

THE INDEPENDENT SCHOOLS ASSOCIATION
(A Company Limited by Guarantee)

TRUSTEES' REPORT AND CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2022

THE INDEPENDENT SCHOOLS ASSOCIATION
(A Company Limited by Guarantee)

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THE INDEPENDENT SCHOOLS ASSOCIATION
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REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 AUGUST 2022

Trustees	A Culley (resigned 31 August 2022) J T Wilding S J Lockyer (resigned 31 August 2022) B G Huggett S McKernan P A Soutar R M Walden J Shaw P M Wilson T A Wilson H Chalmers D E Seagrove J Southworth (resigned 30 January 2023) P Ford D Preston C Wardle (resigned 31 December 2021) J Hetherington J Duke D Price N Dangerfield N Roskilly (resigned 27 June 2022) C Salmon D Sayers (resigned 31 August 2022) M Burke (appointed 1 September 2021) L Collins (appointed 1 September 2021) S Knox (appointed 1 September 2021) C Hammond (appointed 1 September 2022) A Hampton (appointed 1 September 2022) I Latif (appointed 1 September 2022) G Maidment (appointed 1 September 2022) C Osborn (appointed 1 September 2022) O Scott (appointed 1 September 2022) A Campbell (appointed 1 September 2022)
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Company registered number	0045867
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Charity registered number	1158943
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Registered office	ISA House Great Chesterford Court Great Chesterford Essex CB10 1PF
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Company secretary	Rudolf Alastair Elliott Lockhart
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REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS
(CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2022

Independent auditors	Price Bailey LLP Chartered Accountants Causeway House 1 Dane Street Bishop's Stortford Hertfordshire CM23 3BT
Bankers	National Westminster Bank PLC 56 St Andrew's Street Cambridge Cambridgeshire CB2 3DA

THE INDEPENDENT SCHOOLS ASSOCIATION
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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 AUGUST 2022

The Trustees are pleased to present their annual Directors' report, together with the consolidated financial statements of the charitable limited company and subsidiary trading company for the year ending 31 August 2022, which are also prepared to meet the requirements for a Directors' report and accounts for Companies Act purposes. The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard in the UK and Republic of Ireland.

Chair's report

In taking over as Chair this year from John Southworth, Principal of Mander Portman Woodward, London, I am pleased to commend the progress that the Association has made during his time while leading the Association. While the year was made more challenging by Covid, the overwhelming picture was of recovery relative to the previous year. Covid continued to cause significant disruption in members' schools, although there were not the same national requirements to close schools as in the previous year. Public exams sat by most pupils in Year 13 and Year 11 were replaced by Teacher Assessed Grades. Employees of the Association had to revert to working from home between mid December 2021 and early February 2022 while for the rest of the year a hybrid approach to working was necessary with careful protocols to try to limit the risk of the virus spreading through the office. Despite the range of challenges represented by Covid, the year was full of achievement for the Association with a healthy increase in membership, the further expansion of education support services to ISA Members and their schools, the growth in the variety and number of sports, arts and other competitions offered by the Association, and the co-operation and partnership, both formal and informal, with other organisations who share ISA's charitable aims. The Association has provided a huge amount for all ISA Members, supporting schools in a time of uncertainty in our sector. It has been particularly pleasing to once again note that ISA's Members from all types of schools have continued to develop relationships with state school neighbours. ISA Members' partnerships continue to be featured at www.schoolstogether.org, the website of Schools Together, promoted by the Independent Schools Council and the Department for Education.

The Association continues to grow and has now more than doubled in membership over the last ten years. During 2021-22 the Association increased its membership from 558 as of 1 September 2021, to 588 Members at the end of the Association's year, a net increase of 30 Members and their schools. The resulting additional funding has allowed the Association to continue to enhance its services to its Members. Our team of seven Regional Ambassadors have done a sterling job visiting members to provide crucial pastoral support. Their work is part of ISA's agreed strategy to encourage all Members to access our full range of support services and events for children. Our online community has grown and remains an essential means of support and advice for our Members and the staff in their schools allowing for the rapid dissemination of vital information to Members and to answer their questions expertly and without delay. ISA continues to provide free consultant-led compliance checks to help Members with an external view of compliance issues in their schools and to provide much-needed confidence.

The introduction of the new role of Director of Education and Inclusion to the team at ISA House in September 2021 added an additional senior person to the support team available to our members. It has also facilitated a stronger focus for the Association on educational matters and a higher profile for the work that ISA is doing in the area of inclusion. This has had a positive impact in both areas and provided a number of opportunities to reflect more of our diverse membership through what we do and who we are. This work reflects the importance of education and inclusion for the Association.

ISA was able to run a full programme of in-person sports competitions this year. Team events in particular continued to thrive from the off, with our popular events such as hockey, football and rugby in the Autumn term mirroring numbers from pre-Covid. The number of entries in the U11 Girls hockey event increased to 32 teams, a record number since our events at Lee Valley Hockey Centre started. The National Swimming Finals were also a successful return to the pool with some ISA areas choosing to run a virtual qualifier in the aftermath of the pandemic to ensure students in the respective areas still had the opportunity to compete at the Aquatics Centre.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2022

Our senior netball events were moved to an exciting indoor facility at the University of Nottingham which has increased our school engagement to 43 schools, up from a peak of 29 in the pre-Covid period. The ISA National Cross-Country Finals returned to our calendars and had a new venue to accompany it. Worksop College opened its doors to our finalists and helped deliver a successful event for over 600 students from 139 Members' schools. The spring term welcomed back one of our most popular events: the U11 Boys Football Finals at St George's Park. The event provided great excitement and inspiration for young footballers, with over 27 teams making the journey from all of our 7 ISA regions. The sports department successfully ran a PE and Sport conference with delegates from 20 Members' schools and professionals attending, all gaining much value from the CPD opportunities provided. The event was hosted at the University of Nottingham, in partnership with the Youth Sports Trust. This was a great chance for teachers and PE staff to learn and network with their peers and take new ideas and inspiration back to their schools.

A new triathlon event was introduced to the Association's calendar of sports competitions. The event was run by a professional British Triathlon coach at the impressive Ipswich High School. Over 150 students attended. The flagship ISA National Athletics Finals at Manchester Regional Arena returned after a Covid-enforced two-year absence. We welcomed over 750 students from 123 members' schools to a highly successful event. The Association's sports programme acknowledges the importance of inclusivity for our Members' schools. Within our larger events such as swimming, athletics and triathlon we continue to encourage para events, and the vision from the sports team is to see more and more inclusive opportunities on our national calendar over the coming months and years.

