

THE NATIONAL ASSOCIATION FOR SPECIAL EDUCATIONAL NEEDS (nasen)



Annual Report and Financial Statements
for the year ended 31 December 2016

Company Registration No. 02674379



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REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2016

Welcome from the Chair of Trustees

It's well known that many educational settings face a number of challenges on a daily basis, whether it be limited resources, lack of funding, or in some cases, both. The impact of such challenges means that extra support for children and young people with Special Educational Needs and/or Disabilities is needed more than ever before.

Since the appointment of our new Chief Executive the organisation has undergone a number of transformations both outward facing and behind the scenes.

During 2016, nasen has continued to provide support to frontline practitioners by implementing key strategic changes across our organisation, thus ensuring that the right mechanisms are in place to support all who work with children and young people with SEND. These changes have included the launch of a new tiered flexible membership structure and the implementation of improved membership benefits.

This year, as nasen celebrates its 25th birthday to help transform the lives of children and young people with SEND and I can assure you that we will continue to campaign for everyone in our sector and provide the up to date support our members demand.

Thank you for your continued support.



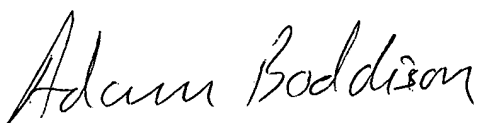
Stephen Bajdala-Brown
Chair of Trustees

Message from the Chief Executive

During 2016, nasen staff worked with members, Trustees and strategic partners to agree the future direction of the organisation, which led to the production of nasen's Strategy 2018. At the heart of this three-year strategy is the long term ambition for every school in the UK to become a nasen member so that the benefits of nasen's work can impact on as many children and young people with SEND as possible. There are three stages to the strategy, with 2016 being a year of investment and change, 2017 being a year of implementation and 2018 being a year of embedding.

2016 has been a year of considerable change for nasen with a blend of organisational transformation and modernisation to ensure that nasen members achieve excellent value for money and the highest quality of customer service. Looking ahead to 2017, we will continue to implement the new membership offer and to secure a greater reach across the UK.

Thank you for your continued support of nasen.



Dr Adam Boddison
Chief Executive

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2016 (cont'd)

OUR VISION, MISSION AND VALUES

OUR VISION

To be the leading special and additional educational needs membership organisation for education professionals.

OUR MISSION

To promote the advancement and development of all individuals with special and additional educational needs.

OUR VALUES

- Every human being has an entitlement to personal, social and intellectual development and must be given the opportunity to achieve his/her potential in learning.
- Every human being is unique in terms of characteristics, interests, abilities, motivation and learning needs.
- Those with additional learning needs and/or disabilities should have access to high quality and appropriate education.
- Promoting the interests of those with special/additional educational needs and/or disabilities requires a number of approaches including motivating, engaging, equipping and supporting professional practitioners and policy makers.

2017 marks our 25th Anniversary during which time nasen has supported all those who work with or care for children and young people with special and additional educational needs and disabilities. We strive to ensure that practice for special and additional needs is both effective and current and are committed to providing first class professional development opportunities, the latest information, advice and guidance in order to support practitioners in identifying and meeting the needs of children and young people.

Our members across the UK are central to all our work supporting our message at national level and helping to ensure our vision, mission and values underpin everything we do as we strive to meet our aspiration to be the leading special and additional educational needs membership organisation for education professionals.

GOVERNANCE, STRUCTURE AND MANAGEMENT

The trustees are pleased to present their annual directors' report together with the financial statements of the charity for the year ended 31 December 2016 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes. The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, 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) (effective 1 January 2015).

Legal Status and Objects

The Association is a charitable company limited by guarantee and is governed by the terms set out in its Memorandum and Articles of Association.

The objects of the Association are to promote the education, training, advancement, development and treatment of all infants, children and young persons and others of whatever age with special educational needs or learning difficulties.

Public Benefit Statement

In accordance with S17(5) of the Charities Act 2011, Trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing its aims and objectives and in planning future activities. In particular, Trustees considered how our planned activities would contribute to the aims and objectives we have set.

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2016 (cont'd)

In setting our objectives and planning our activities we have also given careful consideration to the Charity Commission's supplementary public benefit guidance on advancing education and fee charging. The charity relies on income from fees and charges to cover its operating costs. The income generated in this way enables nasen to serve the public benefit we provide. In setting the level of fees, charges and concessions, the Trustees give careful consideration to the accessibility of our goods and services to those on low incomes.

The Board of Trustees

Trustees are appointed for a term of three years from the date of their appointment and shall be eligible for re-appointment for one further term of three years.

New Trustees are appointed by the existing Board of Trustees by a structured selection process ensuring a spread of expertise. All incoming Trustees are provided with an induction pack outlining their role and responsibilities including details of the charity's internal policies and regulations.

The charity prioritises the training needs of Trustees with a particular focus on good governance of the Association.

Trustees give their time voluntarily and receive no benefits from the charity other than an expenses directly incurred.

The Board of Trustees administers the charity and holds quarterly committee and full board meetings to monitor progress and enable strategic decisions to be made.

Operational management is delegated by the Trustees to the Chief Executive who is accountable to the Trustee Board for his or her stewardship of the charity. The Chief Executive and the Senior Management Team attend Board and Committee meetings.

The majority of activities are undertaken through, or coordinated by nasen's central office. In addition, the Association's objectives are promoted and supported by local branches in Northern Ireland and the North West of England.

Pay Policy for Senior Staff

The pay of the senior staff is reviewed annually. In view of the nature of the charity, the directors benchmark against pay levels in other organisations of similar size. The remuneration benchmark is the mid-point of the range paid for similar roles. If recruitment has proven difficult in the recent past a market addition is also paid with the pay maximum no greater than the highest benchmarked salary for a comparable role.

Board Committees

The Committees operating in the year were as follows:

Finance Committee

Primarily responsible for all aspects of the charity's financial strategy and performance, ensuring that its resources are being properly and appropriately applied to its objectives. It oversees the charity's investments and ensures that these are managed so that they underpin the strategic objectives of the charity. The committee has responsibility for safeguarding the charity's assets and ensuring sufficient reserves to fund our work.

General Purposes Committee

Primarily responsible for all matters relating to the governance of the charity ensuring that all necessary recommendations are made to the full board. It considers, among other things, the composition and balance of the board, regulatory and good practice trends in governance and compliance ensuring that mechanisms exist throughout the organisation to meet compliance requirements.

Volunteers

Volunteers continue to play a key role in how we deliver our strategic aims and objectives. The Trustees seek advice from five specialist advisory groups made up of volunteers drawn from nasen's membership who offer advice and support across all areas of our activities.

Principal risks and uncertainties

The Trustees maintain a register of the major risks to which nasen is exposed. Systems and financial insurances are in place to mitigate against any risks as far as nasen is able, within its own practical and financial constraints. The Finance Committee monitors and reviews these arrangements and reports to the Board on their effectiveness.

Statement of Trustees' Responsibilities

The Trustees are responsible for preparing the Report of the Trustees and financial statements in accordance with applicable law and regulations.

