



## **Eaquals**

A company limited by guarantee

## **Trustees report and financial statements**

**Year ended 31 December 2016**

Company registration number (England and Wales) 7727406

Charity registration number (England and Wales) 1143547

## **Evaluation and Accreditation of Quality in Language Services**

Eaquals

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Eaquals is a registered UK charity 1143547

Eaquals is a company limited by guarantee and registered 07727406 in England & Wales at 29/30 Fitzroy Square, London, UK, W1T 6LQ



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### **Trustees report**

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#### **Trustees**

Justin Quinn (Chair from 22 April 2016, Chair-Elect to 22 April 2016) (Centre of English Studies, Ireland)  
Richard Rossner (to 22 April 2016, Chair)  
Mila Angelova (Vice-Chair Academic)  
(AVO Language & Examination Centre, Bulgaria)  
Walter Denz (Vice Chair Marketing, re-elected 22 April 2016)  
(Liden & Denz, Russia)  
Ian Powney (Treasurer)  
Peter Brown (British School of Trieste)  
Michael Carrier (to 22 April 2016)  
(Cambridge English Language Assessment)  
Tim Goodier (Eurocentres Foundation)  
Beata Schmid (from 22 April 2016)  
(EF International Language Centers)  
Joanna Watson

#### **Accreditation panel**

Valérie Clochard  
Lyndy Cronin  
Martyn Ellis  
John Haagenen (Eurocentres London)  
Sue Hackett (QEI, Ireland)  
Varbinka Hadjidimitrova  
(AVO Language & Examination Centre, Bulgaria)  
Laura Muresan (QUEST, Romania)  
Sue Sheerin

#### **The Eaquals Ombudsman**

Hans W Blasch

#### **Executive Director**

Sarah Aitken (to 31 December 2016)  
Dr Lou McLaughlin (from 3 January 2017)

#### **Director of Accreditation, Training and Consultancy**

James Douglas (to 29 February 2016)  
Ludka Kotarska (from 1 May 2016)

#### **Services Manager Administrative Assistant**

Anna Andor  
Vivi Koszegi

## **Eaquals**

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<b>Registered office</b>	29/30 Fitzroy Square, London UK W1T 6LQ
<b>Secretariat</b>	P O Box 1202/95, Budapest H-1380, Hungary
<b>Website</b>	<a href="http://www.eaquals.org">www.eaquals.org</a>
<b>Company registration number</b>	7727406, incorporated on 3 August 2011 (England and Wales)
<b>Charity registration number</b>	1143547 (England and Wales)
<b>Independent examiner</b>	Julian Flitter FCA Goodman Jones LLP, Chartered Accountants, 29/30 Fitzroy Square, London UK W1T 6LQ
<b>Solicitors</b>	Russell-Cooke, 2 Putney Hill, Putney, London UK SW15 6AB
<b>Bankers</b>	Barclays Bank, 1 Churchill Place, Canary Wharf, London UK E14 5HP

## **Eaquals**

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### **Eaquals Membership**

*Founder F Joined 2016\* Joined 2017 to date#*

#### **ACCREDITED MEMBERS**

##### **Bosnia and Herzegovina**

Anglia V  
Cambridge Centar  
DIALOGOS

##### **Bulgaria**

AVO Language and Examination Centre

##### **China**

iMandarin Language Training Institute  
(Shanghai)

##### **Croatia**

KEZELE-School of Foreign Languages and Business  
Communication  
LinguaPax Language School  
Skola stranih jezika – Ziger

##### **Cyprus (North)**

Girne American University Foundation English School

##### **Czech Republic**

AKCENT International House Prague  
CA Institute of Languages

##### **Egypt**

International House Cairo

##### **France**

ALPADIA Lyon \*  
Alpha.b Institut Linguistique  
Centre International d'Antibes  
EF Ecole Internationale de Francais – Nice  
EF Ecole Internationale de Francais – Paris  
Eurocentres Amboise  
Eurocentres La Rochelle  
Eurocentres Paris  
I.L.A. (Institut Linguistique Adenet)/Easy French  
IFALPES  
IS Aix-en-Provence

##### **Germany**

ALPADIA Language Schools, Berlin  
ALPADIA Language Schools, Freiburg \*  
did deutsch-institut Berlin  
did deutsch-institut Frankfurt  
did deutsch-institut München  
EF Internationale Sprachschule, Berlin \*  
EF Internationale Sprachschule München  
Eurocentres Berlin  
GLS Campus Berlin- International House

##### **Greece**

Bourtsoukli Language Centre  
Doukas School - The Department of Foreign Languages

##### **Hungary**

International House Budapest

##### **Ireland**

ACET (Cork Language Centre International)  
Alpha College of English  
ATC Language School  
Bridge Mills Galway Language Centre  
Castel International Education #  
Centre of English Studies  
Cork English College  
Emerald Cultural Institute, Dublin  
Galway Cultural Institute  
International House Dublin  
SEDA College  
Swan Training Institute

##### **Italy**

alpha beta piccadilly  
British School of Trieste **F**  
CLM-Bell  
CLUSS – Centro Linguistico Università per Stranieri  
di Siena  
Di.L.It. International House  
EF Centro Linguistico, Rome  
Eurocentres Firenze  
Lord Byron College  
The London School

##### **Kazakhstan**

InterPress-International House, Almaty  
Study Inn

##### **Kosovo**

New Age School

##### **Latvia**

Education Centre DURBE

##### **Libya**

International House Tripoli

##### **Luxembourg**

PROLINGUA Language Centre

##### **Montenegro**

Oxford Centar International Language Centre

## Equals

### Trustees report

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#### ACCREDITED MEMBERS (continued)

##### Malta

ACE English, Malta  
EF International Language Centres, Malta  
European School of English – Malta  
International House Malta-Gozo  
Maltalingua School of English  
NSTS English Language Institute

##### Poland

Centrum Językowe Uniwersytetu Jagiellońskiego –  
Collegium Medicum \*  
Gama College of English (formerly Bell Krakow)  
The Language Centre of Uniwersytet Jagiellonski \*

##### Portugal

CIAL - Centro de Linguas \*

##### Qatar

Qatar International Academy for Security Studies (QIASS),  
Language School  
International House Doha

##### Romania

Alpha Centre of Modern Languages and  
Department of Romanian Language, Culture and  
Civilisation, Babes-Bolyai University #  
Britanica Learning Centre (formerly Bell Bucharest)  
International House Bucharest

##### Russia

Derzhavin Institute  
Liden & Denz Language Centre, Moscow  
Liden & Denz Language Centre, St Petersburg

##### Saudi Arabia

Yanbu English Language Institute, Royal Commission  
Colleges and Institutes \*  
King Faisal Air Academy#

##### Serbia

Tom & Emma School of English

##### Spain

British Institute of Seville F  
EF Centro Internacional de Idiomas, Madrid  
EF Escuela Internacional de Español SA, Barcelona  
EF International Language Centres, Malaga  
Hispania, escuela de español  
Idiomas O'Clock  
International House Barcelona  
International House Madrid  
Lacunza, International House-San Sebastian F  
Lenguas Vivas  
Malaca Instituto

##### South Africa

EF International Language School Cape Town  
Good Hope Studies

##### Switzerland

ALPADIA Montreux  
Alpha Sprachwelt  
Bell Switzerland SA  
business language centre blc  
Eurocentres Foundation F  
inlingua Sprachschule Basel  
LSI Switzerland AG  
TLC International House Zurich – Baden

##### Turkey

Adana Gundogdu College  
Ozyegin University School of Languages \*  
Private Sınav Schools-Ankara  
Terakki Foundation School  
Toros İlköğretim Okulu  
Yuce Schools

