

Companies House

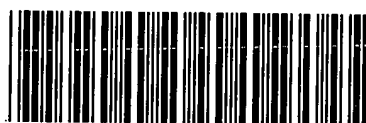
Company Registration No. 04676107 (England and Wales)

THE BOARDING SCHOOLS' ASSOCIATION LIMITED

REPORT AND ACCOUNTS

FOR THE YEAR ENDED 31 AUGUST 2015

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THE BOARDING SCHOOLS' ASSOCIATION LIMITED

INFORMATION

The BSA Committee	W Griffiths	Chairman to December 2015, then Vice Chairman
	M Farmer	Vice Chairman to December 2015, then Chairman
	R McGovern	Vice Chairman to August 2015
	N L Winkley	Vice Chairman from December 2015
	S Anderson	
	G R Bowring	
	J Cook	
	D J C Faber	
	J S Fairclough	
	P Spencer Ellis	
Honorary Treasurer	T Llewellyn	
BSA Officers	R Fletcher	BSA National Director
	A Thomson	BSA Director of Training
	N Patel	
Company number	04676107	
Registered office	4th Floor 134-136 Buckingham Palace Road London SW1W 9SA	
Auditors	Price & Company 30-32 Gildredge Road Eastbourne East Sussex BN21 4SH	
Bankers	Barclays Bank Plc 90/92 High Street Crawley RH10 1BP	

THE BOARDING SCHOOLS' ASSOCIATION LIMITED

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THE BOARDING SCHOOLS' ASSOCIATION LIMITED

REPORT OF THE EXECUTIVE COMMITTEE FOR THE YEAR ENDED 31 AUGUST 2015

The Executive Committee present their report and financial statements for the year ended 31 August 2015.

Principal activities

The BSA continues to support and promote the development of boarding education.

Executive Committee

The members of the Executive Committee, who are the directors of the company for the purposes of company law, and who have held office since 1 September 2014, are shown on the information page to the financial statements.

The Executive Committee has asked Mr Tony Little, former Headmaster of Eton College, to be Honorary President for the year to 31 August 2016, which is the Association's 50th Anniversary year.

Review of the year

Overview

BSA had a strong year supporting its members and representing the sector to the outside world. Membership stood at 525, a surplus after taxation of £25,816 was achieved and reserves of £789,565.

The new National Director Robin Fletcher with the BSA team ensured the continued delivery of core services and introduced a range of new initiatives.

Development plan

A new five-year development plan called BSA 2020 was signed off by the Executive Committee in Spring 2015. The plan stated a new mission for BSA to 'champion boarding and promote excellence' and a new strategy to 'inform and influence' and 'improve and innovate'. The mission and strategy is delivered through four areas: training, communications, membership and governance/administration.

Training

A total of 2,503 staff from 441 member schools engaged in continual professional development for the BSA. CPD activity included:

- 63 day seminars were held on 45 different subjects

- The BSA Professional Certificate in Boarding, accredited by Roehampton University, involved 306 students from 45 schools

- An international version of the Professional Certificate was launched at Aiglon College, Switzerland

- A one-day CPD conference on immunisation held with the Medical Officers for Schools Association attracted 143 delegates

- 24 staff from 33 schools took part in the BSA Diploma in Boarding programme

- Training courses for boarding staff were provided by the BSA to schools in Turkey and South Africa

- BSA provided consultancy on a new boarding school development at the King Abdullah Economic City in Saudi Arabia.

Communications

In March 2015, Aileen Kane, previously marketing manager at Queen Anne's School, Caversham, joined BSA as Head of Communications. This brought management and control of all communications in house and ended the use of our external agency contract. Communications activity included:

THE BOARDING SCHOOLS' ASSOCIATION LIMITED

REPORT OF THE EXECUTIVE COMMITTEE (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2015

Launch of BSA electronic weekly newsletter to schools, distributed to more than 4,000 staff
Launch of forum for boarding school marketing managers with over 400 members
Increased social media activity and followers
Increased media coverage for the sector, including in the Daily Telegraph, The Times and Sunday Times. The BSA's advice to schools on Ebola, response to Tristram Hunt, speeches by the National Director on affordability, and the SBSA and Heads' conferences, were all covered by the media. There was also broad regional press coverage on the SBSA parent survey in autumn 2014.
New bolder BSA branding reinforcing confidence in the sector
Five conferences for boarding staff, attended by 609 delegates from 266 schools, including the Annual Conference for Heads in London in May 2015, attended by 156 delegates
Increased number of sponsors and exhibitors at conferences
Launch of Boarding Orchard marketing initiative for schools attracting 46 members in the year
Launch of first Stephen Winkley Boarding Achievement Award
99 visits by BSA staff to member schools
Co-hosting a one-day boarding conference with Bedales.

