

Charity Registration No. 1107640

Company Registration No. 05303883 (England and Wales)

**FREEDOM AND AUTONOMY FOR SCHOOLS - NATIONAL  
ASSOCIATION**

**(A COMPANY LIMITED BY GUARANTEE)**

**TRUSTEES' REPORT AND UNAUDITED ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2017**

**FREEDOM AND AUTONOMY FOR SCHOOLS - NATIONAL ASSOCIATION  
(A COMPANY LIMITED BY GUARANTEE)  
LEGAL AND ADMINISTRATIVE INFORMATION**

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**Trustees (and Directors for Companies Act purposes)**

Tom Clark CBE	Chairman
Joan Binder	Vice Chair
Jane Aukett	
Roy Blackwell	
Debbie Clinton	
Susan Darbyshire	
Jayne Harrison	
Lorayne Hughes	
Andrew Johnson	
Robert McDonough	
Martin Shevill	
Stephen Snelson	
David Wilson	
Pam Wright OBE	

**Officers**

Leora Cruddas	Chief Executive Officer (from 1 September 2017)
Clare Robson-Farrelly	Executive Officer & Company Secretary
Rosaria Baldi-Adinolfi	Administrative Officer
Joanna Johnson	Administrative Officer
Amy Walker	Administrative Officer

**Charity number** 1107640

**Company number** 05303883

**Principal address** George Spencer Academy  
Arthur Mee Road  
Stapleford  
Nottingham  
NG9 7EW

**Registered office** George Spencer Academy  
Arthur Mee Road  
Stapleford  
Nottingham  
NG9 7EW

**Independent Examiner** Howard W Johnston FCA  
Silvertribe Limited  
7 Manor Farm Way  
Seer Green  
Buckinghamshire  
HP9 2YD

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**FREEDOM AND AUTONOMY FOR SCHOOLS - NATIONAL ASSOCIATION  
(A COMPANY LIMITED BY GUARANTEE)  
LEGAL AND ADMINISTRATIVE INFORMATION**

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**Bankers**

Lloyds Bank Plc  
39 Threadneedle Street  
The City  
London  
EC2R 8AU

Clydesdale Bank Plc  
Part 4th Floor  
Verulam Point  
Station Way  
St Albans  
Hertfordshire  
AL1 5HE

**Solicitors**

Stone King LLP  
Boundary House  
91 Charterhouse Street  
London  
EC1M 6HR

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**FREEDOM AND AUTONOMY FOR SCHOOLS - NATIONAL ASSOCIATION  
(A COMPANY LIMITED BY GUARANTEE)  
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# **FREEDOM AND AUTONOMY FOR SCHOOLS - NATIONAL ASSOCIATION (A COMPANY LIMITED BY GUARANTEE) TRUSTEES' REPORT**

**FOR THE YEAR ENDED 31 MARCH 2017**

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The trustees present their report and accounts for the year ended 31 March 2017.

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the charity's Memorandum and Articles of Association, the Companies Act 2006 and "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) (as amended for accounting periods commencing from 1 January 2016)".

## **Objectives and activities**

The charitable object of FASNA is to advance education in England and Wales.

FASNA provides a national forum for members, makes representations on their behalf and acts as a two-way channel of communication with the Department for Education, all political parties and other national bodies. A key objective for the association is to help secure 'autonomy' for schools, primary, secondary and special. A further objective is to support schools who wish to change their character to seek autonomy.

FASNA aims to promote and help secure autonomy for schools to enable them to raise standards for students. Alongside increased autonomy, FASNA also supports schools in working cooperatively with a variety of agencies and different groups. FASNA also seeks to evidence the effectiveness of school autonomy in raising standards.

The period covered by this report and accounts was one which saw the government continue to support and encourage schools to change character to become Academy schools and to seek collaboration by coming together in Multi-Academy Trusts (MATs). FASNA held a number of training seminars for schools considering this change and for schools looking at the possibility of joining MATs. Uncertainty in both the political and economic landscape caused some of this change to stall.

As a charity FASNA membership is offered to Foundation, Trust, Free, Voluntary Aided schools and Academies; all these categories of state maintained school are themselves charities who value the public benefit of FASNA membership. Trust membership for Multi-Academy Trusts is also available. The work of FASNA is to support our members so that they can offer greater public benefit to their pupils and wider stakeholders through higher standards and the removal of any barriers to this.