Company law and the law applicable to registered charities in England and Wales requires Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015). 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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements the Trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe methods and principles in the Charities Statements of Recommended Practice (SORP 2015).
- Make judgements and estimates which are reasonable and prudent.
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Charities Act 2011 and the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2016 (cont'd)

STRATEGIC REPORT

Our strategic focus

During 2016, nasen has been through a period of significant change and has been laying the foundations for the future, including the introduction of the tiered membership and developing a more sustainable approach both strategically and operationally. These changes mean that nasen is now well placed to expand its membership and profile during 2017 and 2018. Despite this period of transition nasen has continued to provide a high quality service for members with the aim of promoting the advancement and development of all individuals with special educational needs.

Throughout the year there has been significant investment in technology to ensure we are operating efficiently in the modern world and making our services more easily accessible to members. We have also invested in our staffing to ensure that we have the capacity to support growth and to facilitate the transition of nasen to the changed educational landscape. Nasen is well placed to build on its national reputation and develop an international reputation as the leading special and additional educational needs membership organisation that has the expertise to provide high-level policy advice right through to classroom-level training.

During 2016 nasen successfully delivered the Department for Education (DfE) funded Focus On online training course which was launched at nasen Live. The training is available via the nasen website and includes early years, primary, secondary and further education modules.

Nasen is one of the founding members of the Whole School SEND Consortium which was formed as part of a DfE funded project to support sector-led development for SEND. Nasen's particular role within the project is to draw together the wealth of resources, research, provision and providers linked to SEND into an easily accessed format for schools and other settings to use. Central to this is the ability for schools to be able to share their own good practice for SEND with other settings. The vehicle for this is nasen's SEND Gateway which has been refined, amended and developed as a result.

The voice of nasen members has also been represented at policy level through a strategic relationship with the DfE and at a range of events including BETT, nasen Live, the TES Show and the Education Show.

Work has continued throughout 2016 to increase nasen's influence across all four nations of the UK with our Chief executive, Adam Boddison making several visits to Scotland, Wales and Northern Ireland. To assist with this growth nasen ambassadors have been appointed to these three countries in order to support the growth of nasen membership in these areas.

As it has always done, nasen continues to contribute to and greatly influence policy and practice in the area of special educational needs. Whether this is by way of consultation with government departments or by working jointly with other professional bodies and the voluntary sector this allows us to improve the impact of those working in the profession and ultimately the lives of those they are supporting.

Internally significant progress has been made by Trustees and staff members to embed good governance structures across the organisation. A policy review process has been established and operational policies are being reviewed effectively to agreed timescales.

Achievements and performance

The charity sets out to achieve its charitable objectives through the provision of goods and services including publications, online research journals, organising professional development events and through partnership working. These activities are informed by harnessing feedback from members.

Nasen evaluates success in a number of ways including the reach of the organisation in terms of how many professionals we engage with through our publications, website, events and membership, feedback we receive from our members and non-member stakeholders, our measure of impact within the sector and our financial sustainability. Trustees also manage the effectiveness of the Chief Executive in meeting the operational objectives of the organisation through performance management review.

2016 Objectives & Achievements

In last year's Annual Report and Financial Statements we set out five key objectives for the 2016 financial year:

1. To deliver outstanding training and professional development for SEND professionals

- Identifying educational priorities so that training and professional development is both relevant and impactful.
- Widening access to training opportunities through the use of technology.
- Embedding rigorous quality assurance processes to ensure the quality of nasen professional development is sector-leading.

The 2016 leadership conference "Securing Excellence and Building Confidence: Teacher Development for SEND" took place in February. The aim of the conference was to provide an opportunity for education leaders to examine strategies to support teacher development using evidence based practice to tailor teacher/practitioner support to the needs of the setting.

In addition to the annual leadership conference nasen ran conferences based on the two new CPD Certified training packages developed in 2015. The "Whole School Approach to improving Access, Participation and Achievement: Independent Schools" provided a foundation level of knowledge of additional and special educational needs and disabilities in applying the principles of quality first teaching for the independent schools' sector and The "SENCO Guidance for School Inspection: School Improvement for SEND" covered the new context for SEND, how the new common inspection framework will impact on schools, and how effective self-evaluation should be used to identify areas for whole school improvement.

The seminar programme for nasen Live 2016 focussed on a range of topics identified by visitors to nasen Live 2015 and feedback gathered through nasen's day to day work. The event also provided an extensive range of high quality products and resources to visitors over the two days.

During 2016, nasen's training, consultancy and CPD offer has been modernised with the introduction of webinars and webcasts to the traditional mix of conferences and events. This has been supported by growth within the education team, the development of an Associates Directory and DfE funding for a nasen's role in the Whole School SEND Consortium. During 2016 2,350 users registered users on Focus on SEND Training, with 860 having fully completed the course.

The development of nasen's digital membership offer has continued throughout 2016 with work being done to allow members to access all of the online products and services they are entitled to in one place. This includes digital resources (documents): Special magazine articles, nasen literature (e.g. mini-guides, inspection guidance, SEND Handbook), membership newsletters, press releases, etc. Digital resources (pre-recorded webcasts): a bank of pre-recorded webcasts each lasting 5-10 minutes with the set spanning a range of topics relevant to the membership. Professional Online Learning (live webinars): a series of live webinars allowing members to have direct access to experts without the need to take time away from school.

We have continued to develop the SEND Gateway, registered visitors can now save searches and return to information and events identified on previous visits, allowing searches to be tailored more effectively to specific requirements. A five-star rating system on resources accessed via the Gateway is also now available allowing users to gauge how valuable the resource has been to other users.

All professional development is subject to direct evaluation by participants, the results of which show a consistently very high level of satisfaction; training is shown to meet organisational needs, to provide excellent materials and delivery and the overall quality of Focus on SEND training has been reported as above average or excellent by 85% of respondents. Other routes for feedback have been developed, such as requesting engagement through nasen Connect, enabling a commenting feature for all resources on the SEND Gateway and following up all users of Focus on SEND training.

2. To commission and publish high quality research, information, advice and guidance for SEND professionals

- Providing regular newsletters to update nasen members on policy changes and providing practical implementation advice when appropriate.
- Reviewing the content and format of Special magazine to ensure it is responsive to the needs of nasen's growing membership.
- Continuing to grow the circulation and distribution of nasen's three journals: British Journal of Special Education, Journal of Research in Special Educational Needs and Support for Learning.

This objective was achieved through the provision of publications and by providing access to information and resources via electronic means.

Nasen's partnership with Wiley-Blackwell continued in 2016, The British Journal of Special Education (BJSE), Support for Learning (SUFL) and Journal of Research in Special Educational Needs (JORSEN) were available to members who have taken out the relevant subscription and to non-members who subscribe to the journals via a Wiley-Blackwell subscription. The international profile, impact and global usage of the three journals continues to grow – more than 270,000 articles were downloaded during 2016 and access to current nasen content now extends to more than 11,000 institutions throughout the world.