The introduction of new opportunities in the arts programme allowed an increase of pupils taking part with 4,398 grouped or individual entries this year, up from 3,446 in the previous year. We celebrated 70 years of the Queen's reign with The Platinum Jubilee Challenge which was very popular with 48 schools taking part for 225 entries. The variety of artwork produced was very inspiring.

We were delighted that we were able to reintroduce live events for our members with opportunities such as Dance, Drama, and Public Speaking & Debating Competition. The National Art Competition generated over 1,700 entries and 177 schools took part in the competition, the art brochure was created again this year to celebrate the amazing art pieces produced by our schools' pupils and teachers.

The STEAM Competition ran for the second time, attracting 50 entries, up from 29 in the previous year. The Shakespeare Monologue, Young Musician and Musical Competitions were also very well received with between 130 and 150 entries for each of them. The Film and Digital Art, the Essay and the Comic Strip Competition continued to grow in popularity with each receiving over 200 entries.

The Association continues to run competitions dedicated to EYFS & Primary Years pupils. We are very keen to continue expanding offerings for this age group to ensure that the Association supports the arts at all stages of learning. This year along with the Christmas Banner Competition (219 entries), Easter Egg Competition (249 entries) and the Handwriting Competition (175 entries), we put in place the new Bee Inspired Competition (190 entries). This competition was an opportunity for students to learn about our ecosystem whilst using their creative talents.

Trustees believe that the breadth and accessibility of our artistic and sporting programmes demonstrate the public benefit that our work brings to the wider community. To also further this public aim, ISA has continued to encourage schools to work in partnership with state schools in sharing resources and establishing joint curriculum projects. Throughout 2021-22, ISA remained an active supporter of the Systems Partnership Unit at the Department for Education, further encouraging the creation of partnerships between state and independent schools often with the aim of promoting understanding and shared working for the benefit of pupils in both the state and independent education sectors. Further, ISA continues to provide expert advice on curriculum, examinations and assessment to several organisations, including all the main Examinations Awarding Bodies in England and WJEC/Eduqas in Wales, and to the regulator, Ofqual. ISA also advises governmental bodies on matters related to education.

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We continue to provide low-cost training for teachers on all aspects of education, with 2021-22 seeing a continued emphasis on inspection, compliance and developing skills for school evaluation, in response to requests from our Members. All our training events continue to be open to teachers from the state and independent sectors. The vast majority of our courses took place virtually in order to make them as accessible as possible. We were able to keep the price of attending low due to savings on overheads on online training and have been able to attract a significantly greater number of people from a wider geographical sweep of schools, to take the courses.

Our programme of conferences was successfully switched online with strong feedback from delegates. Our Heads Induction Conference was held in March 2022 where we welcomed 44 new members to the Association. Our Autumn Study Conference, held in November 2021, attracted 82 school leaders. It had a focus on pedagogy and had sessions aimed at Heads, Deputies, and other Senior Leaders. As part of the conference we were able to hold our first in-person ISA Awards Ceremony since covid. It was a pleasure to be able to be with members at this fantastic celebration of the achievements of ISA members' and those at their schools.

I am delighted that ISA has been able to continue to provide expert advice and guidance to our members and across the educational sector, despite a year made all the more challenging by covid. To find out more, visit our website at www.isaschools.org.uk.

Our purposes, activities and main objectives for 2021-22

THE OBJECT OF THE ASSOCIATION IS THE ADVANCEMENT OF EDUCATION BY FOSTERING THE HIGHEST POSSIBLE EDUCATIONAL STANDARDS IN INDEPENDENT SCHOOLS THROUGH THE PROMOTION OF FELLOWSHIP AND CO-OPERATION AMONG MEMBERS, ASSOCIATES AND AFFILIATES OF THE ASSOCIATION AND THROUGH CO-OPERATION WITH OTHER BODIES WITH SIMILAR CHARITABLE OBJECTS.

Trustees also confirm that they have complied with the duty in Section 4 of the 2006 Act and the 2011 Act to have regard to guidance on public benefit as published by the Charity Commission. In shaping our objectives for the year and planning our activities, the Trustees have considered the Charity Commission's guidance on public benefit, including "Public benefit: running a charity" (PB2).

The Association relies on the income foremost from subscriptions and secondly from training charges to cover its operating costs, with a minor contribution from sponsorship that contributes under 10% of gross income. Affordability and accessibility to our training, sports and other pupil programmes remain important considerations for Trustees. ISA encourages as many young people as possible to take part in our activities, and as many teachers as feasible to take advantage of our highly-quality training events online via Zoom. The Association is keen to encourage teachers from a wide variety of schools, both state and independent, to attend our courses and we deliberately keep costs low to encourage participation. A full day's training with expert tuition in small groups and all materials cost £120 per delegate. This is reduced from the previous price of £175 due to the lower costs of delivering the courses online. Our approach to inclusive participation is embedded within our wider strategies employed to achieve the charity's aims and objectives. Specifically, in 2021-22 these were to:

- offer an even wider range of sports, arts and competitions for schoolchildren of all ages, at no additional cost to Members and their schools, with emphasis on participation and enjoyment. As well as adding new events to the sporting calendar, the Association's aim was to widen the participatory age ranges in our most popular sports;
- present a wide range of high quality and inexpensive training opportunities for teachers. Courses are offered at the same cost for all participants, irrespective of membership or background;
- provide immediate expert advice to schools across the country, via email and telephone support, while further developing its vibrant online community;
- provide expert and free (and confidential, where required) advice for parents on all aspects of education;
- to develop new and to strengthen existing links with charities with similar objects, and other bodies and organisations working on behalf of children, including overseas, particularly where we can provide support and expertise.

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Strategies for Achieving our Objectives

In putting these strategies into action throughout 2021-22, we have identified three major areas of activity:

1. Training events, including courses on all aspects of education, and conferences that feature expert speakers and practical breakout sessions;
2. Sports and arts-related events that encourage as many young people and schools as possible to take part; and,
3. Expert advice on all aspects of education for Members' schools, parents and the wider community.