FASNA is the only independent, not for profit, national forum for primary, secondary and special self-governing schools. We are the only national association that expressly represents the interests and views of self-governing schools (Foundation, Foundation with Trust, Voluntary-Aided, Free Schools and Academies). Our membership covers primary, secondary and special schools, and the Executive Board is structured to allow for a balanced representation of chief executive officers of MATs, headteachers and governors/trustees as well as including finance directors, school business managers and clerks to governing bodies.

FASNA strongly believes that school and MAT leadership needs to be joined up with governors/trustees, finance teams, headteachers and CEOs working together.

FASNA represents the interests of self-governing schools to government departments and other groups in the educational field.

The trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

**FREEDOM AND AUTONOMY FOR SCHOOLS - NATIONAL ASSOCIATION  
(A COMPANY LIMITED BY GUARANTEE)  
TRUSTEES' REPORT (CONTINUED)**

**FOR THE YEAR ENDED 31 MARCH 2017**

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**Achievements and performance**

This continuing objective of supporting schools changing their character to Academy or to form and grow or join a MAT has led to another active year for the Association. FASNA has fully met these demands and has seen a growth in the number of schools becoming Academies and joining together in Multi-Academy Trusts. This has also led to the addition of 261 new members schools during the year, made up of 64 individual school memberships and 37 new trust memberships (each of which include several schools). This has ensured the continued interest in participation at seminars and conferences. The Executive Board is very aware that the success of increased membership and engagement of FASNA members means FASNA must continue to generate income in order to further enhance FASNA's services to its members.

FASNA have continued to work hard to develop relationships with Members of Parliament, to progress our vision of education. They have worked directly with government ministers and civil servants, serving on advisory groups, responding to consultations and giving a voice to our members to secure autonomy within a framework of accountability for successful schools.

In response to members' feedback FASNA developed a plan to be developed over the course of Parliament which addressed the key issues facing schools with planned activities and support for members.

The priorities for this financial year were:

- Supporting schools in dealing with rising budget pressures and balancing the budget
- Supporting schools in forming and growing effective MATs
- Supporting schools in developing effective and accountable governance and offering governance reviews
- Helping to develop a National Scheme for Fair Funding
- Encouraging schools to join up the contributions of School Business Managers, Governors and CEO/ Heads

Training for the whole school leadership team was maintained through commercial seminars offered at a discount for our members. These were held throughout the year. Requests for various types of bespoke training for schools continued to increase. These training sessions covered governance reviews within schools and trusts; trustee, member and governor induction and refresher training; curriculum-led financial planning reviews; bespoke sessions around academy conversion and beginning and growing multi-academy trusts. FASNA has also provided speakers at various conferences around the country covering topics such as effective and accountable governance in MATs, finance and academy conversion and forming and growing MATs. In order to ensure that FASNA continued to offer this service to schools and trusts, they looked to increase FASNA representatives and consultants.

FASNA released an update to their popular publication 'Effective Governance'. This was written by FASNA Vice Chair, Joan Binder and entitled 'Effective and accountable governance in a Multi Academy Trust'. All FASNA Members were given a free copy and it has been used as a resource at events to promote both the publication and FASNA's objectives.

FASNA has secured several sponsors over the last year. As well as Stone King LLP and DKMY Architects, Browne Jacobson LLP, PS Financials and Lloyds Bank, FASNA secured the sponsorship of Sage. FASNA's sponsors attended all FASNA national conferences as exhibitors and some offered workshops too. FASNA worked closely with all these partners. Sage sponsored FASNA to deliver 6 seminars around the subject of conversion and growing a MAT during this year. These were well attended, were delivered across the country and helped to grow FASNA's name and increase membership.

FASNA continued to develop strategic alliances with other organisations. We worked closely with the National Association of School Business Management (NASBM) sharing information and ideas. We worked with them to deliver sessions about budgeting and finance and also about joined-up leadership within MATs. We have also continued to promote a project which we worked on with Capita offering governance seminars as webinars so that training can be accessed at a reasonable cost.