Following a rigorous tendering process for the publishing contract for the nasen journals a new five year agreement has been reached with Wiley Publishing. A number of changes and improvements have been agreed which will benefit the readership, members and non-members alike.

Through our partnerships with Routledge Publishing and Rising Stars Ltd our ongoing objective is to give members the opportunity to purchase high quality and value for money, nasen approved published materials. Members are using these publications to inform their practice.

Nasen members continued to receive a range of benefits throughout 2016 including Special magazine which has undergone significant review during the year leading to a relaunch under the new title of nasen Connect in January 2017. Two new sections in the magazine aim to offer members a forum to engage with the central nasen team; "Have Your Say" and "Connect With Us", thus increasing the membership voice which is an important strand of our strategy moving forward.

3. To provide a national and international voice for a growing nasen membership

- Consulting with members and key stakeholders to further enhance nasen membership through a differentiated offer.
- Targeted recruitment campaigns to grow the number of members, with dedicated campaigns for Wales, Northern Ireland and Scotland.
- Regularly gathering the views of nasen members and ensuring those voices are heard at the highest levels.

Membership of the Association is available to all those who work with and care for children and young people with special and additional educational needs. Membership may be taken up either on an individual or organisational basis. Individual members include teachers, teaching assistants, support workers, other educational professionals, students and parents. Organisational members include schools, colleges, early years settings as well as other groups working within the field and such membership allows all members of staff to receive the benefits of membership.

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2016 (cont'd)

The total number of nasen members at 31 December 2016 was 4,195, an increase of 38 (0.91%) compared with 2015. Given the current financial pressures faced by schools and individuals this consolidation of recent increases in membership numbers is pleasing as we launch and embed the new tiered package of memberships throughout 2017.

During 2016 individual members could, where appropriate, donate their membership fees to us. This enables us to claim Gift Aid tax relief on this element of membership income. However those subscriptions which are paid for by schools are not eligible for relief.

The notion of a nasen member as part of a wider professional network rather than as an individual continues to influence our decisions as we grow our community. In order to ensure that nasen is sustainable for the future we must listen to the voice of our membership and to that end during 2016 we have surveyed nasen members to establish their views on a range of areas, including the impact of greater selection in education (grammar schools), the recommendations of the Rochford Review and their experiences in the area of SEMH (Social, Emotional, Mental Health).

Ambassadors have now been appointed in Wales, Scotland and Northern Ireland with Trustees involved as panel members for interviewing and selection. Appointed ambassadors are:

Wales: Nichola Jones (Past President of nasen Wales and Head of Inclusion for Pembrokeshire County Council)

Scotland: Heather Aitken (Formerly Regional Manager for ASDAN with responsibility across Northern Ireland and Scotland)

Northern Ireland: Alastair Rowan (Founding Principal of Sperrin Integrated College)

All three appointed ambassadors will be invited to attend a training and induction day early in 2017 to agree the specific remits of the roles, how they might interact and support each other and how, together we can reinvigorate membership growth in the respective countries.

In the Northern Ireland branch/committee, Dr Noel Purdy completed his Presidential term of office in October with Gillian Beck taking up the post. The Northern Ireland Committee held a one-day conference in October on the theme of disablist bullying, which was attended by around 75 delegates, with the nasen CEO and three nasen Trustees also in attendance.

In November, the CEO met with Emma Williams (the lead civil servant for inclusion in Wales) along with Nichola Jones to discuss how nasen might support the government as it brings forwards new legislation and a revised Code of Practice.

As part of the restructuring of our membership packages the membership offer is being made more accessible to an international audience with greater emphasis being placed on online and digital services.

4. To offer SEND consultancy services, including high level policy reform and bespoke professional development

- Offering a bespoke professional development service for schools and Local Authorities.
- Horizon scanning for appropriate international consulting opportunities.
- Maintaining nasen's role as a critical friend to the Department for Education.

Being responsive to need is the core purpose of a bespoke professional development offer. This year nasen has addressed the needs of a variety of settings and staff, including the design and delivery of a bespoke programme of CPD to support new SENCOs in moving from the theory within their National Award for SEN Co-ordination course to its practical application in schools and the delivery of broad-based training in SEND for staff going into a range of schools and settings on a supply cover basis.

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2016 (cont'd)

Development opportunities are being pursued with a particular focus on the USA, Hong Kong and Australia. UK Trade and Investment (UKTI) and the British Council have identified these three countries as having a high potential for nasen to operate. A range of potential opportunities exist in Hong Kong, which were explored further through an initial scoping visit by the CEO November 2016.

Nasen meets at least quarterly with the SEND team at the DfE to provide nasen member views on a range of policy development areas, e.g. Progress 8. Nasen is frequently invited to engage with the Department for Education in direct debate around educational issues linked to special and additional educational needs, alongside other third sector organisations.

5. To diversify and increase nasen's revenue streams and to control costs through efficient operational practices

- Ensuring a broader range of revenue streams so that nasen is more resilient to change.
- Attracting non-traditional markets towards nasen's goods and services.
- Reviewing all policies, processes and procedures to ensure efficient operational practice.

We have been actively targeting the key decision makers at multi-academy trusts (MATs), local authorities, Regional Schools Commissioner and local schools through emails, telephone calls and face-to-face meetings to promote nasen membership. As well as actively recruiting new members we have now implemented a 5 step retention plan, with a view to convert lapsed members back to current members.

The membership e-newsletter is now in circulation, and is dispatched once a month all members. This email has been well received by our members and is performing well with an average open rate of 30% and a 22% click to open rate. The email is being used to keep all members up to date with the latest news and developments, new resources, policy and government updates as well as promoting nasen Live and the awards.

nasen's social media presence has increased significantly over the last 12 months. With a new communication plan now in place social media is now a platform that nasen can effectively promote nasen membership, raise the company profile and generate sales for relevant nasen events such as nasen Live and the ALN conference.

We have retained sponsorship with Educater and Axcis and post the year-end we have agreed a new partnership deal with GL assessment. We have also generated further commercial opportunities with other organisations by:

- Providing a range of advertisement/advertorial space in the new nasen Connect
- Deploying the product trialling scheme, providing other organisations the opportunity to use our membership base to trial and test their SEND products
- Offering a range of advertisement packages, including advertisement through our social media channels and on our website
- Creating further sponsorship opportunities through the nasen Awards, where organisations can sponsor:
 - Award categories
 - Reception drinks
 - The awards evening meal
 - Drinks during the meal
 - Registration
 - Online

A comprehensive review of the staff handbook, including all HR policies, procedures and protocols was carried out with the revised version being implemented to strengthen our commitment to the promotion of good work practices within the office environment.

Other Activities

In addition to these core objectives for the year nasen involved itself in a number of other activities which support the work of the charity. The limited branch structure allows our members access to local and low cost professional development events which also act as an excellent forum for networking and the exchange of ideas and good practice. The success of this area of nasen's activity is very much influenced by and linked to the number of volunteers that are willing and able to support the local Branch network.