Training Events

Our Autumn Study Conference each year aims to enhance pedagogy among senior leadership teams and the November 2021 event brought 82 leaders from across our Members' schools to Doubletree by Hilton in Coventry. Delegates heard from a variety of speakers on a broad range of topics including inspections, compliance in safeguarding, artificial intelligence and, diversity and inclusion. A choice of break-out sessions included sustainability, an EYFS update, managing reputation and exam reforms and assessments. Table talks were a new feature at this conference enable delegates to discuss and share best practice, divided by phase of school. The conference also features ISA's annual Awards Ceremony, which recognises and celebrates best practice in schools across the country, particularly in areas such as mental health, innovation, sustainability, sports and the arts. Categories for entry are reviewed annually to ensure relevancy to our schools and to the education sector as a whole.

Our 2022 Heads Induction Conference at Fanhams Hall was moved to March this year due to Covid. We welcomed 44 new Members to train for the challenges of leading a school in uncertain times. This event was smaller than previous years, likely due to Covid fears and uncertainty. Updates for delegates included understanding brain development, crisis incident management, inspection of compliance and educational quality, legal pitfalls, and looking after mental wellbeing.

Our 2022 Annual Conference was at Low Wood Bay in the Lake District allowing more of our schools in the North to join this key conference for ISA Members focusing on fellowship and support within the Association. Delegates heard from a variety of speakers on different topics ranging from innovative learning environments, to safeguarding, to building resilience, to rethinking assessment. They also had the opportunity to meet with a variety of suppliers. The end of the conference focused on wellbeing offering them the opportunity to relax and celebrate at the dinner and then join in a choice recreational activities (water sports, walking up the hills or a boat tour) with colleagues from within the Association.

In addition to our programme of conferences, in 2021-22 ISA offered 97 training days to schools across the country, although 7 had to be cancelled. As well as a range of popular inspection and compliance-related topics, training opportunities included diversity and inclusion, pupil and staff mental health, self-evaluation for school improvement, supporting children with SEND, safeguarding, recruitment, finance and, teaching and learning. Training fees for course are deliberately capped to promote affordability. Average attendance at ISA's day courses was 14.9 during the year compared to an average of 10.6 in the previous annual cycle of training. ISA is committed to offering courses in critical areas such as safeguarding and child protection, and is content to operate training events despite minority interest of Members, even if numbers are lower than might be expected. Further, to keep training events affordable, ISA utilises many voluntary speakers to help deliver our programmes, as well as expert professional trainers from a variety of skills and backgrounds. We continue to use our Members' schools as well as ISA House in Great Chesterford, balancing delegates' accessibility needs with keeping their travel costs to a minimum. We have successfully switched a lot of our provision to an online format to allow the training to be accessible to a wider audience and geographic location not creating barriers.

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Support for Parents, Schools of All Types, and the Wider Community

ISA seeks to provide free and impartial educational advice not just to Members but to schools of all types and to parents who often seek advice on areas such as SEN(D) provision and school admissions. ISA's representatives also assist governmental agencies and NGOs working in education. In 2021-22 this included working with the Department for Education at ministerial level to promote independent-state school partnerships, with each of the examinations awarding bodies (including Pearson, WJEC/Eduqas and AQA, and the regulator Ofqual) on the delivery of Teacher Assessed Grades, and with the inspectorates (particularly the Independent Schools Inspectorate) on compliance and regulation, as well as providing responses as part of official government consultations.

The Association's Honorary President, Lord Lexden, speaks in parliament on education and related matters such as equalities legislation and justice for those convicted of same-sex offences. In 2021-22 Lord Lexden spoke several times on posthumous pardons for same-sex acts by Armed Forces personnel and the inadequacy of schemes under which pardons are available for same-sex offences (September & November 2021), enhancing the UK's reputation as a global leader in combating HIV (October 2021), the role of the independent education sector in teacher training (November 2021), review of the Children and Families Act 2014 (December 2021), supporting children in care with the assistance of boarding schools (December 2021), extension of disregards and pardons schemes for same-sex offences to Northern Ireland (January 2022), disadvantaged pupils and the Turing scheme – an international study programme (January 2022), voting rights for overseas citizens (February 2022), T-Levels in rural areas (February 2022), shortcomings of the National Tutoring Programme (February 2022), encouraging young people to register to vote (March 2022), partnerships between the sectors in music education (March 2022), contributions of the independent sector and proposals from the schools bill (May 2022), educational reform and the introduction of a British baccalaureate (June 2022), the public benefit independent schools deliver with their charitable status (June 2022) and the European Convention of Human Rights (July 2022).

One of our two academic awards is in the name of Lord Lexden. These awards have continued to be granted despite the Covid-19 pandemic. In May 2022, official presentations at the House of Lords resumed, with the winners from 2020 and 2021 awards hosted by Lord Lexden.

Sports, the Arts and other Competitions

ISA strongly advocates for a broad range of curriculum experiences, particularly in the arts where many children go on to enjoy productive careers in the UK's creative industries. Our events in the expressive and fine arts help develop pupils' self-confidence and expression across the range of arts, from dramatic performance, two-dimensional and three-dimensional arts (including textiles and sculpture), as well as in areas such as creative writing. Given the ability of these sometimes-marginalised curriculum areas to raise confidence and attainment, as well as enhancing communication and expression, ISA encourages participation from children with special educational needs and disabilities. ISA's membership includes schools that specialise in SEN(D) and many use arts therapeutically to build confidence, often achieving impressive results in public examinations given the initial challenges often faced. Both local (Area) and national events are offered, so children from a wide ability range and a variety of backgrounds can represent their schools. Each of ISA's seven Areas across England and Wales arranges local arts competitions, sometimes with public display, presenting opportunities for pupils to have their work viewed outside of their school environment.

The Association's annual creative writing competition also includes the opportunity for schools to promote creative work, with winners often featured in the Association's magazine, the ISA Journal, with over 2,000 copies now distributed without cost across the wider educational community. The success of our Arts provision can be seen from the volume of entries for our competitions even though the competitions had to switch to online formats.