##### Ukraine

NOVAMOVA International Language School  
Odessa Language Study Centre (OLSC)

##### United Arab Emirates

Eton Institute (Dubai & Abu Dhabi)

##### United Kingdom

Bloomsbury International  
Centre of English Studies, Leeds \*  
Centre of English Studies, Wimbledon  
Centre of English Studies, Worthing  
EF International School of English Cambridge  
English in Action  
Eurocentres Bournemouth  
Eurocentres Brighton  
Eurocentres Cambridge  
Eurocentres London Central  
Eurocentres London Eltham  
Experience English: Edinburgh Language Centre  
Experience English: English Language Centre York  
Experience English: Hampstead School of English  
Experience English: Manchester Academy of  
English  
Experience English: Young Learners  
International House Bristol  
International House London F  
International House Newcastle  
Oxford House College  
Oxford House College, Oxford Centre  
NILE, Norwich Institute for Language Education  
St Giles International Eastbourne  
St Giles International London

## **Eaquals**

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#### **ASSOCIATE MEMBERS**

##### **Austria**

CEBS - Center für berufsbezogene Sprachen

##### **Bulgaria**

OPTIMA, The Bulgarian Association of Quality Language Services

##### **Croatia**

CAFL - The Association for Foreign Languages at the Croatian Chamber of Economy

##### **Czech Republic**

Asociace jazykových škol

##### **Former Yugoslav Republic of Macedonia**

MAQS- Macedonian Association for Quality Language Services

##### **France**

Centre international d'études pédagogiques (CIEP)

##### **Germany**

g.a.s.t. -TestDaF-Institut  
Goethe-Institut HQ  
telc GmbH

##### **Greece**

QLS - Panhellenic Association of Accredited Quality Language Schools

##### **Hungary**

Euroexam International #

##### **Ireland**

Quality and Qualifications Ireland (QQI)  
Marketing English in Ireland \*

##### **Italy**

AISLi, the Italian Association of Quality Language Schools

##### **Poland**

PASE, Polish Association for Standards in Language Education

##### **Portugal**

Camões, Instituto da Cooperação e da Língua

##### **Romania**

Romanian Association for Quality Language Services (QUEST)

##### **Serbia**

YALS (Association of Language Schools of Serbia)

##### **Spain**

Instituto Cervantes  
FEDELE

##### **Sweden**

The Swedish Association of Accredited Language Training Providers \*

##### **United Kingdom**

British Council  
Cambridge English Language Assessment  
Educational Software Products \*  
Guided e-Learning  
LanguageCert ESOL Qualifications \*  
Macmillan Education  
Oxford University Press  
Pearson Education  
Trinity College London

##### **Worldwide**

International House World Organisation

#### **PROJECT PARTNERS**

##### **Italy**

Centro di Ricerca e di Servizio DITALS  
CVCL (Università per Stranieri di Perugia)

##### **Switzerland**

Migros-Genossenschafts-Bund

##### **Turkey**

Sabancı University - School of Languages



## Introduction

The members of the board of trustees, who are the directors of the company (“the association”) for the purposes of UK company law and trustees for the purposes of UK charity law, present their statutory annual report which includes the information set out on pages 1 to 5 and the financial statements for the year ended 31 December 2016.

The financial statements have been prepared in accordance with the accounting policies set out on pages 27 and 28 and comply with the Charities Act 2011, the Companies Act 2006, the association’s Articles of Association, applicable laws and the requirements of the revised *Statement of Recommended Practice (SORP): Accounting and Reporting by Charities*, effective from 1 January 2015.

The association is a public benefit entity. All of the association’s activities are charitable; the objects of the association are the advancement of education for the public benefit, in particular to improve the provision and quality of language education and cultural understanding for students of languages and cultures by:

- developing and promoting quality standards for the teaching and testing of modern languages, cultural awareness and associated skills;
- providing accreditation against these standards for providers of language education and related services;
- providing training and support for teachers and others working in the field of language education with a view to furthering their professional development so as to raise language teaching standards worldwide; and
- developing and producing materials and tools to improve language teaching.

As a not for profit association we have no shareholders to fund; our financial surplus is available to finance future developments.

Eaquals (Evaluation and Accreditation of Quality Language Services) was founded in 1991 as the European Association for Quality Language Services. The name was later changed to reflect Eaquals’ development worldwide.

## Inspection, accreditation and support for quality development

Accreditation by Eaquals is the primary way in which language education institutions anywhere in the world can demonstrate their achievement of high international standards. Membership of Eaquals is awarded after a rigorous inspection based on transparent criteria, and a re-inspection is held every four years. The process is designed to assist language centres to attain and maintain quality standards, and independent consultancy advice is provided where required, in particular for institutions seeking accreditation for the first time.

Where educational groups with multiple teaching centres already have internal quality control processes that meet Eaquals’ criteria, we work closely to support and complement these and avoid duplication. For example, Eaquals’ inspections of a number of independent International House schools are carried out jointly with the International House World Organisation, and a similar arrangement operates with Eurocentres.



## **Eaquals**

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The inspection scheme is regularly reviewed to ensure that it remains fit for purpose. The main categories of Eaquals quality standards, within each of which there are detailed assessment criteria, are:

1. management and administration;
2. teaching and learning;
3. course design and supporting systems;
4. assessment and certification;
5. academic resources;
6. learning environment;
7. client services;
8. quality assurance;
9. staff profile and development;
10. staff employment terms;
11. internal communications;
12. external communications.

As more and more Eaquals members and prospective members now offer blended and on-line learning alongside face-to-face lessons as part of their language programmes, supplementary inspection criteria have been incorporated into the accreditation scheme to enable Eaquals inspectors to evaluate this provision formally during inspections. These supplementary criteria have been the subject of a series of inspector training sessions and are now being piloted during 'live' inspections.

Eaquals inspectors are themselves language education professionals with considerable managerial and international experience who have successfully completed training in the Eaquals inspection scheme. They develop and maintain their expertise through regular professional development and standardisation sessions.

Under the guidance of the Director of Accreditation, Training and Consultancy, the Accreditation Panel of 8 senior inspectors ensures that Eaquals' quality standards are consistently applied. It moderates all inspection reports, decides the outcome of each inspection, and oversees the development of the inspection scheme. Panel members are appointed by the Board of Trustees. The panel met twice in 2016 – for a full-day on each occasion - to review recent developments and consider the future direction of the scheme.

Membership of Eaquals offers our accredited institutions support in attaining excellence, setting them apart from others in their field. Our inspection process also offers groups of centres a reliable and straightforward way to ensure common quality standards within and across national boundaries.

While national accrediting bodies may concentrate on their home language, Eaquals accredits teaching and teacher training across any language (currently 28 – see website for details).

We assist member institutions with manager and staff training, and with consultancy and advice on academic and general management, offering them a range of online and printed resources and a programme of professional development.



### **Associate Members and Project Partners**

Apart from the providers which are accredited members of the association, Eaquals has 31 Associate Members representing 17 countries between them. These comprise a uniquely diverse group of influential organisations involved in language education. They range from national associations of language education providers to national public sector bodies responsible for promoting language and culture (for example, Goethe-Institut, Instituto Cervantes, Instituto Camões and the British Council), language examination providers, publishers of language learning materials, and a French government institution for language study and research. Associate Members bring a wealth of professional expertise to our network and provide invaluable support for many of our educational projects.

Interest in Associate Membership continues to grow and we were pleased to welcome 3 new organisations to our network in 2016 – including ASR – the Swedish Association of Accredited Language Training Providers, thereby extending our network into a new country.