# **FREEDOM AND AUTONOMY FOR SCHOOLS - NATIONAL ASSOCIATION (A COMPANY LIMITED BY GUARANTEE) TRUSTEES' REPORT (CONTINUED)**

**FOR THE YEAR ENDED 31 MARCH 2017**

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Working in partnership with GovNet, FASNA attended the Academies Show in both May and November, with our Chair giving a keynote speech at the events and FASNA successfully running seminars for attendees on conversion and forming and growing a MAT; effective and accountable governance; and finance and budgeting. FASNA had a large stand at the events providing surgeries for attendees. These events enabled FASNA to reach a new audience and so gain publicity and membership.

FASNA also supported GovNet Communications by speaking at several of their commercial events, which enabled FASNA's wealth of experience to be shared further. As the relationship between GovNet Communications and FASNA grew, a mutually beneficial partnership developed and GovNet Communications offered further support to FASNA, in terms of marketing spread and advice. GovNet Communications approached FASNA to work with them on their bi-annual production 'myacademy', which is delivered free of charge to all academies in the country. FASNA agreed to source and edit copy for this magazine. The arrangement with 'Academy Magazine' has since ceased.

FASNA were also approached by ITN Productions to work with them on a podcast. This podcast called 'Using Autonomy' was filmed throughout the year and was launched at the FASNA National Conference in November. A news and current affairs-style programme was produced which explored using school autonomy as a means to support creative leadership and examined how greater freedoms can lead to better outcomes for pupils. The film was sponsored by several companies, two of which – YPO and RM Education – have since become sponsors of FASNA.

FASNA have continued to engage in a wide range of public consultations, both as FASNA collating responses from our members, and by encouraging our members to respond themselves. During this reporting year FASNA required significant commitment from the Executive Board in response to consultations and in lobbying on behalf of our members to secure autonomy within a framework of accountability for successful schools. FASNA and its members responded to various consultations over the year, the main ones being 'Schools that work for everyone' and the 2nd part of the National Fair Funding Consultation.

Three national conferences were held this year. Our Summer conference held in June was well attended. Sir David Carter, National Schools Commissioner; Sir Michael Barber, Chief Education Advisor to Pearson and Chair of the Foundation for Leadership in Education; Robert Hill, Independent Education Consultant; and Gabriel Heller Sahlgren, Director of Research at Centre for the study of Market Reform of Education (CMRE) spoke to a packed conference room. Our second national conference – the FASNA Autumn Conference – was held in November. Speakers were the Rt Hon. Nick Gibb MP, Minister of State for School Standards; the Rt Hon David Laws, Executive Chairman of the Education Policy Institute and former Minister of State for Schools; Sir Michael Wilshaw who was then Her Majesty's Chief Inspector of Education, Children's Services and Skills and Sir David Carter, National Schools Commissioner. Again, seats in the conference suite were scarce as delegates were keen to attend. Our final national conference for the year (our Spring conference) was held in March. The theme of the day was funding for schools and was based around the consultation for a new national fair funding formula. Speaking on the day were Lord Nash, Parliamentary Under Secretary of State for the School System; Jonathan Slater, Permanent Secretary for the Department for Education (DfE); Tony Foot, Director of the Education Funding Group at the DfE and Peter Lauener, Chief Executive of the Education Funding Agency (EFA). At all conferences throughout the year, FASNA held Practitioner Workshops on topical themes. These were well supported by all delegates.

In response to Members' requests, FASNA were supported by both PS Financials and Browne Jacobson in the development of a multi-academy trust (MAT) on-line forum for the chief executive officers of MATs. This private forum, for FASNA Members only, encourages debate.

Following discussions with the Centre for the study of Market Reform of Education (CMRE) – which is now called the Centre for Education Economics (CfEE) – the FASNA Board agreed to provide sponsorship for another year so enabling benefits from the organisation to be shared with members and also networking opportunities to be expanded for the Board and therefore publicity for FASNA.

The National Induction Panel for Teachers (NIPT) has developed further under FASNA's guidance this year. NIPT continues to provide robust, high quality support for the induction of newly qualified teachers.

**FREEDOM AND AUTONOMY FOR SCHOOLS - NATIONAL ASSOCIATION  
(A COMPANY LIMITED BY GUARANTEE)  
TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2017**

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FASNA was invited to be part of the DfE External Advisory Board which conducted a review of Local Authorities. The Chair of FASNA regularly attended these meetings and input on behalf of our members.