While many pupils do have access to traditional team-sports, we recognise that children involved in individual pursuits often miss the chance for representation and so we have striven to provide a wide range of sports events for pupils to be involved in. Our Sports competitions celebrate participation with an emphasis on pupils enjoying the range of sports on offer.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2022

Key performance indicators

Number of Full Members (588)

Number of attendees at key conferences: Annual Conference (108), Autumn Study Conference (82), Heads Induction Conference (44)

Total number of Training Days offered (97)

Average attendance on training courses (14.9)

Overall entries for Arts competitions (4,398)

Number of competitors at flagship sports events: National Athletics Finals (750+), National Swimming Finals (600+), National Cross Country Finals (600+)

Financial review

2021-22 has been another good year financially for the Association, delivering an increasing range of services to Members and to budget. Recognising the healthy state of the Association's reserves, and having fulfilled the stated reserves policy, Trustees had planned to run a budget with a deficit of £75,781 over all activities during 2021-22; it is therefore very encouraging that the outturn for this year was £55,235 better than budgeted with a deficit this year of £20,546 (2021 - surplus of £184,503. This reflects the strength of the Association's performance.

The charity's income was substantially increased from £1,074,006 to £1,333,642 due to the growing membership and therefore increased subscription income, the ability to run a full set of conferences, and the expansion of income from trading activities. Alongside this there was an increase in expenditure from £889,503 to £1,354,188 due to an increase in staffing and the costs of running the full set of conferences and events.

Comparisons with the previous year are not straightforward due to the very different circumstances. The higher income and expenditure are both a function of the Association returning to a more normal set of activities and services than had been possible in the previous year when covid restrictions limited some activities.

Investment powers, policy and investment performance in 2021-22

The Trustees, having regard to the liquidity requirements of operating the charity, sweep funds into an interest-bearing liquidity account daily. Deposit interest rates remain unfavourable and so Trustees' longer-term aim of earning interest to match or exceed movements in the retail prices index (RPI) was again frustrated in 2021-22. The Association's Finance Committee reviewed this performance and renewed its investment strategy as detailed below.

Reserves policy and going concern

Trustees recognise that reserves are needed to bridge the gap between the spending and receiving of income and to cover unplanned emergency repairs and other expenditure. Given that the charity owns its buildings, has no mortgages or loans, and holds largely unrestricted funds, Trustees take the view that reserves are currently more than sufficient for the stated purpose. Professional fees and non-cancellable operating leases remain minimal. Cash-flow remained positive in each month, augmented by a regular influx of new Members throughout the year. The Association maintains a reserve balance at a minimum of £335,000 in easy access/short-term funds to cover its contractual obligations for both the Charity and its subsidiary which is currently regarded as three months

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Plans for future periods

The Association began a new five year plan from September 2021 that will carry through to 2026.

In 2021-22 the Association sought to maintain the quality and range of what it offers to members while increasing its provision in key areas. ISA has enhanced the support it offers for members' schools on inclusion and has been more active in supporting on education. The Association plans for more subject level support in the future. ISA has also enhanced its communications work, both working to improve the PR profile of the Association and its members' schools and also working more closely with the other associations working in the independent schools sector.

We seek to continue to expand and diversify our arts programmes to involve more schools and more children in those schools. We are planning an increased sports programme and are committed to ensuring that there is an inclusive thread that runs through these events. We are planning to build on the success of our conference programme, and are looking to run bigger events to reflect our increasing membership. We are planning to add a cross-Association ICT conference to our suite of events. We are looking to expand our set of professional development courses. There is a particular desire to build on the experience of lockdown and maintain the greater levels of accessibility to training courses when they are online. We are looking to continue to expand our membership and hope soon to become the largest association of UK based independent school headteachers. It is vital that this alongside this growth we maintain high Membership satisfaction.

Trustees recognise that the Association is not required to add to reserves but will continue to enhance services to support Members and their schools, and the wider education community in general, while also ensuring that the Association runs efficiently. ISA is working to strengthen the links between ISA's HQ and its seven Areas around the country, including substantial grants to support the professional development of Members in those regions. All Members will continue to receive an expert-led compliance audit in the run-up to their next scheduled inspection. ISA is using its moderated online community based on the Discourse platform to encourage greater peer networking and peer support among members, and to use it to keep members updated and engaged with changing guidance from the Department for Education. ISA is expanding its network of strategic links with similar organisations overseas, developing relations with organisations across Europe as well as in Australia, New Zealand, South Africa, Canada, and the USA in addition to the relationships already formed with those in other countries.

ISA recognises that our members run schools that operate in a particular economic and political context. They are mindful of the challenging economic environment and its impact on their own costs, as well as on their parents ability to pay the fees. ISA is acutely aware of the potential impact on our own budgets. We are planning for the possibility of a change in Government and the possibility for the introduction of new policy that may present challenges for our Members. The Association is planning to offer advice and support to Members and intends to continue to work closely with other bodies working in the independent schools sector on these issues.

Looking further forward, ISA is prioritising the development of even stronger links with similar charities and education-based organisations, both in the UK and beyond; the further enhancement of support for ISA's seven Areas around the country, particularly in the area of professional development and training; an increase in the knowledge of comparative educational systems through direct research where this can benefit children in ISA Members' schools; to further enhance our training for teachers and headteachers, particularly in the areas of mental health and pupil welfare; and to widen and deepen opportunities for children, including those with additional educational needs, in the fine and performing arts, as well as in sports.

Governing Document

(1) The Independent Schools Association is a company limited by guarantee and governed by its Memorandum and Articles incorporated 06/11/1895, as amended by certificate of incorporation on change of name dated 24/05/1996 as amended by special resolution(s) dated 05/03/2011 as amended by special resolution(s) dated 01/10/2014 as registered at Companies House on 17/10/2014 as amended by special resolution(s) dated 03 December 2016.

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Appointment of Trustees, organisation and duties

As set out in the Articles of Association, the Chair of the Trustees is nominated by the Executive Council for approval by Members at the Annual General Meeting in May, with term of office commencing 01 September. Members may also nominate other Members for election as Chair or as one of 14 Elective Councillors, one third of whom retire annually. ISA's Trustees also consist of seven Area Co-ordinators elected by each of ISA's Areas, plus up to five Vice-Presidents and three Honorary Officers, including the Chair and Vice-Chairs of the Association. ISA's Honorary President is not a Trustee of the Association. When considering co-opting Trustees, the Board has regard to the requirement for any specialist skills needed, but has not exercised this right in recent years and remains content with the range of expertise on the Council. The Executive Council (Board) normally meets three times annually and during 2021-22 there were sub-committees covering finance, education, inspections, inclusion and membership, the latter considering all new applicants for election to membership, subject to subsequent Executive approval. A Chief Executive is appointed by the Trustees to manage the day-to-day operations of the charity, to advise the Board and its committees on educational and financial matters, and to advise Members across the country on matters that affect their operation. The Chief Executive has delegated authority, within terms of delegation approved by the Trustees, for operational matters including the Association's finance, employment and membership services.