In addition, there are 4 organisations (from 3 countries) which are Project Partners, all but one of which are university language departments. Project Partners do not have voting rights in Eaquals but make an important contribution to our network and academic work.

### **Individual members**

Eaquals also has a number of individual members (40 in 2016). These are primarily freelance inspectors and other individuals who are active in the language education field, but not employed by a member institution, who wish to contribute to Eaquals' mission and projects. Individual members do not have voting rights.

### **Conferences**

Eaquals endorses the principles of *Language Learning for European Citizenship* formulated by the Council of Europe:

- to increase mutual knowledge and understanding among all European people;
- to increase the quantity and quality of international cooperation; and
- to combat prejudice and intolerance towards people of different languages and cultures.

Our conferences are attended by a wide range of member delegates including directors, academic and business managers and those responsible for teaching, teacher training and course design. Eaquals conferences are also open to any non-member language education professionals, many of whom represent institutions that are in the process of applying to become future members of our association.

## Eaquals

### Trustees report

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#### The Eaquals' 25<sup>th</sup> anniversary conference in April 2016

2016 marked a significant milestone for Eaquals– our 25<sup>th</sup> anniversary. This was celebrated at the Eaquals International Conference in Lisbon, Portugal, from 21 to 23 April, and supported by Eaquals Associate Member, Camões, Instituto da Cooperação e da Língua – a state institution which promotes the Portuguese language, culture and heritage worldwide – and CIAL - our first Accredited Member in Portugal.

The Portuguese Minister of Foreign Affairs opened the event and paid tribute to Eaquals' work in raising standards in international language education. Further tributes followed from the Council of Europe and from the European Centre for Modern Languages. A short film explaining Eaquals' roots and subsequent growth and development was shown at a special evening reception.

The conference was attended by 270 registrants. The programme of workshops, presentations and plenaries was organised in five thematic strands: teaching and learning; managing for quality; course design, assessment and the *Common European Framework of Reference for Languages (CEFR)*; staff development; and business and marketing management. These themes were chosen for their appeal and relevance to delegates and have been a common thread linking our professional events for the past three years.

Sessions included the use of mobile technology and social media in language education, the value of competence frameworks to support in-service teacher development, new insights into teacher and learner psychology, expert advice on digital marketing and how to adapt marketing to today's youth culture. A panel of invited education agents who place students in overseas language training centres provided insights into key features of a quality programme. There was a notable emphasis on assessment and its effective application in non-formal language education contexts.

An additional full-day management training workshop was offered as a pre-conference event and was enthusiastically received by the 120 members who attended. A separate full-day of professional development and standardisation sessions was attended by over 40 appointed Eaquals inspectors.

The 2016 Annual General Meeting of the association took place during the conference. It was attended by representatives of 119 Eaquals members.

#### The Eaquals Members Meeting in November 2016

The 2016 Eaquals Members Meeting was held in Florence, Italy from 18 to 19 November, hosted by our local member Eurocentres Florence. The event was attended by 85 delegates, representing member institutions and joined by directors of language centres in Italy who are considering joining the association. The meeting provided practical professional development for members, offering a choice of 3-hour and 90-minute training workshops over two days.

Topics included effective leadership, conflict management, 3<sup>rd</sup> age learners, course design, creating in-house teaching materials and assessing oral proficiency. Several of the sessions were led by members presenting at an Eaquals event for the first time, and external guest speakers included Andy Hockley, international education management expert and author, and Giselle Langé, senior Foreign Languages Inspector from the Italian Ministry of Education.

Our conference and meeting programmes are planned to be relevant to language education professionals in all sectors, both state-supported and private, and those involved in business management in educational institutions. Content is relevant to those teaching local students as well as those teaching students from abroad.

Apart from the formal professional development sessions, a major benefit of the conferences and meetings is the opportunity to network and exchange expertise with fellow professionals involved in international language education in different parts of the world.



## Projects

### Eaquals Development Group projects

Between 2014 and 2016, three separate projects were proposed and developed by the Eaquals Development Group, following approval by members and the trustees. This group was established in 2014 in order to generate new ideas for projects and comprised a specially appointed group of volunteer members. The group has now completed its work and Eaquals is extremely grateful to those who participated and gave so freely of their time.

The first of these Development Group projects was concluded in 2015 and resulted in a fund to support professional events that are organised by members in their local region. €10,000 was set aside for this purpose, and members were invited to bid for support of up to €1,000 per event, provided they were able to meet the agreed criteria. Five events received support from Eaquals under this scheme in 2016 - in Turkey, Poland, Greece, Serbia, and Scotland – bringing Eaquals' expertise and resources to a wider audience than is able to attend our annual conference and professional events. Details of these events are included in the schedule on pages 14 to 17. Eaquals' trustees have judged this initiative to be a real success and have agreed to continue it in 2017.

The second project was to launch a new members' blog to encourage and support greater interaction and exchange between members. Two member volunteers worked on the design and functionality of this blog, which was launched in November 2016. Members are encouraged to contribute articles for publication under themes which match the current conference thematic strands, and to add comments to existing blog posts. Further work will take place in 2017 to establish the blog as a means of communication and professional exchange.

A third project has been working to design a scheme whereby Eaquals can recognise good practice in the provision of continuing professional development(CPD) for teachers and other staff within Eaquals member institutions. Its goal is to enable Eaquals-accredited institutions to issue a formal report with an Eaquals stamp in which an individual employee can detail their CPD achievements and activities over a given time period. The scheme recommends use of Eaquals' frameworks of teacher competence descriptors as reference points for mapping the CPD activities offered informing agreed objectives for the development of individuals' expertise. It also places a clear emphasis on the application of learning to reflective practice.

Such a recognition scheme is likely to be of benefit both to individual teachers, who wish to evidence post-qualification development of their professional skills and expertise when moving between employers, as well as to Eaquals-accredited centres that wish to demonstrate their commitment to ongoing staff development as a means of attracting and retaining talented professionals.

The project group completed work on the requirements of the scheme, along with an application form and CPD record form for individual teachers at the end of 2016. These will be piloted in early 2017, with a view to launching the scheme later in the year.

## **Eaquals**

### **Trustees report**

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#### TELAP – the teaching of languages for academic purposes

A separate internal project concerns the further development of the *Eaquals Framework for Language Teacher Training and Development*, published in 2013. This Teacher Training and Development (TD) Framework contains detailed descriptors of language teachers' competences distributed over three 'development phases', from novice to experienced.

The project, begun in 2015, aims to supplement the TD Framework by adding descriptors for the teaching of languages for academic purposes (TELAP), for example in university language centres. The supplement was developed by a project group involving representatives from 6 Eaquals member institutions which provide this kind of language teaching. It was presented at the 2016 Eaquals conference, and again at a conference for university language centres in September, where delegates were invited to review the draft descriptors and provide feedback.

#### Towards a Common European Framework of Reference for language teachers: project within the European Centre for Modern Languages (ECML) programme 2016 – 2019

In 2016 Eaquals, represented by Richard Rossner, Brian North and Enrica Piccardo, contributed to a new 4-year ECML project entitled *Towards a CEFR for language teachers*. The project aims to develop a guide to the many existing frameworks of teacher competences in the form of a website, and to use this as inspiration for its own broader inventory of competences.