The FASNA Board approved a revised set of Articles of Association in July this year. This removed the automatic requirement to have elections of Board members and allows the Board to co-opt if they so choose. The Board also agreed a new Board Structure and Board Criteria to work with the revised Articles of Association.

The FASNA Board and the education world as a whole lost a wonderful person in October, with Gareth Dawkins untimely death. The Board also lost two members due to retirement in the year and another stepped down temporarily due to a possible conflict whilst serving in another role. The Board were pleased to welcome 6 new members during the year.

The Board also took the decision to set up a commercial company to work along-side FASNA. This is a wholly owned subsidiary of FASNA and FASNA's commercial arm. It began trading on 1 April 2017.

The Board took the time to also investigate whether members would benefit if FASNA were able to offer a type of 'legal expenses insurances' as part of the member offer. This would have been done through FASNA Commercial. After consultation with Members, it was decided not to pursue this option.

Because of the continued growth of the activity of FASNA, the Board agreed to appoint a Chief Executive Officer (CEO). An appointment was made in March 2017. The new CEO will take up her new role in September.

The Board also began planning for the future of FASNA up to and beyond 2020.

**Financial review**

Total income for the year is £365,841 (2016: £314,798). Subscription income of £123,922 represents an increase on the £122,799 in the previous period whilst conference income is £79,675 compared to £49,075 in the previous period. Seminar and advice income relates to advisory services provided to schools. It is an income stream that has increased from £84,651 in the previous period to £116,871 during this year. Total costs of £373,046 relate primarily to the direct costs of providing the member services plus governance costs and bear a direct relationship to the income streams. They include an element of administrative support costs as disclosed in the notes to the financial statements.

The assets of FASNA are mainly represented by cash which is held in interest bearing accounts.

The Trustees, having given due consideration to the risks faced by the organisation and its financial and other commitments to members and other stakeholders, consider an appropriate level of reserves to be approximately four months operating expenditure or one third of annual expenditure which equates to an educational term. Based on current activity this would equate to a level of reserves of approximately £100,000. Unrestricted funds have been designated to cover this level of contingency reserves plus an amount for development of FASNA's activities.

It is the policy of the charity to invest any surplus funds in term deposits with the charity's bankers and other financial institutions that are covered by the Financial Services Compensation Scheme.



**FREEDOM AND AUTONOMY FOR SCHOOLS - NATIONAL ASSOCIATION  
(A COMPANY LIMITED BY GUARANTEE)  
TRUSTEES' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2017**

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**Strategic report**

The description under the headings "Achievements and performance" and "Financial review" meets the company law requirements for the trustees to present a strategic report.

**Plans for the future**

FASNA have continued to remain busy with membership growing and frequent requests for bespoke training within schools and trusts.

Many of FASNA's member schools are now part of multi-academy trusts which has enabled a wider reach of membership.

FASNA's key priorities remain similar with the addition of 2 further points. These are:

- Championing a school-led system of education
- Working nationally for the concept of joined-up leadership of schools and MATs bringing together the unique contributions of governance, financial management and pedagogy

FASNA has had to work to remain competitive in the current landscape due to the budgets of schools being reduced and tightened. As well as offering the usual FASNA benefits, we have been able to work with some commercial organisations to offer reductions in their services for our members.

Bespoke sessions on academy conversion and the growth into multi-academy trusts are becoming a regular feature, offered at a reduced rate for our member schools and trusts. FASNA also offers bespoke governance reviews for academy and school governing bodies and MAT governing bodies. FASNA continue to offer surgery type seminars for members on a variety of themes including admissions, effective and accountable governance, clerking and budgeting. FASNA are working with PS Financials and Flint Bishop LLP to offer a couple of information gathering forums in October which will enable schools and academies to find out more about conversion and forming and growing a MAT. FASNA continue to be invited to speak at both national and regional level conferences, which gives FASNA a platform to share their message and support for senior leadership teams across the country.