Trustee induction and training

New Trustees are briefed on their legal obligations under charity and company law, the Charity Commission guidance on public benefit, and informed of the content of the Memorandum and Articles of Association, the committee and decision-making processes, the current strategic objectives and the recent financial performance of the charity. Trustees are also encouraged to attend appropriate external training events where these will enhance the undertaking of their roles. It is emphasised to trustees that their approach to governance is underpinned by the Seven Principles of Public Life ("The Nolan Principles"), as these resonate with the service-led values of the Association.

Related parties and co-operation with other organisations

Any connection between a Trustee and another Member, exhibitor, or outside body must be disclosed to the full Board of Trustees in the same way as any other contractual relationship with a related party. In the current year no such related party transactions were reported. During the year, no Trustees received any remuneration or other benefits. The Association is one of the five headteachers' associations that sit alongside representatives from independent school bursars and governors under the umbrella of the Independent Schools Council (ISC). The Chief Executive meets with his counterparts at these associations every month and Trustees offer their services as Board members for the ISC, The Boarding Schools Association, and the Independent Schools Teachers Induction Panel (ISTip). The Association has considerable links with other organisations and charities, to enhance its own expertise for the direct benefit of Members, and to help contribute to the wider educational health of the nation.

Pay policy for senior staff

The pay of the senior staff is reviewed annually and normally increased in accordance with average earnings, plus any performance uplift, on agreed scales. The directors do not currently benchmark against pay levels in other associations that form part of the Independent Schools Council, or via associations supporting members outside of independent education, but base remuneration on performance and Member satisfaction. Remuneration for the CEO is determined by the Chair and Chair of Finance.

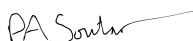
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Risk management

The Trustees have a risk management strategy which encompasses a regular review of the risk and issues log collated by the Chief Executive; the establishment of policies, systems and procedures to mitigate those risks identified (including finance); and the implementation of procedures designed to minimise or manage any potential impact on the charity should those risks materialise. This work has again identified that the increased burden faced by Members of inspection and compliance is the major financial risk for the charity, as Members who suffer from reputational damage following an inspection are at risk of closure. The continuing economic uncertainty faced by private businesses throughout the UK also remains a significant challenge to schools and, if resulting in closure, potentially threatens the Association's income. The Association recognises that recent changes to teachers' pension arrangements and possible changes to local business rates will serve to augment operating pressures for Members. The Association itself mitigates through continuing growth in membership and prudent financial management. The Association's internal cost control measures are regarded as robust and are reviewed at least annually.

Approved by the board of Trustees on ^{24 May 2023} and signed on their behalf by:



P A Soutar (May 24, 2023, 2:09pm)

P A Soutar
Chair

THE INDEPENDENT SCHOOLS ASSOCIATION
(A Company Limited by Guarantee)

STATEMENT OF TRUSTEES' RESPONSIBILITIES
FOR THE YEAR ENDED 31 AUGUST 2022

The Trustees (who are also the directors of the Company for the purposes of company law) are responsible for preparing the Trustees' 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. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the Company and of their incoming resources and application of resources, including their income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Group and the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Group and the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware there is no relevant audit information of which the charitable company'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.

Approved by the Board of Trustees on
on its behalf by:

24 May 2023

and signed



P A Soutar (Signed 24, 2023, 2:09pm)
Chair

THE INDEPENDENT SCHOOLS ASSOCIATION
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE INDEPENDENT SCHOOLS ASSOCIATION

Opinion

We have audited the financial statements of The Independent Schools Association (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 August 2022 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Company Balance Sheet, the Consolidated Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, 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 incoming resources and application of resources, including its 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 and the Charities Act 2011.

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 Auditors' 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 United Kingdom, including the Financial Reporting Council'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 or the parent charitable company'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.

THE INDEPENDENT SCHOOLS ASSOCIATION
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE INDEPENDENT SCHOOLS ASSOCIATION (CONTINUED)

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Trustees are responsible for the other information contained within the 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

Opinion 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' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

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

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; 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.

THE INDEPENDENT SCHOOLS ASSOCIATION
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE INDEPENDENT SCHOOLS ASSOCIATION (CONTINUED)

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement, 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.

Auditors' responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and report in accordance with this Act.

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 Auditors' 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:

- enquiry of management regarding laws and regulations applicable to the charity, actual and potential litigation and claims, and any known instances of non-compliance;
- review of minutes of Trustee meetings;
- performing audit work over the risk of management override and controls, such as reviewing journal entries and reviewing investment valuation; and
- reviewing our work throughout the audit file for evidence of non-compliance.

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 Auditors' Report.

THE INDEPENDENT SCHOOLS ASSOCIATION
(A Company Limited by Guarantee)

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE INDEPENDENT SCHOOLS
ASSOCIATION (CONTINUED)**

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, and to the charitable company's trustees, as a body, Part 4 of the Charities (Accounts and Reports) Regulations 2008. 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 Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Helena Wilkinson (Senior Statutory Auditor)

for and on behalf of

Price Bailey LLP

Chartered Accountants

Statutory Auditors

Causeway House

1 Dane Street

Bishop's Stortford

Hertfordshire

CM23 3BT

Date: 24 May 2023

THE INDEPENDENT SCHOOLS ASSOCIATION
(A Company Limited by Guarantee)

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND
EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 AUGUST 2022**

	Note	Unrestricted funds 2022 £	Total funds 2022 £	As restated Total funds 2021 £
Income from:				
Charitable activities	5	1,232,687	1,232,687	987,748
Other trading activities	4	95,159	95,159	80,756
Investments	6	5,796	5,796	5,502
Total income		<u>1,333,642</u>	<u>1,333,642</u>	<u>1,074,006</u>
Expenditure on:				
Raising funds		5,276	5,276	3,035
Charitable activities	7	1,348,912	1,348,912	886,468
Total expenditure		<u>1,354,188</u>	<u>1,354,188</u>	<u>889,503</u>
Net (expenditure)/income		(20,546)	(20,546)	184,503
Reconciliation of funds:				
Total funds brought forward as previously stated		1,356,417	1,356,417	1,184,085
Prior year adjustment		125,121	125,121	112,950
Total funds brought forward as restated		<u>1,481,538</u>	<u>1,481,538</u>	<u>1,297,035</u>
Net movement in funds		(20,546)	(20,546)	184,503
Total funds carried forward		<u><u>1,460,992</u></u>	<u><u>1,460,992</u></u>	<u><u>1,481,538</u></u>

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

The notes on pages 21 to 36 form part of these financial statements.