Membership

One new member a month joined the BSA during the year, taking total membership to 525. Six members left the BSA, due to either school closure or end of boarding provision.

Full members: 430
State boarding members: 37
UK associate members: 3
Overseas associate members: 50
Individual members: 5

Governance and administration

Governance and administration of BSA had a renewed focus with an emphasis on streamlining processes where possible and closing best practice gaps. Activity included:

Introduction of new BSA staff handbook, risk map, business continuity plan, staff survey, staff competency analysis and KPI monitoring
Revised staff appraisal system
Streamlined invoice payment process
Review of BSA/SBSA governance
First analysis report published on member engagement

Staffing

The BSA team was expanded from 5.8 FTEs to 8. The Association now has the resources to deliver its new development plan.

Aileen Kane joined as Head of Communications
Amy Wilson (nee Clear) became Events and Commercial Manager reporting to Aileen
Alex Thomson became Deputy National Director as well as Director of Training
Mark Robinson, Assistant Director of Training, moved from part time to full time

THE BOARDING SCHOOLS' ASSOCIATION LIMITED

REPORT OF THE EXECUTIVE COMMITTEE (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2015

Liz McDonald, Roehampton Co-ordinator, moved from part time to full time
Emma Blakeman joined as Projects Co-ordinator
Neena Patel remained PA/Office Manager, but assumed direct responsibility for all BSA financial payments.

Government relations

The BSA maintained strong relations with the Department for Education, liaising on training and standards. The BSA was invited to join Lord Nash's committee on increasing boarding provision for vulnerable children.

The Department for Education again provided a grant to the Association to provide training to staff in state boarding schools.

Relations with other organisations

The BSA maintained good relations with the other UK education associations. It was invited to attend monthly meetings of the ISC general secretaries and join the ISC's political and communications committees.

The National Director was invited to speak to the HMC boarding committee at the HMC annual conference at Celtic Manor in autumn 2014 and presented at an IAPS/AMDIS one-day conference in spring 2015.

The National Director was invited to attend the TABS boarding conference in Washington DC in December 2014 and developed good working relations with his opposite numbers in America and Australia.

BSA continued to work closely with partner organisations such as Buttle UK, RNCF and SpringBoard.

Financial results

The principal financial statements of the Association (the Income and Expenditure Account and the Balance Sheet) are set out on pages 8 and 9 of the financial statements and record the Activities of the Association for the year ended 31 August 2015.

As shown on page 8, the Association returned an operating profit on ordinary activities before tax of £26,630, compared with an operating surplus of £82,318 in the previous year. The Association's day seminars and accredited training continued to be well supported, with their net income (after related expenses) above the previous year. The State Boarding Schools' Association, whose results are included in the Association's financial statements, had an operating surplus of £4,826, compared with an operating deficit of £22,416 in the previous year when SBSA invested £27,459 in a major research programme.

Investment powers, policy and performance

The policy of the Association is to invest surplus cash, whenever possible, on short term deposit and through investment trusts. Investment income in 2015 was £4,327, compared with £5,500 in the previous year.

THE BOARDING SCHOOLS' ASSOCIATION LIMITED

REPORT OF THE EXECUTIVE COMMITTEE (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2015

Reserves

At the Balance Sheet date the Association held reserves of £789,565. This comprises a mixture of fixed assets, investments and net current assets accumulated over past years from surpluses arising from the operation of the Association. This represents just over six months' gross income. The Association's policy, which it considers prudent, is to hold in the order of six months' gross income in reserve, so the Association's reserves are now above this level.