FASNA are holding three conferences again this year. The first national conference was held in June in central London. This was a very special time for FASNA as it was their 25 year anniversary conference. It was a member only event and following a morning session of speakers and practitioner-led workshops, delegates and special guests enjoyed a celebratory luncheon. Speakers and special guests were The Rt. Hon Nicky Morgan MP, Former Secretary of State for Education; The Rt. Hon David Laws, Executive Chairman of The Education Policy Institute and former Minister of State for Schools; Sir Anthony Seldon, Vice-Chancellor of the University of Buckingham and Les Walton CBE, Founding Director of Northern Education. The Autumn Conference in November is being planned. Speakers are The Rt. Hon Nick Gibb MP, Minister of State for School Standards and Minister for Equalities; Mike Kane MP, Shadow Minister (Education) (Schools); Tony Foot, Director of the Education Funding Group and the DfE National Fair Funding team and Sean Harford, National Director of Education at Ofsted. A date has now also been secured for the Spring national conference which will be held in Central London in March 2018.

FASNA has gained two new sponsors this year and is looking forward to working with them. They are RM Education and YPO, both of whom attended the summer conference. A working arrangement has also been made with Networx Recruitment.

FASNA have been approached again by ITN Productions to work together with them on a further podcast called 'Shaping the Future'. This programme will explore the systems, structures and cost-saving innovations within academies, schools and MATs that can secure and improve standards. Two FASNA member schools will be filmed as part of this project to evidence the progression of education and to show the cost reducing efficiencies that can be made in MAT structures. This podcast will be launched at the Autumn conference in November. Further filming will be done at this time with interviews with speakers and also some FASNA members.

**FREEDOM AND AUTONOMY FOR SCHOOLS - NATIONAL ASSOCIATION  
(A COMPANY LIMITED BY GUARANTEE)  
TRUSTEES' REPORT (CONTINUED)**

**FOR THE YEAR ENDED 31 MARCH 2017**

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FASNA will continue to be involved in the Academies Show twice a year, delivering a keynote speech, running our popular seminars and having a stand. FASNA will run a specific MAT Summit session throughout the day. This will concentrate on delivering information to delegates about topics relevant to MATs including conversion and forming and growing a MAT; effective and accountable governance in MATs; budgeting and financial pressures and 'joined-up' leadership. We hope to gain publicity and share our message more widely.

The FASNA Board also continues to work closely with The Centre for Education Economics (CfEE), which was CMRE. The benefits of this association are publicity and also the ability to network with influential people to the advantage of our members.

FASNA are working very closely with some of our partner organisations on a DfE bid for a national governance and clerking programme. If FASNA are successful in this bid, it will lead to exciting opportunities in the foreseeable future.

FASNA's new CEO has now begun her role and is working with the Board moving forward, planning for the future beyond 2020.

Finally, FASNA will continue to work to support its members by expanding and developing the national network that is FASNA.

**Structure, governance and management**

Freedom and Autonomy for Schools - National Association is constituted as a company limited by guarantee and a registered charity. It is governed by its Memorandum and Articles of Association (as revised 2 November 2016) and was incorporated on 3 December 2004. The charitable company is generally known as FASNA.

The trustees, who are also the directors for the purpose of company law, and who served during the year were:

Tom Clark CBE	
Joan Binder	
Dame Helen Hyde	(retired 7 July 2016)
Jane Aukett	
Roy Blackwell	
Debbie Clinton	
Gareth Dawkins	(appointed 23 September 2016, deceased 23 October 2016)
Susan Darbyshire	(appointed 23 September 2016)
Dame Kate Dethridge	(retired 7 June 2016)
Jayne Harrison	(appointed 23 September 2016)
Lorrayne Hughes	(appointed 11 November 2016)
Andrew Johnson	
Robert McDonough	
Martin Shevill	(appointed 23 September 2016)
Stephen Snelson	(appointed 23 September 2016)
Carl Ward	(retired 23 September 2016)
David Wilson	
Pam Wright OBE	(appointed 23 September 2016)

The ultimate decision making body of FASNA is its Executive Board which is made up of up to 15 Appointed Trustees who are elected or appointed by the Executive Board in accordance with Article 5.8. and any number of Nominated Trustees who may be appointed by the Executive Board from time to time in accordance with Article 5.3.