THE INDEPENDENT SCHOOLS ASSOCIATION
(A Company Limited by Guarantee)
REGISTERED NUMBER: 0045867

CONSOLIDATED BALANCE SHEET
AS AT 31 AUGUST 2022

	Note	2022 £	As restated 2021 £
Fixed assets			
Intangible assets	14	45,404	72,112
Tangible assets	15	494,084	498,559
		<u>539,488</u>	<u>570,671</u>
Current assets			
Stocks	18	5,254	5,254
Debtors	19	145,545	100,825
Cash at bank and in hand		1,034,136	1,087,087
		<u>1,184,935</u>	<u>1,193,166</u>
Creditors: amounts falling due within one year	20	(263,431)	(282,299)
Net current assets		<u>921,504</u>	<u>910,867</u>
Total net assets		<u><u>1,460,992</u></u>	<u><u>1,481,538</u></u>
Charity funds			
Unrestricted funds	21	1,460,992	1,481,538
Total funds		<u><u>1,460,992</u></u>	<u><u>1,481,538</u></u>

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees on
24 May 2023 and signed on their behalf by:



P A Soutar (May 24, 2023, 2:09pm)
Chair

The notes on pages 21 to 36 form part of these financial statements.

THE INDEPENDENT SCHOOLS ASSOCIATION
(A Company Limited by Guarantee)
REGISTERED NUMBER: 0045867

COMPANY BALANCE SHEET
AS AT 31 AUGUST 2022

	Note	2022 £	As restated 2021 £
Fixed assets			
Intangible assets	14	45,404	72,112
Tangible assets	15	494,084	498,559
Investments	16	1	1
		<u>539,489</u>	<u>570,672</u>
Current assets			
Stocks	18	5,254	5,254
Debtors	19	95,612	58,247
Cash at bank and in hand		966,241	1,014,055
		<u>1,067,107</u>	<u>1,077,556</u>
Creditors: amounts falling due within one year	20	(225,615)	(235,713)
Net current assets		<u>841,492</u>	<u>841,843</u>
Total net assets		<u><u>1,380,981</u></u>	<u><u>1,412,515</u></u>
Charity funds			
Unrestricted funds	21	1,380,981	1,412,515
Total funds		<u><u>1,380,981</u></u>	<u><u>1,412,515</u></u>

The Company's net movement in funds for the year was £(31,534) (2021 - £165,563).

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees on
24 May 2023 and signed on their behalf by:



P A Soutar (May 24, 2023, 2:09pm)
Chair

The notes on pages 21 to 36 form part of these financial statements.

THE INDEPENDENT SCHOOLS ASSOCIATION
(A Company Limited by Guarantee)

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 AUGUST 2022

	2022 £	As restated 2021 £
Cash flows from operating activities		
Net cash used in operating activities	(55,581)	219,304
Cash flows from investing activities		
Dividends, interests and rents from investments	5,784	5,491
Proceeds from the sale of tangible fixed assets	-	(4,349)
Purchase of intangible assets	-	(80,125)
Purchase of tangible fixed assets	(3,154)	-
Net cash provided by/(used in) investing activities	2,630	(78,983)
Cash flows from financing activities		
Net cash provided by financing activities	-	-
Change in cash and cash equivalents in the year	(52,951)	140,321
Cash and cash equivalents at the beginning of the year	1,087,087	946,766
Cash and cash equivalents at the end of the year	1,034,136	1,087,087

The notes on pages 21 to 36 form part of these financial statements

THE INDEPENDENT SCHOOLS ASSOCIATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2022

1. General information

The Independent Schools Association is a charity, incorporated in England and Wales. Its Registered Office is ISA House, Great Chesterford Court, Great Chesterford, Saffron Walden, Essex, England, CB10 1PF. Its Registered Number is 00045867 Charity number 1158943.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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) (effective 1 January 2019) and the Companies Act 2006.

The Independent Schools Association 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.

The Consolidated Statement of Financial Activities (SOFA) and Consolidated Balance Sheet consolidate the financial statements of the Company and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The Company and group's functional and presentational currency is Pound Sterling and to the nearest £.

2.2 Going concern

The Trustees consider that there are no material uncertainties about the charitable company and its subsidiary (the group) ability to continue as a going concern.

The Trustees believe that the forecasted results and good level of cash flow of the charity will enable the charity to continue as a going concern and, as a result, do not include any adjustments that would result if the charity was not able to continue as a going concern.

2.3 Income

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

Grants are included in the Consolidated Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

THE INDEPENDENT SCHOOLS ASSOCIATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2022

2. Accounting policies (continued)

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.5 Intangible assets and amortisation

Intangible assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Amortisation is provided on intangible assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life.

Amortisation is provided on the following basis:

Computer software	- 33 % straight line basis
-------------------	----------------------------

2.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, .

Depreciation is provided on the following basis:

Freehold property	- 2% to an estimated residual value of £490,000
Fixtures and fittings	- 25% reducing balance

2.7 Investments

Investments in subsidiaries are valued at cost less provision for impairment.

THE INDEPENDENT SCHOOLS ASSOCIATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2022

2. Accounting policies (continued)

2.8 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.9 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.10 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.11 Liabilities

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

2.12 Financial instruments

The charity and group have financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their fair value as at the balance sheet date. All financial instruments of the charity and group are measured at cost with the exception of fixed assets held at depreciated cost.

Financial assets include investments in the portfolio, the bank balances, trade debtors, accrued income and other debtors but exclude prepayments and taxation.

Financial liabilities include trade creditors, other creditors, accruals and deferred income but exclude social security and other taxes due.

2.13 Operating leases

Rentals paid under operating leases are charged to the Consolidated Statement of Financial Activities on a straight line basis over the lease term.