The main 'outputs' of the project are expected to be:

- A user guide relating to the various existing competence frameworks and instruments for language education that have been developed over the years
- Practical examples of how the existing tools are used in various contexts
- An inventory of key competences relating to languages in education. If feasible, these will include language-related competences relevant to subject teachers.
- Further development, piloting and empirical validation of existing tools, including the Swiss Profiles, FREPA, the European Profiling Grid (EPG) and the Eaquals TD Framework, so as to adapt them for broader use within Europe.
- An examination of the need for, and feasibility of, a Common European Framework of Reference for Language Teachers.

To date, 40 frameworks have been analysed and an initial design for the web-guide developed by the Eaquals team has been discussed at a network meeting involving 22 people from 14 countries. Both the EPG and the Eaquals TD Framework feature prominently in the project.

#### Council of Europe project on the *Linguistic Integration of Adult Migrants (LIAM)*

2016 was a busy year for the coordinating group of this Council of Europe project, of which Richard Rossner is a member on behalf of Eaquals.

In response to the refugee crisis of 2015-2016, the group has been working on a Toolkit of guidelines and materials for use by volunteers providing language support for refugees in transit and after arrival in destination countries. This involved four successive meetings in 2016 and intensive planning and editorial work. The Toolkit is currently being piloted with volunteers working with refugees in Italy and will be released on a dedicated Council of Europe website in the second half of 2017.

## Eaquals

### Trustees report

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#### Dissemination of a major new resource for the teaching of French: *L'Inventaire des contenus clés des niveaux du CECRL*

In 2016, Eaquals members were active in disseminating a new resource for the teaching of French. *L'Inventaire des contenus clés des niveaux du CECRL* (the Eaquals Core Inventory for French Related to CEFR Levels) was the product of a 2-year Eaquals project.

Published jointly with Eaquals Associate Member the Centre international d'études pédagogiques (CIEP), the *Inventaire* aims to make the CEFR tangible and accessible to classroom teachers and course designers. It contains guidance on appropriate teaching points at each CEFR level, together with a summary of key points with detailed language examples. The publication follows the success of the Eaquals/British Council *Core Inventory for General English*.

The *Inventaire* was developed by Eaquals and Eurocentres under the leadership of Brian North, with support from the Canadian Association of Second Language Teachers (ACPLS/CASELT) and CIEP. The project team included many individuals from Eaquals member institutions: Eurocentres Lausanne and Paris; TLC International House Baden-Zurich; Lacunza IH, San Sebastian; Alpha B Institut, Nice; CEBS Austria and CIEP. We thank them for all their hard work and congratulate them on the outcome.

### Partnerships

Eaquals is proud to work with other important organisations to promote the provision and quality of language education. In some cases there are specific co-operation agreements or partnership arrangements:

- The Council of Europe

Eaquals has participatory status as an NGO with the Council of Europe to advise on language education issues, and has worked closely with its Language Policy Unit on developments related to the *Common European Framework of Reference for Languages: Learning, Teaching, Assessment (CEFR)*, the *European Language Portfolio (ELP)*, and language provision for adult migrants. Members of Eaquals also worked under Council of Europe auspices on the preparation of CEFR user guides.

Most recently, Eaquals has worked on a project on quality in the field of language provision for adult migrants. In addition, Eaquals members have contributed to the updating and expansion of the CEFR illustrative descriptors, co-ordinated by Brian North and the Eurocentres Foundation. This will eventually lead to the CEFR illustrative descriptors.

- The Association of Language Testers in Europe (ALTE)

Eaquals and ALTE (<http://www.alte.org/>) co-operated to develop the *Eaquals-ALTE European Language Portfolio*, the first electronic ELP to be accredited by the Council of Europe. A high-level meeting took place recently to review our current agreement and explore new opportunities for collaboration.



- The British Accreditation Council (BAC)

The BAC has been accrediting independent further and higher education institutions for over 30 years, and has considerable expertise in setting standards for educational disciplines other than languages. The BAC (<http://www.the-bac.org/>) and Eaquals have signed a Memorandum of Cooperation, acknowledging our shared interest and mission in enhancing quality in international education services. We wish to explore possible areas of collaboration in delivering quality assurance and training services to international education institutions outside the UK.

- European Confederation of Language Centres in Higher Education (CercleS)

Eaquals has signed a Memorandum of Cooperation with CercleS, the European Confederation of Language Centres in Higher Education, with a view to exploring areas of common interest and to support language learning in the university sector, especially with regard to quality assurance and providing practical support for academic managers.

Founded in 1991, CercleS is a confederation of independent associations from 22 countries in Europe. It brings together some 290 Language Centres, Departments, Institutes, Faculties or Schools in Higher Education whose main responsibility is the teaching of language. CercleS is committed to the highest possible standards in language education and research and, along with Eaquals, is a member of the Professional Network Forum at ECML.

CercleS ([www.cercles.org](http://www.cercles.org)) aims to support language centres in European establishments of higher education; to promote research in foreign language learning at international level and to encourage international and interdisciplinary cooperation between language centres in order to enable them to co-ordinate the pursuit of their objectives.

- The Council of Europe's European Centre for Modern Languages (ECML)

The ECML aims to be a centre to promote quality language education in Europe. Eaquals is a co-founder and member of ECML's Professional Network Forum and advises on matters related to language education in general and quality assurance in particular. Eaquals inspectors and member representatives have played a key role in ECML projects.

In 2016, the ECML launched its new 4-year programme *Languages at the heart of learning* – with the aim of creating new solutions to challenges in language education identified by member states. Under this new programme, which runs until 2019, Eaquals is part a consortium leading a project to explore the feasibility of a common and overarching European framework of competences related to language education.

- The International Organisation for Standardisation (ISO)

Eaquals has liaison status with a number of ISO technical committees; ISO/TC 176, which is responsible for ISO 9001 and related management system standards; ISO/TC 232, which is developing standards for education and training outside the formal sector; and ISO/PC288, which aims to develop a management system standard for educational organisations in general.

The final draft of the proposed ISO standard *Learning services outside formal education – requirements* reported on in the 2015 Board report (ISO 29993) has now been approved. Following translation into French it will be published in late 2017. A draft of ISO 21001 *Educational organizations -- Management systems for educational organizations -- Requirements with guidance for use*, developed by ISO/PC 288, will be balloted on in spring 2017.

## Eaquals

### Trustees report

Year ended 31 December 2016



- Japan Association for Management of Training and Education (JAMOTE)

Eaquals and JAMOTE have worked closely together on the development of ISO 29990, a new standard for providers of learning services in the non-formal sector. In addition JAMOTE and Eaquals have co-operated to run several seminars in Japan on quality assurance in education and training, including language education. Most recently, JAMOTE organised a symposium in Tokyo on ‘working successfully in a global environment’, with Eaquals participation.

- Instytut Baden Edukacyjnych - the Polish Ministry of Education

Eaquals members in Poland have been assisting the Polish Ministry of Education – Instytut Baden Edukacyjnych (IBE) – by advising and sharing information on quality assurance requirements for institutions which award certificates and diplomas in language proficiency within the Polish Integrated Qualifications System.

### Recognition and participation in the wider community

Governments, clients for language courses, including parents, teachers, companies and marketing agents in other countries, all rely on Eaquals accreditation to assure quality across national boundaries. The Eaquals website course-finder section promotes courses offered by accredited members. Eaquals-accredited language centres are recognised by CSN – the Swedish Board of Higher Education for the allocation of study abroad loans and grants.

One of the main strengths of Eaquals is our ability to accredit quality across brands and education sectors so that those looking for excellence can recognise it, whether provided by a big chain of providers or a single institution.

In order to promote Eaquals, our members and our wider quality ethos, Eaquals was represented at the public events listed below (acronyms are expanded below unless already explained earlier in this report).