During the course of 2016 nasen has met with a wide range of agencies/organisations to ensure that the voice of special educational and additional needs is heard in as many different fora as possible, including, but not limited to:

- Department for Education England
- Department of Education (Northern Ireland)
- Education Scotland
- National Association of Independent Schools and Non-Maintained Special Schools
- National SEND Forum
- The Communication Trust
- The Autism Education Trust
- The Dyslexia/SpLD Trust
- Ambitious about Autism
- National Association of Head Teachers
- Special Education Consortium
- Council for Disabled Children / NCB
- SEND Support & Advisory Group
- National Network of Parent/Carer Forums
- Association of Colleges
- SEN Policy Research Forum
- SEND Advisory Board (SENDAB)

Plans for 2017

The operational targets identified for 2017 are identified below along with the achievement measures the organisation uses to measure success and impact.

- **Training:** To deliver outstanding training and professional development for education professionals

Nasen will continue its work with the DfE in two areas of strategic importance for SEND. Firstly, nasen will look to build on its work leading the Whole School SEND Consortium with LLS, which is focused on identifying best practice in schools and sharing it more broadly through the SEND Gateway. Secondly, nasen will work with a broad range of experts and organisations to develop a range of resources to help early years professionals to better identify and meet needs.

Nasen will continue to engage with practitioners through its bespoke training offer and through local, regional and national presentations thereby ensuring a wider reach. Nasen will provide CPD across the four nations that is relevant to the national policy context in each case, including the flagship nasen Live event for members in England.

One of the challenges for schools is the changing landscape of SEND within Local Authorities, so nasen will work with partners to provide accredited professional development for SEND Caseworkers.

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2016 (cont'd)

- **Publications:** To publish high quality research, information, advice and guidance for education professionals

nasen will continue to work with its three publishing partners (Wiley, Routledge and Hodder) to provide a broad range of content to support nasen members and education professionals more broadly. The nasen book series (Routledge) will be rebranded and relaunched with a renewed focus on sharing expertise from the nasen membership. Similarly, nasen will look to build on its existing relationship with Rising Stars (via Hodder) to develop additional practical resources for use with children and young people in the classroom. nasen's three peer-reviewed academic journals (BJSE, JORSEN and SfL) will become a standard feature of silver and gold membership packages ensuring that research-informed practice is supported by nasen.

Our rebranded membership magazine, nasen Connect, will be launched in January with a new structure to ensure it remains relevant across the full breadth of the nasen membership. Working with our publishing partners, we will begin preparations to make nasen Connect available through an app alongside other nasen publications.

Nasen will continue to publish a range of other resources in 2017, including a handbook for Additional Learning Needs Coordinators in Wales and extending the current series of miniguides.

- **Membership:** To provide a national and international voice for a growing nasen membership

January 2017 will see the launch of nasen's tiered membership (Bronze, Silver, Gold), including a range of e-learning options to make member benefits more accessible. At the heart of this new structure is the ambition for every school in the UK to be a nasen member, so the bronze level of membership will be free. Regional Schools Commissioners and MATs will be targeted as part of the ambition for every school in the UK to become a nasen member.

We would like nasen members to be part of a community of education professionals and so we will be introducing forums to facilitate this in autumn 2017. Along with nasen's Advisory Groups, these forums will be instrumental in capturing the challenges and best practice that exists across the sector. Similarly, members will have the opportunity to ask questions and to have their say through nasen Connect. Nasen will continue to ensure its members' views are heard across the sector and representation will include: National SEND Forum, DfE SEND Advisory Board, Special Schools Voice, Special Education Consortium, SEN Policy Research Forum.

- **Consultancy:** To offer SEND consultancy services, including high level policy reform and bespoke professional development

In 2017, nasen will continue to build on its consultancy work, which may include greater working with Local Authorities supporting the devolved governments in Wales and Northern Ireland on the implementation of their policy reforms. There will be a focus on expanding nasen's international reach in supporting policy reform and CPD overseas.

- **Sustainability:** To diversify and increase nasen's revenue streams and to control costs through efficient operational practices

In order to become a more sustainable organisation, nasen will look to diversify its revenue streams by bidding to a range of Trusts and Foundations to fund strategic aspects of its work. nasen will also introduce new initiatives to generate additional funding, such as product trialling, which is of benefit to both nasen's members and nasen's commercial links. We will also be transforming our membership cycle so that all renewals are in January, which will allow for increased efficiency in relation to staff deployment and marketing and better-informed strategic planning.

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2016 (cont'd)

FINANCIAL REVIEW

Financial Performance and Position

The financial results for the year ending 31 December 2016 show the ongoing planned reinvestment of our previously built up reserves. Whilst it is acknowledged that this spending, which commenced in 2015, has resulted in further funds being utilised, the aim of the strategy is to increase the level of services and resources which we provide to our members and other stakeholders.

This financial commitment is directly reflected in the accompanying financial statements which show net outgoing resources for 2016 of £108,782.

During 2016 we saw a shift in the source of our primary stream of external funding with the Focus On SEND grant funded project for online training (restricted fund) coming to an end on 31 March and being succeeded by a consultancy contract as part of the Whole School SEND Consortium (unrestricted fund).

It is pleasing to note that our traditional sources of income from membership and journals have both increased in 2016. These increases have been offset by falls in income from publications, conferences, exhibitions and external funding. The fall in conference income in particular, reflects the change in the focus of our delivery of training to a more online-based method.

The overall effect of these changes is a decrease in total incoming resources of £71,564 to £1,079,746.

The short to medium term strategy of nasen to increase the level of services and resources provided has necessitated an enhancement in staff resources, resulting in an increase in staff costs of £102,297 to £519,645. This reflects investment in the capacity and skills required to move the organisation forward in line with the strategic plan together with associated restructuring costs.

Despite the increase in staff costs, it is most pleasing to report that total support costs (including staff costs) have increased by just £622 to £785,003. This highlights the continuing importance nasen places on the tight control of overhead expenditure.

Total resources expended for the year have decreased by £93,232 to £1,188,528 reflecting falling expenditure on externally funded projects, although this fall was partially offset by the approved ongoing expenditure related to upgrading the benefits we offer to members.

Financial outlook

Our strategy for the period 2017-2018 describes the basis on which nasen will move forward over the next two years. The strategy is bold but clear with significant resources focused on growing the membership in order to maximise the positive impact we are able to have on the lives of children and young people with special and additional educational needs.

Our budgets, forecasts and financial plans take into account this continued investment and further funds will be made available to allow nasen to remain at the forefront of the sector and deliver the services our members have come to expect. Whilst in the short term we are committed to utilising some of our previously accumulated reserves, this must be balanced against ensuring long term financial stability to enable the ongoing provision of our charitable aims and objectives for many years to come. We will of course continue to factor in the challenges, threats and opportunities of the external market conditions as we aim to maintain a balanced operational and financial position.

Reserves

The Trustees review the reserves policy annually and aim to maintain reserves at the level of the forthcoming year's support costs having due regard to uncertainties relating to future levels of external grant funding.

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2016 (cont'd)

As at 31 December 2016 nasen held total funds of £829,665, of these funds:

- £3,241 is held in branch bank accounts and therefore designated for their use.
- £205,360 can only be realised by disposing of tangible fixed assets.
- £621,064 is held as reserves.