2.14 Pension costs

The charity operates a defined contribution pension scheme for employees. These assets of the scheme are held separately from those of the charity. The annual contributions payable are charged to the statement of financial activities. The charity also makes contributions into individual's own personal pension arrangements.

THE INDEPENDENT SCHOOLS ASSOCIATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2022

2. Accounting policies (continued)

2.15 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

3. Critical accounting estimates and areas of judgment

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The Company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. There are not deemed to be any estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

4. Prior year adjustment

The prior year figures have been restated to correct the financial statements to include the results of the Charity's branches which had previously been incorrectly treated as separate entities. The net effect is as follows:

Reserves as at 1 September 2020	£112,950
Income for year ended 31 August 2021	£11
Expenditure for year ended 31 August 2021	(£12,160)
Reserves as at 31 August 2021	£125,121

THE INDEPENDENT SCHOOLS ASSOCIATION
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2022**

5. Income from charitable activities

	Unrestricted funds 2022 £	Total funds 2022 £	As restated Total funds 2021 £
Subscriptions received	850,498	850,498	759,949
Conference and course income	381,701	381,701	226,598
Other income	488	488	1,201
	<u>1,232,687</u>	<u>1,232,687</u>	<u>987,748</u>
Total 2021 as restated	<u>987,748</u>	<u>987,748</u>	

Income from non charitable trading activities

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Sponsorship fees	<u>95,159</u>	<u>95,159</u>	<u>80,756</u>
Total 2021	<u>80,756</u>	<u>80,756</u>	

6. Investment income

	Unrestricted funds 2022 £	Total funds 2022 £	As restated Total funds 2021 £
Bank interest receivable	<u>5,796</u>	<u>5,796</u>	<u>5,502</u>
Total 2021 as restated	<u>5,502</u>	<u>5,502</u>	

THE INDEPENDENT SCHOOLS ASSOCIATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2022

7. Charitable activities

	Direct costs 2022 £	Support costs (note 9) 2022 £	Total funds 2022 £	As restated Total funds 2021 £
Advancement of education	379,760	969,152	1,348,912	886,468
Total 2021 as restated	125,490	773,138	898,628	

8. Analysis of expenditure for raising funds

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Administration costs	5,276	5,276	3,035

9. Analysis of support costs

	Support 2022 £	Governance 2022 £	Total funds 2022 £	As restated Total funds 2021 £
Staff costs	727,288	-	727,288	629,487
Premises costs	9,939	-	9,939	9,779
Other costs	171,335	-	171,335	107,687
Audit and accountancy	-	12,269	12,269	7,813
Legal and professional	-	13,984	13,984	-
Depreciation	34,337	-	34,337	18,859
	942,899	26,253	969,152	773,625
Total 2021 as restated	765,325	7,813	773,138	

THE INDEPENDENT SCHOOLS ASSOCIATION
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2022**

10. Auditors' remuneration

	2022 £	2021 £
Fees payable to the Company's auditor for the audit of the Company and Subsidiary's annual accounts	10,250	8,500
Fees payable to the Company's auditor in respect of: All non-audit services not included above	2,000	1,795
	<u> </u>	<u> </u>

11. Net income/(expenditure) for the year

	2022 £	2021 £
This is stated after charging:		
Operating lease rentals - Equipment	5,536	4,438
Depreciation	7,629	10,846
Amortisation	26,708	8,013
	<u> </u>	<u> </u>

12. Staff costs

	Group 2022 £	Group 2021 £	Company 2022 £	Company 2021 £
Wages and salaries	624,842	545,033	624,842	545,033
Social security costs	56,079	46,996	56,079	46,996
Contribution to defined contribution pension schemes	46,367	37,458	46,367	37,458
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
	<u>727,288</u>	<u>629,487</u>	<u>727,288</u>	<u>629,487</u>

The average number of persons employed by the Company during the year was as follows:

	Group 2022 No.	Group 2021 No.	Company 2022 No.	Company 2021 No.
Management	24	21	24	21
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

THE INDEPENDENT SCHOOLS ASSOCIATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2022

12. Staff costs (continued)

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	Group 2022 No.	Group 2021 No.
In the band £70,001 - £80,000	1	1
In the band £100,001 - £110,000	1	1

The key management personnel of the charity comprise of the Chief Executive, Deputy Chief Executive and Officer Manager of The Independent Schools Association. The total employee benefits of the key management personnel of the Charity were £258,593 (2021: £246,474).

13. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2021 - £NIL).

During the year ended 31 August 2022, expenses totalling £NIL were reimbursed or paid directly to Trustee (2021 - £217 to 2 Trustees). The expenses related to travel reimbursements.

0 Trustee (2021: 1) claimed fees for educational consultancy which is not included in the above, under the authority of the Articles of Association as follows:

	2022 £	2021 £
Stephen McKernan	-	1,000
	<u>-</u>	<u>1,000</u>
	<u>-</u>	<u>1,000</u>

Other related party transactions are disclosed within Note 27 of the financial statements.

THE INDEPENDENT SCHOOLS ASSOCIATION
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2022

14. Intangible assets

Group and Company

	Computer software £
Cost	
At 1 September 2021	80,125
At 31 August 2022	<u>80,125</u>
Amortisation	
At 1 September 2021	8,013
Charge for the year	26,708
At 31 August 2022	<u>34,721</u>
Net book value	
At 31 August 2022	<u><u>45,404</u></u>
At 31 August 2021	<u><u>72,112</u></u>

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15. Tangible fixed assets

Group and Company

	Freehold property £	Fixtures and fittings £	Total £
Cost or valuation			
At 1 September 2021	499,855	77,510	577,365
Additions	-	3,154	3,154
At 31 August 2022	499,855	80,664	580,519
Depreciation			
At 1 September 2021	10,588	68,218	78,806
Charge for the year	-	7,629	7,629
At 31 August 2022	10,588	75,847	86,435
Net book value			
At 31 August 2022	489,267	4,817	494,084
At 31 August 2021	489,267	9,292	498,559

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2022

16. Fixed asset investments

Company	Investments in subsidiary companies £
Cost or valuation	
At 1 September 2021	1
	<hr/>
At 31 August 2022	1
	<hr/> <hr/>
Net book value	
At 31 August 2022	1
	<hr/>
At 31 August 2021	1
	<hr/> <hr/>