The Executive Committee has decided to invest in three one-off projects. It intends to spend in 2015/16 the sum of £25,000 on research into parents' attitudes to boarding and £30,000 to commemorate the Association's 50th Anniversary. The Association is also planning a major marketing initiative to promote boarding at a cost of £200,000, largely to be incurred in 2016/17 and which will inform the Association's future marketing strategy on behalf of its members. These projects will reduce the Association's reserves to below six months' gross income but will still leave the Association in a sound financial position. Thereafter the Association intends to achieve an annual surplus, so that reserves would start to increase again towards the level of six months' gross income.

Auditors

In accordance with the company's articles, a resolution proposing that Price & Company be reappointed as auditors of the company will be put at a General Meeting.

Statement of directors' responsibilities

The Executive Committee is responsible for preparing the Report of the Executive Committee and the financial statements in accordance with applicable law and regulations.

Company law requires the Executive Committee to prepare financial statements for each financial year. Under that law the Executive Committee has elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Executive Committee 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 Association and of the surplus or deficit of the Association for that period. In preparing these financial statements, the Executive Committee is required to:

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

The Executive Committee is responsible for keeping adequate accounting records that are sufficient to show and explain the Association's transactions and disclose with reasonable accuracy at any time the financial position of the Association 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 Association and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

THE BOARDING SCHOOLS' ASSOCIATION LIMITED

**REPORT OF THE EXECUTIVE COMMITTEE (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2015**

Statement of disclosure to auditors

So far as the Executive Committee is aware, there is no relevant audit information of which the Association's auditors are unaware. Additionally, the Executive Committee has taken all the necessary steps that Executive Committee ought to have taken as members of the Executive Committee in order to make themselves aware of all relevant audit information and to establish that the Association's auditors are 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.

By order of the board



Mr R Fletcher

Secretary

2 March 2016

THE BOARDING SCHOOLS' ASSOCIATION LIMITED

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF THE BOARDING SCHOOLS' ASSOCIATION LIMITED

We have audited the financial statements of The Boarding Schools' Association Limited for the year ended 31 August 2015 set out on pages 8 to 13. These financial statements have been prepared in accordance with the accounting policies set out therein and the requirements of the Financial Reporting Standard for Smaller Entities (effective April 2008).

This report is made solely to the Association's members, as a body, in accordance with Section 235 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Association's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Association and the Association's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of the Executive Committee and auditors

As explained more fully in the Directors' Responsibilities Statement set out on pages 1 - 5, the Executive Committee are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- the financial statements give a true and fair view in accordance with United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities, of the state of the Association's affairs as at 31 August 2015 and of its surplus for the year then ended and have been properly prepared in accordance with the Companies Act 2006; and
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Report of the Executive Committee for the financial year for which the financial statements are prepared is consistent with the financial statements.

THE BOARDING SCHOOLS' ASSOCIATION LIMITED

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

Matters on which we are required to report by exception

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

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

30-32 Gildredge Road
Eastbourne
East Sussex
BN21 4SH

Mr Malcolm Preece (Senior Statutory Auditor)
for and on behalf of Price & Company
Chartered Accountants
Statutory Auditor

2 March 2016

THE BOARDING SCHOOLS' ASSOCIATION LIMITED

**INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 AUGUST 2015**

		2015	2014
	Notes	£	£
Income		1,355,544	1,326,762
Distribution costs		585,521	534,784
Administrative expenses		747,720	715,160
Operating surplus	2	22,303	76,818
Investment income		4,327	5,500
Surplus on ordinary activities before taxation		26,630	82,318
Tax on surplus on ordinary activities	3	814	1,050
Surplus on ordinary activities after taxation	9	25,816	81,268

THE BOARDING SCHOOLS' ASSOCIATION LIMITED

**BALANCE SHEET
AS AT 31 AUGUST 2015**

	Notes	2015 £	£	2014 £	£
Fixed assets					
Tangible assets	4		10,648		11,618
Investments	5		26,053		26,053
			<u>36,701</u>		<u>37,671</u>
Current assets					
Stocks		19,100		7,585	
Debtors	6	111,307		89,310	
Cash at bank and in hand		973,489		893,211	
		<u>1,103,896</u>		<u>990,106</u>	
Creditors: amounts falling due within one year	7	<u>(351,032)</u>		<u>(264,028)</u>	
Net current assets			752,864		726,078
Total assets less current liabilities			<u>789,565</u>		<u>763,749</u>
Capital and reserves					
Profit and loss account	9		789,565		763,749
Shareholders' funds			<u>789,565</u>		<u>763,749</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and the Financial Reporting Standard for Smaller Entities (effective April 2008).