#### Events with Eaquals’ participation in 2016

18 - 19 January (Graz)	First meeting of the team of experts leading the new ECML project <i>‘Towards a CEFR for language teachers’</i> to plan the first year of the project and begin work on the task of analysing existing frameworks of competence. Eaquals is represented by 3 experts – Richard Rossner, Brian North and Enrica Piccardo.
2 - 3 February (Paris)	The first of a number of meetings in 2016 to contribute to the Council of Europe’s LIAM project – the Linguistic Integration of Adult Migrants – see <a href="http://www.coe.int/en/web/lang-migrants">www.coe.int/en/web/lang-migrants</a> The Coordinating Group met to plan the project to produce a Toolkit for volunteers working with refugees
8 - 9 March (Strasbourg)	LIAM project meeting (see above). Eaquals contributed to the first meeting with potential contributors to the Toolkit from Austria, Italy and the UK, to brief them on the project, to share initial thoughts on the contents of the Toolkit and explain how concrete proposals would be elicited.
11 - 12 March (Cardiff)	The English UK Management Conference is an annual professional development event attended by managers of language centres. The Executive Director represented Eaquals and many of the workshops and presentations were delivered by staff from Eaquals-accredited language centres.
17 - 18 March (Graz)	Eaquals was represented at the inaugural meeting of another new ECML project group - <i>A quality assurance matrix for CEFR use</i> . The project is led by Eaquals individual member, Enrica Piccardo.



## Eaquals

### Trustees report

Year ended 31 December 2016



19 March (Istanbul)	Terakki Language Teaching Forum – an annual conference organised by Accredited Member, Terakki Foundation Schools. The Eaquals Chair gave the opening address, and 3 more Eaquals representatives led sessions in a special ‘Eaquals and Leadership’ track, presenting Eaquals resources and the benefits of our accreditation scheme to language teachers from all over Turkey.
30 - 31 March (Strasbourg)	Symposium on <i>The linguistic integration of adult migrants: lessons from research</i> . This was attended by 140 people. A volume of papers relating to presentations is in preparation.
7 - 9 April (Leeds/York)	Eaquals had an exhibition stand at the annual IALC workshop, hosted by Eaquals Accredited Member CES Leeds. The Executive Director held meetings with directors of language centres who are interested in joining Eaquals.
13 - 16 April (Birmingham)	IATEFL Conference, UK. Eaquals trustee, Tim Goodier, delivered a presentation on <i>Can-do statements: how do teachers really work with them?</i> as a means of raising our profile at this key international event. His talk was based on research conducted for Master’s dissertation, which won a British Council ‘ELTons’ award for the Masters Dissertation with the Best Potential for Impact on ELT.
9 - 10 May (Oxford)	The Executive Director was invited to attend the annual International House World Organisation (IHWO) Directors Conference. IHWO is an Associate Member and a number of IHWO schools are Accredited Members of Eaquals.
13 - 15 May (Warsaw)	Eaquals gave a keynote plenary at the annual conference of PASE, the Polish Association for Standards in Language Education, an Eaquals Associate Member. Former trustee Michael Carrier spoke on <i>Leadership qualities: what managers need to know about strategy and innovation skills</i> .
7 - 8 June (Brussels)	Former Eaquals Chair Richard Rossner was invited to attend one of the regular meetings of the European Commission’s Directorate of Education’s Standing Group on Indicators and Benchmarks, and to make a brief intervention on the LIAM project.
23 - 25 June (Latina)	Eaquals Chair Justin Quinn gave a plenary at the annual conference of AISLi, the Italian Association of Quality Language Schools, an Associate Member of Eaquals. The topic was <i>How will a successful language school in 2025 differ from today</i> .
2 July (Sofia)	The OPTIMA annual conference on the theme of <i>Competition and collaboration for effective management of language institutions</i> . Eaquals delivered a plenary on <i>Collaborative Competition: Reality or Utopia: The Italian Case Study</i> . OPTIMA is the Bulgarian association of language schools and an Associate Member of Eaquals.
14 - 18 July (Liège)	The world congress of FIPF – a major event for teachers of French language. The FIPF (Fédération des Professeurs de Français) brings together 180 national associations and 80000 language teachers. Jean-Daniel Garabédian and Valérie Clochard, of Eurocentres, presented the new Eaquals resources for French, which they had helped author, in a seminar: <i>Comment rendre concret le CECR: un inventaire clé Eaquals pour le français</i>
12 - 14 August (Norwich)	Eaquals Accredited Member NILE marked their 21 <sup>st</sup> anniversary with a special international conference: <i>NILE@21: Transforming Teaching</i> . Eaquals was represented by the Executive Director and Vice Chair Mila Angelova who led a seminar on <i>How to manage the quality of your CPD programme</i> .

## Eaquals

### Trustees report

Year ended 31 December 2016



2 September (London)	GAELA (the Global Alliance of Education and Language Associations); this is the annual meeting of national associations of schools in the language travel sector, several of whom also run national quality assurance schemes. It is an opportunity to share information and exchange ideas on developments.
3 - 4 September (London)	ALPHE agents' workshop: one of the annual fairs at which providers of language travel services meet agents from originating countries all over the world. It is an opportunity for Eaquals to meet language centre managers and explain the advantages of joining Eaquals, and to make Eaquals' work better known to education agents.
7 - 8 September (Graz)	ECML's project <i>Towards a CEFR for language teachers</i> held an 'expert group' meeting followed by a project network meeting attended by 22 specialists from 14 countries. The Eaquals team (former trustees Brian North and Richard Rossner) made significant contributions to the planning and running of the event.
8 - 10 September (Bologna)	AISLi DOS conference. Eaquals trustee Tim Goodier gave a plenary talk and workshop at this annual professional event for Directors of Studies, organised by our Associate Member in Italy.
22 - 24 September (Cosenza)	CercleS conference – an international event for academics from university language centres in Europe. Eaquals representatives presented 2 papers - on the practical benefits of our accreditation scheme, and Tony Prince from Accredited Member NILE explained the project to create competence descriptors for teachers of languages for academic purposes (TELAP).
27 - 30 Sept (Paris)	Meeting of the LIAM Coordinating Group followed by a meeting with Toolkit authors to review the work done and decide on revisions and other future action.
14 October (Iasi)	QUEST, our Associate Member in Romania, marked its 20 <sup>th</sup> anniversary at its annual conference. Eaquals representatives (all former trustees) made a significant contribution: Richard Rossner opened the event with a plenary on <i>Languages in teaching, and the attributes of teachers – towards a common framework</i> ; Frank Heyworth moderated a panel discussion on <i>Professional communication in a lingua franca: challenge or opportunity?</i> and Michael Carrier gave the closing plenary on <i>English for professional contexts and international mobility: EMI and intercultural awareness</i> .
15 October (Belgrade)	YALS, The Association of Language Schools of Serbia, held a 1-day conference on <i>Fostering excellence in language education centres</i> , with assistance from the Eaquals member events fund. Ludka Kotarska, Eaquals Director of Accreditation, led the event which was attended by around 100 teachers and academic managers. A specially commissioned short film aimed at learners – <i>How to choose a quality language school</i> – was launched at the event.
22 October (Tripoli)	The first Eaquals Teacher training seminar in Greece was organised by Bourtsoukli Language Centre in Tripoli, and supported by the Eaquals member events funding scheme. Eaquals trustee Jo Watson led the event on teaching reading and listening. The event was streamed live to Associate Member QLS member schools across Greece.
30 October - 1 November (Berlin)	ICEF agent workshop, Berlin. Like ALPHE, but much larger, this is a fair to bring providers of language travel services together with their commercial representatives. Eaquals representatives were able to renew contact with many language education providers interested in joining our association and also handle many new enquiries.