Although lower than the amount prescribed under the policy, the Trustees are satisfied that the balance of reserves held at 31 December 2016 is sufficient and in line with the charity's reserves policy when taken in the context of the strategy to return nasen to a surplus situation in the forthcoming years.

Designated Funds

Funds we have designated for specific purposes at 31 December 2016 together with activity in funds we had designated during the previous twelve months are as follows:

Fund	Amount	Purpose & Activity
Branch Activities (funds held by branches)	£3,241	To be utilised by Branches to further nasen's aims and objectives.
SEC	£nil	The Special Education Consortium (SEC) is an umbrella organisation for SEN and disability voluntary groups discussing current SEND issues and legislation. 2016 - £500 grant made
Policy Options Group (SEN Policy Research Forum)	£nil	The Policy Options Group is an external think tank on issues of policy in the field of SEND. 2016 - £2,000 grant made

Investment Policy and Performance

The Trustees have the power to invest in such assets as they see fit.

It is the policy of the Trustees that any surpluses of liquid funds are invested in instant access and short term bank deposit accounts.

Going Concern

After making appropriate enquiries, the board of trustees has a reasonable expectation that nasen has adequate resources to continue in operational existence for the foreseeable future. For this reason it continues to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Statement of Accounting Policies.

Statement as to Disclosure of Information to Auditors

In so far as the trustees are aware at the time of approving our trustees' annual report: there is no relevant information, being needed by the auditor in connection with preparing their report, of which the auditor is unaware, and the trustees, having made enquiries of fellow directors and the auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order 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 24 May 2017

And signed on its behalf by Stephen Bajdala-Brown (Chair of Trustees)



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS FOR THE YEAR ENDED 31 DECEMBER 2016

We have audited the financial statements of The National Association for Special Educational Needs (nasen) for year ended 31 December 2016, which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 "The Financial Reporting Standard Applicable in the UK and Republic of Ireland" and the Charities SORP FRS 102.

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an 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.

Respective responsibilities of trustees' and auditor

As explained more fully in the Statement of Trustees' Responsibilities on page 4, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

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 (APB'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 charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Report of the Trustees 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:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2016 and of its 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, including Financial Reporting Standard 102 "The Financial Reporting Standard Applicable in the UK and Republic of Ireland" and the Charities SORP FRS 102;
- have been prepared in accordance with the requirements of the Companies Act 2006.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS FOR THE YEAR ENDED 31 DECEMBER 2016 (cont'd)

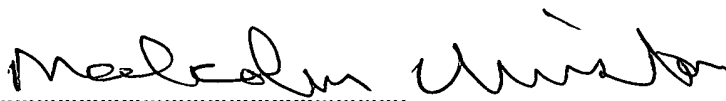
Opinion on other matter prescribed by the Companies Act 2006

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

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
- the 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.



.....
Malcolm Winston
Senior Statutory Auditor
UHY Hacker Young (Birmingham) LLP, Statutory Auditor
9-11 Vittoria Street
Birmingham
B1 3ND

24 May 2017

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 DECEMBER 2016

	Note	Unrestricted Funds 2016 £	Restricted Funds 2016 £	Total Funds 2016 £	Total Funds 2015 £
Incoming resources					
Incoming resources from generated funds					
Voluntary income	2	17,421	-	17,421	23,146
Investment income	3	4,567	-	4,567	4,626
Incoming resources from charitable activities	4	890,416	167,342	1,057,758	1,123,538
Total incoming resources		912,404	167,342	1,079,746	1,151,310
Resources expended					
Costs of generating voluntary income	5	3,938	-	3,938	12,405
Charitable activities	6	858,066	167,342	1,025,408	1,158,560
Governance costs	7	159,182	-	159,182	110,795
Total resources expended		1,021,186	167,342	1,188,528	1,281,760
Net expenditure and net movement in funds for the year		(108,782)	-	(108,782)	(130,450)
Total funds brought forward		938,447	-	938,447	1,068,897
Total funds carried forward		829,665	-	829,665	938,447

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

All incoming resources and resources expended derive from continuing activities.

BALANCE SHEET AS AT 31 DECEMBER 2016

		2016		2015	
	Note	£	£	£	£
Fixed assets					
Tangible assets	12		205,361		214,462
Current assets					
Debtors	13	196,581		356,131	
Cash at bank	14	874,920		758,317	
Cash in hand		359		589	
Branch net assets	16	3,241		14,941	
		<u>1,075,101</u>		<u>1,129,978</u>	
Liabilities					
Creditors: Amounts falling due within one year	17	<u>(447,702)</u>		<u>(405,993)</u>	
Net current assets			627,399		723,985
Total assets less current liabilities			<u>832,760</u>		<u>938,447</u>
Creditors: Amounts falling due after more than one year	18		(3,095)		-
Net assets			<u><u>829,665</u></u>		<u><u>938,447</u></u>
The funds of the charity					
Unrestricted income funds	23		<u><u>829,665</u></u>		<u><u>938,447</u></u>

The trustees have prepared accounts in accordance with section 398 of the Companies Act 2006 and section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

Approved by the Board of Trustees on 24 May 2017
and signed on its behalf by


.....
Stephen Bajdala-Brown - Chair of Trustees

The notes on pages 18 to 28 form part of these financial statements

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2016

**RECONCILIATION OF NET EXPENDITURE TO NET CASH INFLOW/(OUTFLOW)
FROM OPERATING ACTIVITIES**

	2016	2015
	£	£
Net expenditure	(108,782)	(130,450)
Investment income	(4,567)	(4,626)
Interest payable and similar charges	300	235
Depreciation	21,094	21,482
Decrease in stocks	-	2,660
Decrease/(increase) in trade debtors	35,525	(80,502)
Decrease in other debtors	1,124	1,683
Decrease/(increase) in prepayments and accrued income excluding interest receivable	122,900	(44,101)
Increase in deferred membership subscriptions income	1,401	34,617
Increase/(decrease) in other deferred income	19,628	(1,591)
Increase in trade creditors	12,352	9,532
Increase in other creditors	938	3,442
Increase in social security and other taxes	20,634	1,846
Decrease in accruals	(13,294)	(6,727)
Net cash provided by/(used in) operating activities	109,253	(192,500)
CASH FLOWS FROM INVESTING ACTIVITIES	2016	2015
	£	£
Interest receivable	4,567	4,626
Purchases of tangible fixed assets	(7,832)	(33,449)
Net cash used in investing activities	(3,265)	(28,823)
CASH FLOWS FROM FINANCING ACTIVITIES	2016	2015
	£	£
Interest payable	(300)	(235)
Repayment of finance lease obligations	(1,015)	(1,203)
Net cash used in financing activities	(1,315)	(1,438)
	2016	2015
	£	£
Net increase/(decrease) in cash and cash equivalents	104,673	(222,761)
Cash and cash equivalents at the beginning of the year	773,847	996,608
Cash and cash equivalents at the end of the year	878,520	773,847

MANAGEMENT OF LIQUID RESOURCES

Fixed term bank investment accounts of less than one year are categorised as liquid resources.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2016

1 ACCOUNTING POLICIES

Basis of Preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - Charities SORP (FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Going Concern

The trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the company to continue as a going concern. The trustees make this assessment in respect of a period of one year from the date of approval of the financial statements.