**FREEDOM AND AUTONOMY FOR SCHOOLS - NATIONAL ASSOCIATION  
(A COMPANY LIMITED BY GUARANTEE)  
TRUSTEES' REPORT (CONTINUED)**

**FOR THE YEAR ENDED 31 MARCH 2017**

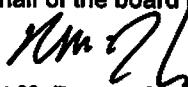
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All the member schools are themselves charities so members of the Executive Board are already well experienced in charity trusteeship. The Executive Board meets generally every 6-8 weeks. The Executive Board have various powers in the administration of the charity in their capacity as Trustees. One of these powers is to appoint a Chair and Vice Chair.

**Risk management**

The Trustees have considered the risks faced by the charity and the controls in place to mitigate those risks. The Trustees consider, whilst no system of controls can give absolute assurance against all risks, arrangements in place at FASNA are adequate.

On behalf of the board of trustees



**Robert McDonough**  
Trustee

Dated: 27 November 2017

**FREEDOM AND AUTONOMY FOR SCHOOLS - NATIONAL ASSOCIATION  
(A COMPANY LIMITED BY GUARANTEE)  
STATEMENT OF TRUSTEES' RESPONSIBILITIES**

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The trustees, who are also the directors of Freedom and Autonomy for Schools - National Association for the purpose of company law, are responsible for preparing the Trustees' Report and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these accounts, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent; and
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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

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

**FREEDOM AND AUTONOMY FOR SCHOOLS - NATIONAL ASSOCIATION  
(A COMPANY LIMITED BY GUARANTEE)  
INDEPENDENT EXAMINER'S REPORT  
TO THE TRUSTEES OF FREEDOM AND AUTONOMY FOR SCHOOLS - NATIONAL  
ASSOCIATION**

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I report on the accounts of the charity for the year ended 31 March 2017, which are set out on pages 10 to 18.

**Respective responsibilities of trustees and examiner**

The trustees, who are also the directors of Freedom and Autonomy for Schools - National Association for the purposes of company law, are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011, the 2011 Act, and that an independent examination is needed. The charity's gross income exceeded £250,000 and I am qualified to undertake the examination being a qualified member of The Institute of Chartered Accountants in England and Wales.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- (i) examine the accounts under section 145 of the 2011 Act;
- (ii) to follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- (iii) to state whether particular matters have come to my attention.

**Basis of independent examiner's report**

My examination was carried out in accordance with the general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statement below.

**Independent examiner's statement**

In connection with my examination, no matter has come to my attention:

- (a) which gives me reasonable cause to believe that in any material respect the requirements:
  - (i) to keep accounting records in accordance with section 386 of the Companies Act 2006; and
  - (ii) to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities (FRS102).have not been met; or
- (b) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



Howard W Johnston FCA

Chartered Accountant  
Silvertribe Limited  
7 Manor Farm Way  
Seer Green  
Buckinghamshire  
HP9 2YD

Dated: 27 November 2017

**FREEDOM AND AUTONOMY FOR SCHOOLS - NATIONAL ASSOCIATION  
(A COMPANY LIMITED BY GUARANTEE)  
STATEMENT OF FINANCIAL ACTIVITIES  
INCLUDING INCOME AND EXPENDITURE ACCOUNT  
FOR THE YEAR ENDED 31 MARCH 2017**

	Notes	Unrestricted funds £	Designated funds £	Total 2017 £	Total 2016 £
<b>Income:</b>					
Donations and legacies	2	21,800	-	21,800	-
Income from charitable activities	3	320,468	-	320,468	256,525
Investment income	4	7,936	-	7,936	7,569
Other income	5	15,637	-	15,637	50,704
<b>Total income</b>		<b>365,841</b>	<b>-</b>	<b>365,841</b>	<b>314,798</b>
<b>Expenditure:</b>					
Charitable activities	6				
Member Services		275,094	-	275,094	296,002
Conference		74,693	-	74,693	51,362
Seminars and Advice		23,258	-	23,258	20,311
<b>Total expenditure</b>		<b>373,045</b>	<b>-</b>	<b>373,045</b>	<b>367,675</b>
<b>Net expenditure for the year/ Net movement in funds</b>		<b>(7,204)</b>	<b>-</b>	<b>(7,204)</b>	<b>(52,877)</b>
<b>Total Funds brought forward</b>		<b>414,578</b>	<b>225,000</b>	<b>639,578</b>	<b>692,455</b>
<b>Total Funds carried forward</b>		<b>407,374</b>	<b>225,000</b>	<b>632,374</b>	<b>639,578</b>