## Eaquals

### Trustees report

Year ended 31 December 2016



12 November (London)	The annual English UK Teachers' Conference. Alex Cann, Academic Manager at Accredited Member Edinburgh Language Centre, represented Eaquals, leading a workshop on <i>Helping High-Level Learners Understand Native Speaker Conversations</i> .
15-- 23 November (Italy)	Alexandre Garcia, of Eaquals member Centre International d'Antibes, led seminars at 7 separate events in different cities in Italy. The events were organised as professional development days by the French Institute and the Federation of Alliance Françaises in Italy, and attended by a total of over 700 teachers employed in state sector schools. Alexandre presented a variety of practical topics and used this opportunity to explain the work of Eaquals.
26 November (Edinburgh)	Accredited Member Experience English: Edinburgh Language Centre hosted a teacher professional development day, funded under the Eaquals member event scheme. The event attracted EFL professionals from across Scotland with some delegates also travelling from Oxford and Manchester. Trustee Jo Watson represented Eaquals and was available throughout the day to give information about Eaquals and the benefits of membership and accreditation.
29 November (Dublin)	QQI (Quality & Qualifications Ireland) held its first ever English language education conference with the theme <i>Pursuing Excellence in English language education</i> . A number of our members led discussion workshops connected to the implementation of the CEFR, and Eaquals had an exhibition stand where the Executive Director met prospective future members.
7 Dec (Graz)	Eaquals was represented at the ECML Colloquium " <i>Quality in language testing and assessment : the contribution of the CEFR</i> "
7 - 8 December (Strasbourg)	Meeting of the LIAM project Coordinating Group to review each of the revised tools and decide on the next steps in developing the Toolkit.
8 - 9 Dec (Graz)	The Professional Network Forum meeting of the ECML of the Council of Europe. Eaquals is a member of this Forum, represented by trustee Peter Brown, and helps to shape plans for the international education projects undertaken by the ECML.
19 December (Rabat)	A seminar on <i>Le CECR et son rôle potentiel dans l'éducation nationale au Maroc</i> for the Moroccan Ministry of Education, following the recent publication of a new 'strategic vision' for education in Morocco. The event was organised by the Goethe-Institut and Richard Rossner spoke on: <i>Le rôle potentiel du CECR dans l'enseignement et apprentissage des langues étrangères au Maroc</i> .

## Eaquals

### Trustees report

Year ended 31 December 2016



### Strategic report

In 2015 the Eaquals trustees conducted a thorough review of the development strategy that was drawn up in 2013, and considered several governance issues. As a result, a revised mission statement and statement of values together with an updated development strategy was approved by the trustees in November 2015.

The revised mission statement and development strategy was reviewed in detail and endorsed by Eaquals members at the 2016 Annual General Meeting as Eaquals marked its 25<sup>th</sup> anniversary.

#### Eaquals' mission

We foster excellence in language education across the world by providing guidance and support to teaching institutions and individuals.

#### Eaquals' values

- To serve the interests of language learners worldwide
- To promote the teaching and learning of all languages and cultures
- To encourage personal and professional development
- To foster international cooperation and understanding
- To uphold openness and transparency
- To support fair dealing and professional service

The development strategy covers the period 2016 – 2020 and comprises the following main objectives:

- Overarching objective: Eaquals aims to strengthen its position as the leading international association for language learning service providers, with a reputation for academic excellence and all-round quality.
- Accredited membership: Eaquals will secure its future through strategic growth in the number of accredited members.
- Associate membership: Eaquals will seek strategic growth in the numbers and range of associate members in order to enhance its profile, influence and reputation for academic excellence.
- Contribution to language education, and the profile of Eaquals: Eaquals will continue to make a contribution to language education, including to the personal development of language learners. In this way, Eaquals will raise its academic profile and increase its influence.
- Member benefits: Eaquals will provide value for money and tangible benefits to its members.
- Eaquals staff and resources: Eaquals will periodically review its financial and human resources in order to ensure that these enable us to meet our objectives.

The Executive Director is responsible for implementing the development plan and meeting these objectives and reports regularly on progress to the trustees and the Executive Committee.

The trustees have ensured that all activities throughout the year have been in the interest of public benefit. The trustees confirm that they have referred to the guidance contained in the UK Charity Commission's general guidance on public benefit when reviewing the association's aims and objectives and in planning future activities.

## Eaquals

### Trustees report

Year ended 31 December 2016



#### Specific achievements in 2016

Eaquals was responsible for or contributed to the following achievements:

- The running of our largest ever international conference in Lisbon for 270 participants, marking Eaquals' 25<sup>th</sup> anniversary (April 2016);
- The running of an international professional development event in Florence for 85 Eaquals member representatives (November 2016);
- Communication of the revised Eaquals development strategy to members and their endorsement to move forward on this basis;
- The successful launch of a completely re-designed Eaquals website;
- The launch of a new members blog, encouraging more active engagement and communication within our network outside face-to-face meetings;
- The implementation of the new fund for local events organised by members: 5 new events were supported in 2016, raising Eaquals' profile with a wider audience;
- The development of a new scheme to recognise the quality of internal professional development programmes offered by Eaquals members to their teaching staff;
- International dissemination of the *Inventaire des contenus clés aux niveaux du CECR* – a practical tool for the application of the CEFR for the French as a foreign language classroom;
- Ongoing work in a project (LAP or Languages for Academic Purposes) to review the suitability of the European Profiling Grid and Eaquals TD Framework descriptors for language teachers working in universities;
- Recruitment of Ludka Kotarska as the first full-time Eaquals Director of Accreditation, Training and Consultancy (from May 2016);
- Development of a plan to expand Eaquals' training services;
- Integration of the new quality standards for blended learning and online programmes into the Eaquals inspection scheme, supported by training for accredited members and inspectors;
- The launch of a review of current procedures for re-inspections to ensure that our scheme provides appropriate support for continuous development;
- Improved support services for institutions preparing for a first Eaquals inspection.
- Further translation of the Eaquals Inspection Manual into German and Italian (now available in 4 languages);
- Further translations of the Eaquals Charters (now available in 7 languages) and the marketing leaflet for members' use (now available in 9 languages);
- Production of a short film explaining the origins of Eaquals and its subsequent development, to mark the 25<sup>th</sup> anniversary of our association;
- Production of a new poster for display by our members, highlighting the benefits of studying at an Eaquals-accredited language centre;
- Recruitment of Dr Lou McLaughlin as our new Executive Director from 3 January 2017, taking over from Sarah Aitken on her retirement.

#### In partnership with others:

- Completion of a publication on Language Teacher Competences based on Eaquals' recent work in this area, with Oxford University Press;
- Contributed to a new 4-year ECML project *Towards a CEFR for language teachers*;
- Participation in the Council of Europe's *Linguistic integration of adult migrants project*, to produce a toolkit of practical guidance to volunteers providing language support for refugees;
- Contributed to the work of ISO/TC 232, where the final draft of the proposed ISO standard 29993 *Learning services outside formal education – requirements* has now been approved.

