs as shown in note 10.

5. GRANTS PAYABLE

Grants paid to institutions in the year ended 31 August 2020 include:	2020 Total £	2019 Total £
Royal Holloway University of London - Tuition Fee UG FT	9,250	-
	<u>9,250</u>	<u>-</u>
	<u><u>9,250</u></u>	<u><u>-</u></u>

No grants were paid to individuals (2019: none)

6. SUPPORT COSTS

2020	Learning	Research	Advocacy	Funding	2020 Total
	£	£	£	£	£
Governance	83,651	4,673	4,673	467	93,464
Building	26,482	1,479	1,479	148	29,588
Office	106,256	5,936	5,936	594	118,722
Professional	9,398	525	525	53	10,501
Other	31,034	1,735	1,734	173	34,676
	<u>256,821</u>	<u>14,348</u>	<u>14,347</u>	<u>1,435</u>	<u>286,951</u>
	<u><u>256,821</u></u>	<u><u>14,348</u></u>	<u><u>14,347</u></u>	<u><u>1,435</u></u>	<u><u>286,951</u></u>

ECI SCHOOLS
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 AUGUST 2020

6. SUPPORT COSTS (continued)

2019					2019
	Learning	Research	Advocacy	Funding	Total
	£	£	£	£	£
Governance	72,013	4,023	4,023	402	80,461
Building	27,428	1,532	1,532	153	30,645
Office	100,841	5,634	5,634	563	112,672
Professional	28,533	1,594	1,594	159	31,880
Other	34,349	1,919	1,919	193	38,380
	<u>263,164</u>	<u>14,702</u>	<u>14,702</u>	<u>1,470</u>	<u>294,038</u>

7. GOVERNANCE COSTS INCLUDE:

	2020	2019
	£	£
Audit and accountancy fees	59,700	57,625
Trustee expenses	12,903	8,526
Other costs	20,861	14,311
	<u>93,464</u>	<u>80,462</u>

8. NET EXPENDITURE FOR THE YEAR:

	2020	2019
	£	£
This is stated after charging/crediting		
Auditors remuneration (excluding VAT):		
Audit	12,500	11,500
Other services	750	575
Under-accrual re. prior year	5,040	-
Expenses reimbursed to Trustees	12,903	8,526
Operating leases:	26,756	28,256
Depreciation	2,871	4,412
	<u></u>	<u></u>

In 2019/20 no Trustee received any remuneration or pension. (2019: none)

6 Trustees were either reimbursed or expenses were paid on their behalf of £12,902 principally on travel to the main conferences held during the year. (2019: 6 Trustees were either reimbursed or expenses were paid on their behalf of £8,526).

Trustee Indemnity insurance was taken out at a cost of £1,239 (2019: £984).

9. SUBSIDIARY

ECI Schools is related to the European Council of International Schools, Inc (known as "ECIS"), a company incorporated in the State of Delaware in the United States of America and registered as a foreign company with Companies House in the United Kingdom under company number FC008297. ECIS is a 100% subsidiary undertaking of ECI Schools and the members of the board of directors of ECIS are the members of the board of Trustees of ECI Schools.

The purpose of the subsidiary is to be the leading collaborative global network, promoting and supporting the ideas and best practices of international education. The subsidiary is exclusively educational and scientific in character. It is also non-profit orientated, with no part of its net income giving rise to a benefit to any private shareholder.

9. SUBSIDIARY (continued)

Annual financial statements for this subsidiary company are filed with the Registrar of Companies for England and Wales and are publicly available. The accounting reference date of the subsidiary is 30th June. The subsidiaries results for the 12 months to 30 June are shown below:

	2020 £	2019 £
Turnover	357,329	1,075
Administration expenses	(353,949)	(32,056)
Profit / (Loss) for the year	<u>3,380</u>	<u>(30,981)</u>
Current assets	6,017	71,233
Current liabilities	-	(68,595)
Total assets	<u>6,017</u>	<u>2,638</u>
Retained earnings b/fwd.	2,637	33,618
Retained earnings c/fwd.	<u>6,017</u>	<u>2,637</u>

The amounts owed to ECI Schools at 31 August 2020 was £Nil (2019: £73,174).

10. STAFF COSTS AND NUMBERS

	2020 £	2019 £
Staff costs were as follows:		
Salaries and wages	302,946	551,573
Social security costs	31,052	73,723
Pension contributions	17,947	25,849
Healthcare costs	4,827	10,533
	<u>356,772</u>	<u>661,678</u>

	2020 Number	2019 Number
The number of employees whose emoluments for the year fell within the following bands were:		
£60,001 - £70,000	-	1
£70,001 - £80,000	-	1
£80,001 - £90,000	2	-
£210,001 - £220,000	-	1

Employer pensions for employees whose emoluments were above £60,000 were £8,000 (2019: £13,912).

The total employee benefits of the key management personnel of the Group which includes the Trustees who were not remunerated during the year and the senior management team were £189,451 (2019: £414,730).