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

**FREEDOM AND AUTONOMY FOR SCHOOLS - NATIONAL ASSOCIATION  
(A COMPANY LIMITED BY GUARANTEE)  
BALANCE SHEET**

**AS AT 31 MARCH 2017**


	Notes	2017 £	£	2016 £	£
<b>Current assets</b>					
Debtors	10	67,949		80,383	
Investments	11	518,525		514,477	
Cash at bank and in hand		206,131		233,313	
		<u>792,605</u>		<u>828,173</u>	
<b>Creditors: amounts falling due within one year</b>	12	<b>(160,231)</b>		<b>(188,595)</b>	
<b>Total assets less current liabilities</b>			<b>632,374</b>		<b>639,578</b>
<b>Income funds</b>					
<b>Unrestricted funds:</b>					
Designated funds	14		225,000		225,000
Other charitable funds			407,374		414,578
			<u>632,374</u>		<u>639,578</u>

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2017. No member of the company has deposited a notice, pursuant to section 476, requiring an audit of these accounts.

The directors acknowledge their responsibilities for ensuring that the company keeps accounting records which comply with section 386 of the Act and for preparing accounts which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts, so far as applicable to the company.

These accounts have been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

The accounts were approved by the Board on 27 November 2017

  
Robert McDonough  
Trustee

  
Joan Binder  
Trustee

Company Registration No. 05303883





**FREEDOM AND AUTONOMY FOR SCHOOLS - NATIONAL ASSOCIATION  
(A COMPANY LIMITED BY GUARANTEE)  
NOTES TO THE ACCOUNTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2017**

**1 Accounting policies (Continued)**

**1.5 Critical accounting estimates and judgements**

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

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

**1.6 Cash and cash equivalents**

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

**1.7 Creditors and provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

**2 Donations and legacies**

	2017 £	2016 £
Donations and gifts	21,800	-
	<u>21,800</u>	<u>-</u>

**3 Income from charitable activities**

	2017 £	2016 £
Member Services	123,922	122,799
Conferences	79,675	49,075
Seminars and Advice	116,871	84,651
	<u>320,468</u>	<u>256,525</u>

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**FOR THE YEAR ENDED 31 MARCH 2017**

**4 Investment income**

	2017 £	2016 £
Interest receivable	<u>7,936</u>	<u>7,569</u>

**5 Other income**

	2017 £	2016 £
Other income	<u>15,637</u>	<u>50,704</u>

**6 Total resources expended**

	2017 £	2016 £
<b>Charitable activities</b>		
<b><u>Member Services</u></b>		
Activities undertaken directly	196,017	225,960
Support and governance costs	79,077	70,042
<b>Total</b>	<b>275,094</b>	<b>296,002</b>
<b><u>Conference</u></b>		
Activities undertaken directly	53,926	33,005
Support costs	20,767	18,357
<b>Total</b>	<b>74,693</b>	<b>51,362</b>
<b><u>Seminars and Advice</u></b>		
Activities undertaken directly	18,065	15,721
Support costs	5,193	4,590
<b>Total</b>	<b>23,258</b>	<b>20,311</b>
	<u><b>373,045</b></u>	<u><b>367,675</b></u>

**FREEDOM AND AUTONOMY FOR SCHOOLS - NATIONAL ASSOCIATION  
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FOR THE YEAR ENDED 31 MARCH 2017**

<b>7 Support costs</b>	<b>Member Services</b>	<b>Conference</b>	<b>Seminars and Advice</b>	<b>Total 2017</b>	<b>Total 2016</b>
	£	£	£	£	£
Office costs	77,877	20,767	5,193	103,837	91,789
Governance costs - independent examiner's fees	1,200	-	-	1,200	1,200
	<u>79,077</u>	<u>20,767</u>	<u>5,193</u>	<u>105,037</u>	<u>92,989</u>

Support costs relate to administrative costs and have been allocated on the basis of estimated usage or where this is not practicable, in proportion to other expenditure.

**8 Trustees**

The charity has the power to make payment for services provided by trustees under the provisions of its Memorandum and Articles of Association.