## Eaquals

### Trustees report

Year ended 31 December 2016



#### The association's main objectives for 2017 are:

- To promote high quality standards by continuing to provide practical professional support to Eaquals members;
- To continue to grow the association by increasing the number of accredited and associate members;
- To develop Eaquals' external consultancy and training services in specific areas of expertise;
- To pilot at least 6 training webinars on a range of practical topics in order to provide additional benefits to members;
- To develop new training packs for academic managers that can be used for in-house CPD sessions, and available to members through our website;
- To conduct further pilots of the quality standards for blended learning programmes in the Eaquals inspection scheme;
- To investigate the feasibility of extending the blended learning standards to enable Eaquals to accredit new types of online language learning providers, and conduct a pilot
- To conclude the review of current procedures for re-inspections to ensure that our scheme provides appropriate support for continuous development;
- To fund up to 10 local events organised by members, subject to approval of applications, following the successful launch of the new scheme in 2016;
- To pilot and then launch a scheme to recognise the quality of internal professional development programmes offered by Eaquals members to their teaching staff;
- To launch a new 'member awards scheme' to provide tangible evidence of the benefits of being a part of Eaquals; to acknowledge high academic standards at Eaquals-member institutions and to promote the brand on social media;
- To disseminate Eaquals' work and expertise to a wider audience by publishing a further teacher development title;
- To successfully deliver the April 2017 Eaquals International Conference in Riga;
- To review the format and content of the November Members Meeting and deliver a successful event in November 2017 in Malta;
- To improve communication about Eaquals activities and services to members, potential members and stakeholders, in particular by developing and implementing a detailed communications plan incorporating the use of social media; by further developing the Eaquals members' blog; and by adding new interactive resources on the Eaquals website;
- To recruit a new part-time assistant to deliver the day-to-day communications plan;
- To introduce monthly eBulletin to raise awareness of Eaquals' work;
- To add new interactive features to the website, including recordings of staff, Board members and other members;
- To contribute to the ECML's project *Towards a CEFR for Language Teachers*;
- To further develop the *Eaquals Framework for Language Teacher Training and Development* in partnership with others to ensure it remains up-to-date.

Further details and website links for all Eaquals activities can be found on our website:

[www.eaquals.org](http://www.eaquals.org)

The association is very grateful to the many members who voluntarily, without charge, give a good deal of their time to Eaquals activities, and also in many cases to their employers for their support; without this work and support Eaquals could not operate.

#### Reserves

The association's reserves are constituted wholly by unrestricted funds and are all free reserves. As at 31 December 2016 the reserves stood at €229,081. The association pursues a policy of maintaining the reserves at least to the level of 6 months' expenditure in order to support the ongoing activities. The trustees maintain a planned level of cash, taking account of our charitable purpose, operational and financial risks and seasonal fluctuations, and cash which may be needed for future developments.

## **Eaquals**

### **Trustees report**

Year ended 31 December 2016



#### Risk management

During the year the trustees have reviewed the material risks facing the association and have taken appropriate steps to mitigate risks. The main financial risk, as identified by the trustees, lies in the continued support by member organisations; the trustees closely monitor member feedback and levels of new applications, and take steps to maintain and enhance the association's activities.

The trustees have considered the issues raised in *Going Concern and Liquidity Risk: Guidance for Directors of UK Companies 2009* issued by the UK Financial Reporting Council. The trustees have reviewed the main trends and factors affecting future developments, the performance of the association and the external language teaching environment, and have drawn up detailed financial projections. The trustees are satisfied that the association is a going concern.

#### **Structure and governance**

##### Voting members

The association is governed by its Articles of Association and also by its Membership Rules. Eaquals is ultimately controlled by its voting members who elect trustees at the annual general meeting and also determine any changes to the Articles. There are two types of voting members: accredited members and associate members. All members are expected to participate, particularly in the annual conferences and general meetings.

Accredited members are language schools which have reached the necessary quality standards as determined through the regular inspection process. As at 31 December 2016 there were 135 accredited members as listed on pages 3 and 4 of which we are delighted to welcome 8 which have joined Eaquals in 2016 (marked \*) plus 3 in 2017 to date (marked #).

Associate members are other organisations involved in the promotion of language teaching but not offering direct teaching themselves. Admission as an associate member requires nomination by the associate membership panel and approval by the trustees. As at 31 December 2016 there were 30 associate members as listed on page 5 of which 4 have joined Eaquals in 2016 (marked \*) plus 1 in 2017 to date (marked #).

The trustees carried out a review of governance arrangements during 2015/6 including consideration of detailed matters by a working group. The conclusions were presented to a consultative session at the members' meeting in Nice in November 2015 and changes to the Articles were approved by the Annual General Meeting in Lisbon on 22 April 2016. The changes were:

- To make all references gender neutral,
- To refer to "trustees" instead of "board members", and
- To elect trustees for up to three years (previously up to two years).

##### Trustees

There must be at least 5 but no more than 11 trustees elected by the voting members for terms of up to three years, including the Chair, 2 Vice-Chairs and Treasurer. In addition the trustees may co-opt up to 4 additional members. There is no restriction on who may be elected as a trustee.

The board exercises its responsibilities with the aid of an Executive Committee. This comprised Richard Rossner (to 22 April 2016), Justin Quinn, Mila Angelova, Walter Denz and Ian Powney. The Executive Committee met 5 times in 2016.

A resolution to reappoint Julian Flitter of Goodman Jones LLP as independent examiner will be proposed at the forthcoming Annual General Meeting.



### **Statement of trustees' responsibilities**

The trustees (who are also directors of the association) are responsible for preparing the trustees report and the financial statements in accordance with applicable law and regulations. UK company law requires the trustees to prepare financial statements for each financial year in accordance with *United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards)* and applicable law.

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 association and of its net incoming resources for that period. In preparing these financial statements, the trustees are required to:

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

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

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the association's website.

In so far as each of the trustees is aware:

- there is no relevant information of which the association's independent examiner is unaware; and
- each of the trustees has taken all steps that they ought to have taken to make themselves aware of any relevant information and to establish that the independent examiner is aware of that information.

The trustees report including the strategic report on pages 18 to 21 was approved by the trustees on 15 March 2017 and signed on its behalf by:

**Justin Quinn**, Chair





**Independent examiner's report**

Year ended 31 December 2016

I report on the financial statements of the association (the charity) for the year ended 31 December 2016 which are set out on pages 25 to 29.

This report is made solely to the trustees of the association, as a body, in accordance with section 145 of the UK Charities Act 2011 and regulations made under section 154 of that Act. My work has been undertaken so that I might state to the association's trustees those matters I am required to state to them in an independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the association and the association's trustees as a body, for my work or for this report.

**Respective responsibilities of trustees and examiner**

The association's trustees (who are the directors for the purposes of UK company law and trustees for the purpose of UK charity law) are responsible for the preparation of the financial statements. The trustees consider that an audit is not required for this year (under Section 144(2) of the Charities Act 2011 (the Act)) and that an independent examination is required. The association's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of the Institute of Chartered Accountants in England & Wales.

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

- examine the accounts under Section 145 of the Act;
- follow the procedures laid down in the Directions given by the Charity Commission for England and Wales (under Section 145(5)(b) of the Act); and
- state whether particular matters have come to my attention.

**Basis of the independent examiner's report**

My examination was carried out in accordance with the General Directions given by the Charity Commission for England and Wales. An examination includes a review of the accounting records kept by the association and a comparison of the financial statements presented with those records. It also includes consideration of any unusual items or disclosures in the financial statements, 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 financial statements present a 'true and fair view' and the report is limited to those matters set out in the statement below.

## **Eaquals**



### **Independent examiner's report**

Year ended 31 December 2016

#### **Independent examiner's statement**

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

(1) which gives me reasonable cause to believe that, in any material respect, the requirements

- to keep accounting records in accordance with Section 386 of the UK Companies Act 2006; and
- to prepare financial statements which accord with the accounting records and comply with the accounting requirements of Sections 396 of the Companies Act 2006 and with the methods and principles of the *Statement of Recommended Practice: Accounting and Reporting by Charities*

have not been met; or

(2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the financial statements to be reached.