10. STAFF COSTS AND NUMBERS (continued)

	2020 Number	2019 Number
The average number of employees based on head count during the year was as follows:		
Charitable activities	4	5
Support	2	4
	<u>6</u>	<u>9</u>

11. FIXED ASSETS (GROUP AND CHARITY)

	Total Furniture, fittings & Equipment £
Cost	
At 1 September 2019	89,528
Additions	-
Disposals	(58,909)
Balance at 31 August 2020	<u>30,619</u>
Accumulated depreciation	
At 1 September 2019	77,365
Charge for the year	2,871
Disposals	(58,909)
Balance at 31 August 2020	<u>21,327</u>
Net Book Value	
Carried forward at 31 August 2020	<u>9,292</u>
Brought forward at 1 September 2019	<u>12,163</u>

12. DEBTORS: amounts falling due within one year

	2020	2020	2019	2019
	Group £	Charity £	Group £	Charity £
Trade debtors	362,831	362,831	317,860	307,615
Amounts due from European Council of International schools, Inc.	-	-	-	73,174
Other debtors	39,725	36,673	91,359	86,780
Prepayments and accrued income	44,906	44,906	85,400	85,400
	<u>447,462</u>	<u>444,410</u>	<u>494,619</u>	<u>552,969</u>

13. CREDITORS: amounts falling due within one year

	2020		2019	
	Group £	Charity £	Group £	Charity £
Trade creditors	75,571	75,571	47,809	47,809
Other Taxation and Social Security	7,631	7,631	9,715	9,715
Other creditors	4,471	4,471	18,555	18,555
Accruals	21,931	21,931	23,856	23,856
Deferred income (see note 14)	768,809	768,809	807,966	807,966
	<u>878,413</u>	<u>878,413</u>	<u>907,901</u>	<u>907,901</u>

14. ANALYSIS OF DEFERRED INCOME

Group and Charity	2020 £	2019 £
Deferred income at 1 September	807,966	772,345
Applied during the year	768,809	807,966
Released during the year	(807,966)	(772,345)
Deferred income at 31 August	<u>768,809</u>	<u>807,966</u>

Deferred income includes membership income for future financial years totalling £729,448 and income is deferred because it relates to the membership periods from 01 September 2020 – 31 August 2022.

15. OPERATING LEASE COMMITMENTS - CHARITY AND GROUP

As at 31 August 2020 the charity had annual commitments under non-cancellable operating leases as follows:

	Equipment		Land and buildings	
	2020 £'000	2019 £'000	2020 £'000	2019 £'000
Leases which expire:				
Within one year	-	3,561	18,600	25,920
Within two to five years	-	-	-	-

16. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

	2020		2019	
	General Funds £	Total Funds £	General Funds £	Total Funds £
Fixed assets	9,292	9,292	12,163	12,163
Current assets	888,900	888,900	865,230	865,230
Current liabilities	(878,413)	(878,413)	(907,901)	(907,901)
Net assets at 31 August	<u>19,779</u>	<u>19,779</u>	<u>(30,508)</u>	<u>(30,508)</u>

ECI SCHOOLS
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 AUGUST 2020

17. STATEMENT OF FUNDS

	Balance 1 September 2019 £	Income £	Expenditure £	Transfers £	Balance 31 August 2020 £
General funds	(30,508)	1,438,602	(1,388,315)	-	19,779
Charity & Group total	(30,508)	1,438,602	(1,388,315)	-	19,779

STATEMENT OF FUNDS (Prior year)

	Balance 1 September 2018 £	Income £	Expenditure £	Transfers £	Balance 31 August 2019 £
General funds	89,259	1,787,094	(1,906,861)	-	(30,508)
Charity & Group total	89,259	1,787,094	(1,906,861)	-	(30,508)

18. TAXATION

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purpose. The charity is not exempt from VAT which is included with the expenses to which it relates on the Statement of Financial Activities.

19. RECONCILIATION OF NET INCOME TO NET CASH INFLOW FROM OPERATING ACTIVITIES

	2020 Group £	2019 Group £
Net (expenditure) for the reporting period (as per the Statement of Financial Activities)	50,287	(119,767)
Add back depreciation charge	2,871	4,412
Decrease in debtors	47,157	276,522
(Decrease)/Increase in creditors	(29,488)	(99,549)
Net cash/(used in) operating activities	70,827	61,618

20. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2020 Group £	Charity £	2019 Group £	Charity £
Cash at bank and in hand	441,438	438,473	370,611	309,624

21. POST BALANCE SHEET EVENTS

Since the year end, restrictions were still in place due the worldwide outbreak of the Covid-19 pandemic with further lockdowns imposed in November 2020 and January 2021 in the UK. ECIS continued its operations that has already been adapted from the previous lockdown and focused on membership renewals for the next financial year which has seen many members paying promptly and new members coming onboard meaning that ECIS is building its cash reserves with guaranteed income for the next financial year as lockdown measures hopefully begin to ease.

There are no other post balance sheet events that have taken place up to the date the accounts have been approved.

22. RELATED PARTIES

There were no related party transactions in the year or last year, except for transactions with its subsidiary ECI Inc disclosed above.