During the year Trustees were paid for services provided to the charitable company as follows:

Tom Clark - £47,942  
Joan Binder - £33,420  
David Wilson - £17,800  
Martin Shevill - £5,833

In addition 15 trustees were re-imbursed for travel and subsistence, telephone and office costs totalling £26,917 (2016: £27,984).

**FREEDOM AND AUTONOMY FOR SCHOOLS - NATIONAL ASSOCIATION  
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FOR THE YEAR ENDED 31 MARCH 2017**

**9 Employees**

**Number of employees**

During the year office facilities were provided by George Spencer Academy and until 31 August 2016 three of the four FASNA's administrators were employed by Watford Grammar School for Girls who invoiced for the costs incurred. The amount invoiced for staffing costs during the year was £30,110 (2016: £67,800).

The average monthly number of employees employed directly by FASNA during the year was:

	<b>2017</b>	<b>2016</b>
	<b>Number</b>	<b>Number</b>
Member support	<u>4</u>	<u>1</u>
<b>Employment costs</b>	<b>2017</b>	<b>2016</b>
	<b>£</b>	<b>£</b>
Wages and salaries	<b>84,139</b>	<b>11,181</b>
Social security costs	<b>1,378</b>	<b>-</b>
Other pension costs	<b>6,502</b>	<b>292</b>
	<u><b>92,019</b></u>	<u><b>11,473</b></u>

There were no employees whose annual remuneration was £60,000 or more.

<b>10 Debtors</b>	<b>2017</b>	<b>2016</b>
	<b>£</b>	<b>£</b>
Trade debtors	<b>60,174</b>	<b>69,414</b>
Other debtors	<b>7,775</b>	<b>10,969</b>
	<u><b>67,949</b></u>	<u><b>80,383</b></u>

**11 Current asset investments**

These comprise short term bank deposits.

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**NOTES TO THE ACCOUNTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2017**

12 Creditors: amounts falling due within one year	2017	2016
	£	£
Trade creditors	20,583	40,404
Taxes and social security costs	22,835	23,873
Other creditors	6,280	5,405
Accruals	3,100	3,537
Deferred income	107,433	115,376
	<u>160,231</u>	<u>188,595</u>

13 Deferred income	2017	2016
	£	£
Total deferred income at 1 April 2016	115,376	110,449
Amounts received in year	107,433	115,376
Amounts credited to statement of financial activities	(115,376)	(110,449)
<b>Total deferred income at 31 March 2017</b>	<u><b>107,433</b></u>	<u><b>115,376</b></u>

Deferred income relates to subscriptions spread over the period of membership plus conference and seminar income paid in advance.

**14 Designated funds**

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Movement in funds			Balance at 31 March 2017
	Balance at 1 April 2016	Incoming resources	Resources expended	
	£	£	£	£
Contingency and Development Fund	225,000	-	-	225,000
	<u>225,000</u>	<u>-</u>	<u>-</u>	<u>225,000</u>

The contingency and development fund has been created to:

- set aside funds to enable the charity to develop its services and activities; and
- provide funds to enable continuation of the charity's services in the event of a loss or downturn of funding streams.

**FREEDOM AND AUTONOMY FOR SCHOOLS - NATIONAL ASSOCIATION  
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FOR THE YEAR ENDED 31 MARCH 2017**

**15 Analysis of net assets between funds**

	Unrestricted funds £	Designated funds £	Total £
Fund balances at 31 March 2017 are represented by:			
Current assets	567,605	225,000	792,605
Creditors: amounts falling due within one year	(160,231)	-	(160,231)
	<u>407,374</u>	<u>225,000</u>	<u>632,374</u>

**16 Related parties**

During the year ended 31 March 2017 the charitable company received charitable donations totalling £21,800 from The National Induction Panel for Teachers (NIPT). The Directors of NIPT, Tom Clark, Joan Binder and David Wilson are also on the Board of Directors/Trustees of FASNA. FASNA received £2,500 in respect of administrative services provided to NIPT during the period.

FASNA also settles some invoices on behalf of NIPT and recharges them to NIPT. The total of these during the period was £7,566.

On 1st September 2016 a fully owned subsidiary called FASNA Commercial Limited was incorporated at Companies House. The company was dormant during this accounting period and has commenced trading since the year end.