Incoming resources

Incoming resources have been included in the financial statements on the following bases:

Donations - donations are recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability.

Membership subscriptions - membership subscriptions paid to nasen are payable for one year in advance, commencing at the beginning of the month in which the member applies. During the year the charitable company received subscriptions for years ending during 2017. Whilst the income is recognised upon receipt, the proportion of the subscription relating to periods after 31 December 2016 has been deferred and will be included in income in the year ended 31 December 2017.

Publications - income from sales of publications is included in the financial statements when the publication is despatched. Income from grant-funded publications is included in the financial statements when the conditions upon which the grant becomes payable are fulfilled. Royalty income is recognised in the financial year in which publications are sold by nasen's publishing partners.

Journals - subscriptions/royalties for journals are payable in advance for varying periods throughout the year. Whilst the income is recognised upon receipt, the proportion of the subscription/royalty relating to journals produced after 31 December 2016 has been deferred and will be included in income in the year ended 31 December 2017.

Conferences - income from grant-funded conferences is included in the financial statements when the conditions upon which the grant becomes payable are fulfilled. Income from non-grant-funded conferences is included in the financial statements on the date the conference is run. Amounts received in 2016 for 2017 conferences have been deferred and will be included in income in the year ended 31 December 2017.

Exhibitions and events - income from exhibitions and other events is included in the financial statements on the date of the event.

Consultancy - income from consultancy projects is included in the financial statements when the company obtains the right to consideration. Amounts received in 2016 in advance of the consideration being earned have been deferred and will be included in income in the year ended 31 December 2017.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2016 (cont'd)

1 ACCOUNTING POLICIES (cont'd)

Online knowledge portal - income from grant-funded online knowledge portal is included in the financial statements when the conditions upon which the grant becomes payable are fulfilled. Amounts received from online advertising are recognised as income over the period of the advertising agreement. Amounts relating to periods after 31 December 2016 have been deferred and will be included in income in the year ended 31 December 2017.

Other income - all other income is included in the financial statements when the amount and entitlement to the income can be measured with reasonable certainty.

Resources expended

Resources expended have been included in the financial statements when an obligation to transfer value to a third party has been entered into. Unless there is an earlier legal obligation, donations and grants are included on the date of payment.

Resources expended have been allocated in the Statement of Financial Activities as follows:-

- Costs of generating voluntary income - all expenditure directly and indirectly associated with administering voluntary income.
- Charitable activities - all expenditure directly and indirectly associated with meeting the objectives of the charitable company.
- Governance costs - all expenditure relating directly or indirectly to the general running of the charitable company.

Support costs include all head office and committee expenses. These have been allocated to activity cost categories based on estimated time expended in each area.

Tangible fixed assets

Individual tangible fixed assets costing more than £500 are capitalised at their historical cost.

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life or, if held under a finance lease, over the lease term, whichever is the shorter:

- | | |
|----------------------|-----|
| ● Freehold property | 1% |
| ● Office equipment | 20% |
| ● Computer equipment | 33% |

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Restricted funds

Restricted funds relate to grants received which can only be applied for a specific purpose.

Designated funds

Designated funds are amounts which have been set aside out of unrestricted funds to be utilised for specific purposes. The purpose of the designations is to identify that portion of unrestricted funds that has been non-contractually committed. Where funds are designated but, due to a change in circumstances, are never utilised for the designated purpose, they are transferred back to the general fund.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2016 (cont'd)

1 ACCOUNTING POLICIES (cont'd)

Irrecoverable VAT

All resources expended are classified under activity headings that aggregate all costs related to the category. Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

Leasing commitments

Assets obtained under finance leases are capitalised in the balance sheet and depreciated over the lease term. The interest element of these obligations is charged as expenditure over the relevant period.

Rentals paid under operating leases are charged as expenditure as incurred.

Branches

These accounts incorporate all branch funds and assets as required by the constitution.

Pensions

The charitable company operates a defined contribution pension scheme. Contributions payable for the year are included in resources expended.

Redundancy

In line with the Charities SORP (FRS 102), the charitable company is required to disclose the nature and amount of any redundancy payments made during the reporting period.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2016 (cont'd)

2 VOLUNTARY INCOME	Unrestricted Funds £	Restricted Funds £	Total 2016 £	Total 2015 £
Gift aid donations received	13,503	-	13,503	18,632
Gift aid taxation	3,516	-	3,516	4,514
Other donations received	402	-	402	-
	<u>17,421</u>	<u>-</u>	<u>17,421</u>	<u>23,146</u>

3 INVESTMENT INCOME	Unrestricted Funds £	Restricted Funds £	Total 2016 £	Total 2015 £
Bank interest	4,564	-	4,564	4,623
Bank interest receivable by branches	3	-	3	3
	<u>4,567</u>	<u>-</u>	<u>4,567</u>	<u>4,626</u>

4 INCOMING RESOURCES FROM CHARITABLE ACTIVITIES	Unrestricted Funds £	Restricted Funds £	Total 2016 £	Total 2015 £
Membership subscriptions	339,313	-	339,313	299,943
Publications	18,941	-	18,941	50,519
Journals	160,254	-	160,254	145,102
Conferences	88,226	-	88,226	126,331
Exhibitions and events	126,527	-	126,527	152,790
Consultancy	119,484	-	119,484	23,705
Online knowledge portal	29,840	167,342	197,182	314,215
Branch activities	3,600	-	3,600	6,493
Other	4,231	-	4,231	4,440
	<u>890,416</u>	<u>167,342</u>	<u>1,057,758</u>	<u>1,123,538</u>

5 COSTS OF GENERATING VOLUNTARY INCOME

	Direct Charitable Expenditure £	Support Costs £	Grant making £	Total 2016 £	Total 2015 £
Donations	<u>429</u>	<u>3,509</u>	<u>-</u>	<u>3,938</u>	<u>12,405</u>

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2016 (cont'd)

6 CHARITABLE EXPENDITURE

	Direct Charitable Expenditure	Support Costs	Grant Making	Total 2016	Total 2015
	£	£	£	£	£
Unrestricted funds					
Membership	10,769	209,201	-	219,970	177,815
Publications	4,561	8,474	-	13,035	30,556
Journals	76,184	75,386	-	151,570	156,464
Conferences	72,200	87,003	-	159,203	180,358
Exhibitions and events	86,460	57,748	-	144,208	222,917
Consultancy	36,279	84,112	-	120,391	8,693
Online knowledge portal	639	38,993	-	39,632	-
Branch activities	7,557	-	-	7,557	6,956
Third party support	-	-	2,500	2,500	1,500
Total unrestricted funds	294,649	560,917	2,500	858,066	785,259
Restricted funds					
Publications	-	-	-	-	33,546
Conferences	-	-	-	-	25,540
Online knowledge portal	105,947	61,395	-	167,342	314,215
Total restricted funds	105,947	61,395	-	167,342	373,301
Total charitable expenditure	400,596	622,312	2,500	1,025,408	1,158,560