THE INDEPENDENT SCHOOLS ASSOCIATION
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2022

17. Principal subsidiaries

The following were subsidiary undertakings of the Company:

Names	Company number	Registered office or principal place of business	Principal activity
The Independent Schools Association (Trading) Limited 2022 results	10352253	ISA House, 5-7 Chesterford Course, Great Chesterford, Saffron Walden, CB10 1PF.	Educational support services
Class of shares	Holding	Included in consolidation	
Ordinary	100%	Yes	

The financial results of the subsidiaries for the year were:

Names	Income £	Expenditure £	Profit/(Loss)/ Surplus/ (Deficit) for the year £	Net assets £
The Independent Schools Association (Trading) Limited 2022 results	95,159	(10,176)	84,983	80,756
The Independent Schools Association (Trading) Limited 2021 results	80,756	(6,760)	73,996	69,025

18. Stocks

	Group 2022 £	Group 2021 £	Company 2022 £	Company 2021 £
Finished goods and goods for resale	5,254	5,254	5,254	5,254

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NOTES TO THE FINANCIAL STATEMENTS
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19. Debtors

	Group 2022 £	Group As restated 2021 £	Company 2022 £	Company As restated 2021 £
Due within one year				
Trade debtors	86,780	12,849	36,847	5,161
Amounts owed by group undertakings	-	-	-	2,109
Other debtors	45	37,074	45	75
Prepayments and accrued income	58,720	50,902	58,720	50,902
	<u>145,545</u>	<u>100,825</u>	<u>95,612</u>	<u>58,247</u>

20. Creditors: Amounts falling due within one year

	Group 2022 £	Group As restated 2021 £	Company 2022 £	Company As restated 2021 £
Bank overdrafts	-	7,362	-	7,362
Trade creditors	17,137	45,620	17,137	45,620
Amounts owed to group undertakings	-	-	26,741	33,749
Other taxes and social security costs	39,131	51,611	17,162	14,611
Other creditors	100,359	90,223	100,359	90,223
Accruals and deferred income	106,804	87,483	64,216	44,148
	<u>263,431</u>	<u>282,299</u>	<u>225,615</u>	<u>235,713</u>

	Group 2022 £	Group 2021 £	Company 2022 £	Company 2021 £
Deferred income at 1 September 2021	69,779	74,035	34,023	26,825
Resources deferred during the year	84,043	69,779	44,930	34,023
Amounts released from previous periods	(69,779)	(74,035)	(34,023)	(26,825)
Deferred income at 31 August 2020	<u>84,043</u>	<u>69,779</u>	<u>44,930</u>	<u>34,023</u>

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2022

21. Statement of funds

Statement of funds - current year

	Balance at 1 September 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 August 2022 £
Unrestricted funds					
Designated funds					
Area branches	125,121	30,395	(45,111)	6,275	116,680
General funds					
General funds	1,356,417	1,303,247	(1,309,077)	(6,275)	1,344,312
Total Unrestricted funds	<u>1,481,538</u>	<u>1,333,642</u>	<u>(1,354,188)</u>	<u>-</u>	<u>1,460,992</u>

Statement of funds - prior year

	Balance at 1 September 2020 (as restated) £	As restated Income £	As restated Expenditure £	As restated Transfers in/out £	As restated Balance at 31 August 2021 £
Unrestricted funds					
Designated funds					
Area branches	112,882	22,961	(12,072)	1,350	125,121
General funds					
General funds	1,184,153	1,051,045	(877,431)	(1,350)	1,356,417
Total Unrestricted funds	<u>1,297,035</u>	<u>1,074,006</u>	<u>(889,503)</u>	<u>-</u>	<u>1,481,538</u>

The specific purposes of which the funds are to be applied are as follows:

Unrestricted general funds

This represents funds with no restrictions applied.

Area branches

This represents funds generated by ISA's area branches which are designated for their use.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2022**

22. Reconciliation of net movement in funds to net cash flow from operating activities

	Group 2022 £	Group As restated 2021 £
Net income/expenditure for the year (as per Statement of Financial Activities)	(20,546)	184,503
Adjustments for:		
Depreciation charges	34,337	18,859
Dividends, interests and rents from investments	(5,784)	(5,491)
Increase in debtors	(44,450)	(2,472)
Increase/(decrease) in creditors	(19,138)	23,905
Net cash provided by/(used in) operating activities	(55,581)	219,304

23. Analysis of cash and cash equivalents

	Group 2022 £	Group As restated 2021 £
Cash in hand	1,034,136	1,087,087
Total cash and cash equivalents	1,034,136	1,087,087

24. Analysis of changes in net debt

	At 1 September 2021 £	Cash flows £	At 31 August 2022 £
Cash at bank and in hand	1,087,087	(52,951)	1,034,136
Bank overdrafts repayable on demand	(7,362)	7,362	-
	1,079,725	(45,589)	1,034,136

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NOTES TO THE FINANCIAL STATEMENTS
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25. Pension commitments

The Charity operates a defined contribution scheme. The assets of the scheme are held separately from those of the Charity in an independently administered fund. The pension cost charge represents contributions payable by the Charity to the fund and amounted to £46,367 (2021: £37,458). Balances owing to the fund at the year end amounted to £4,252 (2021: £NIL).

26. Operating lease commitments

At 31 August 2022 the Group and the Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2022 £	Group 2021 £	Company 2022 £	Company 2021 £
Equipment				
Not later than 1 year	5,455	4,438	5,455	4,438
Later than 1 year and not later than 5 years	7,588	5,906	7,588	5,906
	<u>13,043</u>	<u>10,344</u>	<u>13,043</u>	<u>10,344</u>

27. Related party transactions

During the year the charity procured services of £11,400 (2021: £3,900) from More House Foundation Ltd in relation to pre inspection visit and compliance reviews, a company of which B Huggett (Trustee) is a Director. No balance was owed at 31 August 2022 (2021 - £NIL).

During the year the charity procured services of £212,014 (2021 - £205,016) from Independent Schools Council, a company of which the CEO and J Southworth (Trustee) are among the nine Directors. The balance owed to Independent Schools Council at 31 August 2022 was £74,487 (2021 - £68,258).

The Charity has authority to transact with its Trustees under its Memorandum and Articles of Association. There were no other related party transactions or transactions with Trustees to report other than those reported in note 13.