Approved by the Board for issue on 2 March 2016


Mrs W Griffiths
Director

Company Registration No. 04676107

THE BOARDING SCHOOLS' ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2015

1 Accounting policies

1.1 Accounting convention

The financial statements are prepared under the historical cost convention and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008).

1.2 Income

Income represents the amounts receivable from subscriptions, grants, conferences, day seminars and training.

1.3 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Office equipment	25%/33% on the reducing balance
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1.4 Investments

Fixed asset investments are stated at cost less provision for diminution in value.

1.5 Pensions

The company operates a defined contribution scheme for the benefit of its employees. Contributions payable are charged to the profit and loss account in the year they are payable.

2	Operating surplus	2015	2014
		£	£
	Operating surplus is stated after charging:		
	Depreciation of tangible assets	4,999	5,427
	Auditors' remuneration	2,000	2,000
		<u> </u>	<u> </u>
3	Taxation	2015	2014
		£	£
	Domestic current year tax		
	U.K. corporation tax	814	1,050
		<u> </u>	<u> </u>
	Total current tax	814	1,050
		<u> </u>	<u> </u>

The company is a non-profit making organisation, any surpluses being wholly used to promote the objects of the Association. As such, the company only suffers corporation tax on its investment income.

THE BOARDING SCHOOLS' ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2015

4 Tangible fixed assets

	Office equipment £
Cost	
At 1 September 2014	41,471
Additions	4,339
Disposals	(462)
	<hr/>
At 31 August 2015	45,348
	<hr/>
Depreciation	
At 1 September 2014	29,853
On disposals	(152)
Charge for the year	4,999
	<hr/>
At 31 August 2015	34,700
	<hr/>
Net book value	
At 31 August 2015	10,648
	<hr/> <hr/>
At 31 August 2014	11,618
	<hr/> <hr/>

5 Investments

	Old Mutual Managed A Acc £	J P Morgan Income & Growth Investment Trust PLC £	Nationwide Building Society £	Total £
Cost				
At 1 September 2014	20,000	5,492	561	26,053
	<hr/>	<hr/>	<hr/>	<hr/>
At 31 August 2015	20,000	5,492	561	26,053
	<hr/>	<hr/>	<hr/>	<hr/>
Market value				
At 31 August 2015	31,156	6,176	561	37,893
	<hr/>	<hr/>	<hr/>	<hr/>
At 31 August 2014	30,396	6,285	561	37,242
	<hr/>	<hr/>	<hr/>	<hr/>

THE BOARDING SCHOOLS' ASSOCIATION LIMITED

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2015**

6 Debtors	2015	2014
	£	£
Debtors	60,776	47,155
Prepayments	50,531	42,155
	<u>111,307</u>	<u>89,310</u>

7 Creditors: amounts falling due within one year	2015	2014
	£	£
Taxation and social security	15,044	10,751
Subscriptions and fees in advance	160,666	159,014
Other creditors	175,322	94,263
	<u>351,032</u>	<u>264,028</u>

8 Pension costs

Defined contribution

The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund.

	2015	2014
	£	£
Contributions payable by the company for the year	<u>31,650</u>	<u>26,091</u>

9 Statement of movements on general fund

	2015
	£
Balance at 1 September 2014	763,749
Retained surplus for the year	25,816
	<u>789,565</u>
Balance at 31 August 2015	<u>789,565</u>

THE BOARDING SCHOOLS' ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2015

10 Financial commitments

At 31 August 2015 the company was committed to making the following payments under non-cancellable operating leases in the year to 31 August 2016:

	2015 £	2014 £
Operating leases which expire:		
Between two and five years	41,605	30,057
	<u> </u>	<u> </u>

11 Auditors' Ethical Standards

In common with many businesses of our size and nature we use our auditors to prepare and submit returns to the tax authorities and assist with the preparation of the financial statements.