7 ALLOCATION OF SUPPORT COSTS

	Officer and Advisory Group Expenses	Staff Costs	Establishm't Costs	Exhibitions and Marketing	2016 Information Technology Costs
	£	£	£	£	£
Allocated to direct charitable expenditure:					
Membership	3,922	118,888	16,900	17,186	17,863
Publications - unrestricted funds	5,086	2,398	199	202	210
Publications - restricted funds	-	-	-	-	-
Journals	3,133	47,686	5,010	5,095	5,296
Conferences - unrestricted funds	3,923	57,889	4,781	4,862	5,053
Conferences - restricted funds	-	-	-	-	-
Exhibitions and events	-	39,583	3,877	3,942	4,098
Consultancy	-	82,851	283	288	299
Online knowledge portal - unrestricted funds	-	20,019	4,386	4,460	4,636
Online knowledge portal - restricted funds	-	50,851	1,820	1,850	2,172
Total allocated to direct charitable expenditure	16,064	420,165	37,256	37,885	39,627
Allocated to voluntary income	-	42	673	684	711
Allocated to governance costs	14,709	89,874	9,092	-	4,946
	30,773	510,081	47,021	38,569	45,284

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2016 (cont'd)

7 ALLOCATION OF SUPPORT COSTS (cont'd)

	Legal, Professional and Consultancy £	Membership Administ'r'on £	Office Costs £	Total 2016 £	Total 2015 £
Allocated to direct charitable expenditure:					
Membership	2,655	7,000	24,787	209,201	168,368
Publications - unrestricted funds	-	-	379	8,474	21,154
Publications - restricted funds	-	-	-	-	8,901
Journals	-	-	9,166	75,386	65,580
Conferences - unrestricted funds	-	-	10,495	87,003	104,606
Conferences - restricted funds	-	-	-	-	16,034
Exhibitions and events	-	-	6,248	57,748	102,369
Consultancy	-	-	391	84,112	240
Online knowledge portal - unrestricted funds	-	-	5,492	38,993	-
Online knowledge portal - restricted funds	1,320	368	3,014	61,395	174,516
Total allocated to direct charitable expenditure	3,975	7,368	59,972	622,312	661,768
Allocated to voluntary income	106	306	987	3,509	11,818
Allocated to governance costs	23,443	-	17,118	159,182	110,795
	<u>27,524</u>	<u>7,674</u>	<u>78,077</u>	<u>785,003</u>	<u>784,381</u>

8 INCOMING RESOURCES - DEFERRED INCOME

Incoming resources where there is an element of deferred income are as follows:-

	Membership Subscriptions £	Journals £	Conferences £
Deferred income at 1 January 2016 and released to incoming resources	164,879	78,717	20,953
Income received in year	340,714	158,609	74,976
Deferred income at 31 December 2016	(166,280)	(77,072)	(7,703)
Incoming Resources (note 4)	<u>339,313</u>	<u>160,254</u>	<u>88,226</u>

	Exhibitions and Events £	Consultancy £	Online Portal £
Deferred income at 1 January 2016 and released to incoming resources	33,940	-	-
Income received in year	107,667	157,936	212,113
Deferred income at 31 December 2016	(15,080)	(38,452)	(14,931)
Incoming Resources (note 4)	<u>126,527</u>	<u>119,484</u>	<u>197,182</u>

The reasons for deferring income are shown in note 1 to these financial statements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2016 (cont'd)

9 STAFF

a. Staff Numbers

The average number employees during the year was as follows:-

	2016	2015
	No	No
Administration	11	13

b. Staff Costs

The aggregate payroll costs of these persons were as follows:-

	2016	2015
	£	£
Wages and salaries	430,086	361,666
Social security costs	42,269	34,518
Pension costs	18,399	21,164
Group life assurance scheme	1,875	-
Staff restructuring costs	27,016	-
	519,645	417,348

c. Staff restructuring costs

Included in staff restructuring costs is one severance payment of £27,016 (2015: £nil).

d. Higher Paid Staff

Information regarding employees receiving emoluments exceeding £60,000 during the year:-

	2016	2015
	No	No
Number of employees receiving emoluments between £80,001 and £90,000	1	-

There were no defined retirement pension benefit contributions paid during the year. (2015: £nil)

No Trustee received any emoluments from the charitable company (2015: £nil).

d. Key Management Personnel

The key management personnel of the charitable company comprise the trustees and the senior management team as listed on page 29. The total amount of employee benefits (including employer pension contributions) received by key management personnel for their services to the charitable company was £251,180 (2015: £198,986).

10 MOVEMENT IN TOTAL FUNDS FOR THE YEAR

	2016	2015
	£	£
Movement in total funds for the year is stated after charging:		
Depreciation of tangible fixed assets - owned	20,079	20,279
Depreciation of tangible fixed assets - finance leases	1,015	1,203
Auditors' remuneration - audit work	9,500	9,500
Expenses reimbursed to 14 trustees (2015: 10)	9,036	13,718

The expenditure reimbursed to Trustees relates to travel and subsistence costs incurred whilst on nasen business.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2016 (cont'd)

11 INTEREST PAYABLE AND SIMILAR CHARGES

	2016	2015
	£	£
Finance lease interest	300	235

12 TANGIBLE FIXED ASSETS

	Freehold Property	Office Equipment	Computer Equipment	Total
Cost	£	£	£	£
At 1 January 2016	220,967	72,988	82,477	376,432
Additions	-	6,917	5,676	12,593
Disposals	-	(27,570)	(26,417)	(53,987)
At 31 December 2016	220,967	52,335	61,736	335,038
Depreciation				
At 1 January 2016	44,199	60,686	57,085	161,970
Charge for the year	2,210	4,232	14,652	21,094
Disposals	-	(26,970)	(26,417)	(53,387)
At 31 December 2016	46,409	37,948	45,320	129,677
Net book value				
At 31 December 2016	174,558	14,387	16,416	205,361
At 31 December 2015	176,768	12,302	25,392	214,462

Fixed assets included in the above which are held under finance leases are as follows:

	Office Equipment
Cost	£
At 1 January 2016	6,016
Additions	4,761
Disposals	(6,016)
At 31 December 2016	4,761
Depreciation	
At 1 January 2016	5,113
Charge for the year	1,015
Disposals	(5,414)
At 31 December 2016	714
Net book value	
At 31 December 2016	4,047
At 31 December 2015	903

13 DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2016	2015
	£	£
Trade debtors	103,932	139,457
Other debtors	3,376	4,500
Prepayments and accrued income	89,273	212,174
	196,581	356,131

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2016 (cont'd)

14 CASH AT BANK

	2016	2015
	£	£
Current accounts	153,241	80,575
Instant access deposit accounts	721,679	427,742
Fixed term investment accounts	-	250,000
	<u>874,920</u>	<u>758,317</u>

15 MANAGEMENT OF LIQUID RESOURCES

Fixed term bank accounts of less than 1 year are categorised as liquid resources.