Julian Flitter FCA  
Goodman Jones LLP,  
Chartered Accountants,  
29/30 Fitzroy Square,  
London UK W1T 6LQ

Date: 20 March 2017

## Eaquals

### Statement of financial activities incorporating an income and expenditure account Year ended 31 December 2016



	Total	Total
	2016	2015
	€	€
<b>Income from charitable activities</b>		
Membership fees	336,505	321,735
Conferences and other member services	127,750	101,940
Consultancy and other income	<u>104,399</u>	<u>119,959</u>
<b>Total income from charitable activities</b>	<b><u>568,654</u></b>	<b><u>543,634</u></b>
<b>Charitable expenditure</b>		
Inspection costs	158,730	149,122
Conferences and other member services	134,009	105,609
Consultancy costs	4,235	17,609
Marketing, website and development	74,678	89,248
Support costs		
- Governance: trustee and committee meeting costs	23,384	22,967
- Governance: independent examiner's costs	3,250	3,200
- Other support costs	<u>141,262</u>	<u>134,251</u>
<b>Total charitable expenditure</b>	<b><u>539,548</u></b>	<b><u>522,006</u></b>
<b>Net income and net movement in funds for the year</b>	<b>29,106</b>	<b>21,628</b>
<b>Reconciliation of funds</b>		
<b>Funds brought forward</b>	<b><u>199,975</u></b>	<b><u>178,347</u></b>
<b>Funds carried forward</b>	<b><u>229,081</u></b>	<b><u>199,975</u></b>

There are no recognised gains or losses for the year other than as shown above and all activities are continuing activities.

All charitable activities relate to unrestricted funds.

The notes on pages 27 to 29 form part of these financial statements.

## Eaquals

### Balance sheet

As at 31 December 2016



	2016 €	2016 €	2015 €
<b>Current assets</b>			
Debtors			
- Trade debtors	32,153		8,545
- Prepayments	23,101		24,798
Cash at bank and in hand	<u>249,919</u>		<u>267,204</u>
		305,173	<u>300,547</u>
<b>Current liabilities</b>			
Creditors: amounts falling due within one year			
- Trade creditors	16,552		46,616
- Accruals and income received in advance	<u>59,540</u>		<u>53,956</u>
		<u>76,092</u>	<u>100,572</u>
<b>Net assets</b>		<u>229,081</u>	<u>199,975</u>
<b>Total funds: all general fund (unrestricted)</b>		<u>229,081</u>	<u>199,975</u>

The notes on pages 27 to 29 form part of these financial statements.

The association (the charitable company) is registered as a company in England and Wales (registration number 7727406) and as a charity in England and Wales (registration number 1143547) and is entitled to exemption from audit under Section 477 of the UK Companies Act 2006 for the year ended 31 December 2016. The members have not required the association to obtain an audit of its financial statements for the year ended 31 December 2016 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for:

- (a) ensuring that the association keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006; and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the association as at the end of each financial year and of its surplus or deficit for each 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 financial statements, so far as applicable to the association.

The financial statements were approved and authorised for issue by the trustees on 15 March 2017 and were signed on its behalf by:

**Ian Powney**, Treasurer



**1 Accounting policies**

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 UK Financial Reporting Standard 102 (Charities SORP FRS 102) and the UK Companies Act 2006.

The trustees have considered whether in applying FRS 102 the restatement of comparative items was required. No amendments were necessary.

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as set out below.

Basis of financial statements

Having reviewed the financial position, the trustees have a reasonable expectation that the association has adequate resources to continue its activities for the foreseeable future. Accordingly they continue to adopt the going concern basis in preparing the financial statements.

During the year the trustees have reviewed the material risks facing the association and has taken appropriate steps to mitigate risks. The main financial risk, as identified by the trustees, lies in the continued support by member organisations; the trustees closely monitor member feedback and levels of new applications, and take steps to maintain and enhance the association's activities.

The trustees have considered the issues raised in *Going Concern and Liquidity Risk: Guidance for Directors of UK Companies 2009* issued by the UK Financial Reporting Council. The trustees have reviewed the main trends and factors affecting future developments, the performance of the association and the external language teaching environment, and has drawn up detailed financial projections. The trustees are satisfied that the association is a going concern.

Fund accounting

The general fund represents unrestricted funds and is available for use at the discretion of the trustees in furtherance of the charitable objectives of the association.

Income and Deferred Income

Charitable income for the general fund comprises membership fees, income from conferences and other member services, additional inspections and consultancy, and is accounted for on the accruals basis.

Where income is received relating to charitable activities in the following year, it is shown as deferred income (income received in advance) in current liabilities on the balance sheet.



**1 Accounting policies (continued)**

Expenditure

Charitable activities result in expenditure related to the direct furtherance of the association's charitable objectives. Expenditure from the general fund is accounted for on the accruals basis.

Support costs including governance costs are charged directly to the association's charitable activities.

Liabilities are recognised as resources expended as soon as there is a legal or constructive obligation committing the association to the expenditure.

Currency exchange

The association accounts in euros as this is the functional currency of the association. Monetary assets and liabilities denominated in other currencies are translated into euros at the rate of exchange ruling at the balance sheet date. Transactions in other currencies are recorded using the rate of exchange ruling at the date of the transaction. Exchange gains and losses arising on transactions in the year are recognised in the statement of financial activities.

Taxation

The association is a registered charity in England and Wales. It is not liable to income tax or corporation tax on income derived from its charitable activities.

As an educational body the association is exempt from charging value added tax (VAT) on its services. Where appropriate, expenditure is inclusive of irrecoverable VAT.

**2 Trustee remuneration**

The trustees neither received nor waived any remuneration during the year in relation to their duties as trustees. As permitted by the Articles of Association, the following trustees were remunerated in 2016 for work carried out as inspectors:

	€
Richard Rossner	750
Jo Watson	2,756

10 trustees were reimbursed travelling expenses of €22,618 during the year in relation to their duties as trustees (2015: 11 trustees were reimbursed €28,621). In addition, one trustee was reimbursed €2,001 for travelling expenses relating to inspections (2015: 4 trustees were reimbursed €1,981).

## Eaquals

### Notes to the financial statements

Year ended 31 December 2016



#### 3 Staff costs

	2016 €	2015 €
Salaries and fees	131,616	128,319
Social security costs	<u>3,276</u>	<u>4,934</u>
Total staff costs	<u>134,892</u>	<u>133,253</u>
Average number of staff (full time equivalent)	4.1	3.6

#### 4 Deferred income

	€
Balance included in current liabilities (income received in advance) at 31 December 2015	53,472
Released to income in 2016	(53,472)
Income received in 2016 relating to activities in 2017	<u>56,290</u>
Balance included in current liabilities at 31 December 2016	<u>56,290</u>

#### 5 Lease obligation

The association leases an administrative office in Budapest, Hungary. There is a lease expiring on 30 June 2017, with a commitment at 31 December 2016 of €4,560.

#### 6 Share capital

The association is limited by guarantee and does not have share capital. Members are not entitled to any dividends or to a share in the assets on dissolution. Each member undertakes to contribute up to a maximum sum of €1 on winding up. Each member has one vote. There were 165 members as at 31 December 2016.

#### 7 General

The association is a public benefit entity.

The association is incorporated as a company in England and Wales (registration number 7727406). The address of the registered office is: 29/30 Fitzroy Square, London UK W1T 6LQ.