16 BRANCH NET ASSETS

	Branch Funds at 31.12.2015	Net Surplus/ (Deficit) for the Year	Branch Funds at 31.12.2016
	£	£	£
Coventry and Warwickshire	3,827	(3,827)	-
Derby and Nottingham	1,786	(1,786)	-
Northern Ireland	4,577	(2,999)	1,578
South Humberside	1,849	(1,849)	-
Tyneside	404	(404)	-
Wirral	2,498	(835)	1,663
Total branch funds	<u>14,941</u>	<u>(11,700)</u>	<u>3,241</u>

17 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2016	2015
	£	£
Deferred membership subscriptions income	166,280	164,879
Other deferred income	153,238	133,610
Finance leases (see note 21)	952	902
Trade creditors	59,005	46,653
Other creditors	10,706	9,768
Taxation and social security	40,533	19,899
Accruals	16,988	30,282
	<u>447,702</u>	<u>405,993</u>

18 CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2016	2015
	£	£
Finance leases (see note 21)	<u>3,095</u>	<u>-</u>

19 TAXATION

No taxation is payable for the current or previous financial year as all surpluses arise from activities furthering the charitable objects of the charitable company and are utilised for charitable purposes, therefore leading to exemption from taxation.

20 CONSTITUTION

The charitable company is limited by guarantee and does not have a share capital.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2016 (cont'd)

21 OBLIGATIONS UNDER LEASING ARRANGEMENTS

	Finance leases	
	2016	2015
	£	£
Gross obligations repayable:		
Within one year	1,274	1,079
Between one and five years	4,141	-
	<u>5,415</u>	<u>1,079</u>
Finance charges repayable:		
Within one year	322	177
Between one and five years	1,046	-
	<u>1,368</u>	<u>177</u>
Net obligations repayable:		
Within one year	952	902
Between one and five years	3,095	-
	<u>4,047</u>	<u>902</u>

22 RESTRICTED INCOME FUNDS

	Balance at 31.12.2015	Incoming resources	Outgoing resources	Transfers	Balance at 31.12.2016
	£	£	£	£	£
DfE funded projects	-	160,358	160,358	-	-
ITIDE funded projects	-	6,984	6,984	-	-
	<u>-</u>	<u>167,342</u>	<u>167,342</u>	<u>-</u>	<u>-</u>

The Dfe funded projects relate to grants received with the objective of developing and providing a whole-school training package that can be used in all mainstream schools to give an overview of all aspects of SEND and develop an online knowledge portal for all schools and education settings to access high quality information.

The main aim of the ITIDE project is to broaden the availability and accessibility of the existing Complex Learning Difficulties materials.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2016 (cont'd)

23 UNRESTRICTED INCOME FUNDS

	£
Balance at 1 January 2016	938,447
Net expenditure for the year	(108,782)
Balance at 31 December 2016	<u>829,665</u>

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:-

	Balance at 31.12.2015 £	New Designations £	Funds Undesignated £	Outgoing resources £	Balance at 31.12.2016 £
Branch activities	14,941	3,603	7,746	7,557	3,241
SEC	-	500	-	500	-
Policy Options Group (SEN Policy Research Forum)	-	2,000	-	2,000	-
	<u>14,941</u>	<u>6,103</u>	<u>7,746</u>	<u>10,057</u>	<u>3,241</u>

The branch activities fund is monies held in bank accounts operated by the branch to be utilised for their day-to-day operations.

The SEC fund is an amount set aside to provide support during 2016 to the Special Education Consortium, an umbrella organisation for leading SEN and disability voluntary groups discussing current SEND issues and legislation.

The Policy Options Group (SEN Policy Research Forum) fund is an amount set aside to provide support during 2016 to the Policy Options Group (SEN Policy Research Forum), an external think tank on issues of policy in the field of SEND.

24 ANALYSIS OF NET ASSETS BETWEEN FUNDS

Fund balances at 31 December 2016 are represented by:

	General Funds £	Designated Funds £	Restricted funds £	Total Funds £
Tangible fixed assets	205,361	-	-	205,361
Current assets	1,071,860	3,241	-	1,075,101
Current liabilities	(447,702)	-	-	(447,702)
Long-term liabilities	(3,095)	-	-	(3,095)
	<u>826,424</u>	<u>3,241</u>	<u>-</u>	<u>829,665</u>

25 RELATED PARTY TRANSACTIONS

The following related party transactions took place in the period of account:

- *Whitefield Academy Trust* - have membership with nasen and receive online journals. The transactions totalled £137. There were no amounts outstanding at 31 December 2016.
- *The Educational Guidance Service Limited* - exhibitors at nasen LIVE 2016. The transactions totalled £465. There were no amounts outstanding at 31 December 2016.
- *SEN Advisory Services Ltd* - attendance at the April 2016 chairs meeting. The transactions totalled £400. There were no amounts outstanding at 31 December 2016.

All transactions were conducted at arm's length, in accordance with nasen's normal procurement procedures and with Charities SORP (FRS 102).

REFERENCE AND ADMINISTRATIVE INFORMATION FOR THE YEAR ENDED 31 DECEMBER 2016

Name: The National Association for Special Educational Needs (nasen)
Registered Company Number: 02674379 (England and Wales), Company limited by guarantee
Registered Charity Number: 1007023
Registered Office: nasen House

4-5 Amber Business Village
Amber Close
Amington
Tamworth
B77 4RP

Website Address: www.nasen.org.uk

E-mail: welcome@nasen.org.uk

Key Management Personnel: Trustees and Directors

The Directors of the charitable company are its Trustees for the purpose of charity law and throughout this report are collectively referred to as the Trustees.

Trustees serving during the year were as follows:

Stephen Bajdala-Brown	Chair
Richard Carpenter	Chair of Finance Committee
Elaine Colquhoun	
Trevor Daniels	
Agnes Donnelly	
Alex Griffiths	
David Ryan	Vice-Chair
Christopher Marshall	
Alison Goddard	
Mark Blois	appointed 23 February 2017
Helen Cooper	appointed 15 July 2016
Bridget Bolwell	appointed 25 April 2016
Carolyn Eyre	appointed 5 May 2016
Dr Sue Soan	

Senior Management Team

Dr Adam Boddison	Chief Executive - appointed 4 January 2016
David Roberts	Head of Operations
Alison Wilcox	Head of Education
Gina Wookey	Head of Sales & Marketing - appointed 12 September 2016
Beverley Walters	Professional Development Manager - left 17 June 2016

Staff Team

Chontell Braceland	Communications Executive
Simin Foster	Administrative Assistant
Alex Grady	Education Officer
Ian Holt	e-learning Officer
Earl Kehoe	Research Assistant
Lisa Lawson	Sales Executive
Cherise Russell	Website Administrator
Coral Stewart	Executive Assistant
Michael Surr	Education Officer
Denise Upton	Accounts Administrator
Sam Ward	Membership Administrator

Auditors

UHY Hacker Young (Birmingham) LLP
9-11 Vittoria Street, Birmingham, B1 3ND