

Company Registration Number: 07557791 (England & Wales)

**HAYDON SCHOOL**  
**(A Company Limited by Guarantee)**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

**HAYDON SCHOOL**  
**(A Company Limited by Guarantee)**

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**HAYDON SCHOOL**  
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**REFERENCE AND ADMINISTRATIVE DETAILS**

**Member Governors** Mr Bob Harrison (appointed 6 October 2021)  
Mr Tim Hill  
Dr Tanya Huehns  
Mrs Janet Keal  
Mrs Diana Lesley Wingrove-Owens (appointed 6 October 2021)

**Governors** Mr Ian Adams (appointed 9 December 2021)  
Ms Caroline Brooks (appointed 29 September 2022)  
Ms Melissa Burrell (appointed 9 December 2021)  
Mrs Amanda Cowley  
Mr Steven Edwards<sup>1,2</sup>  
Ms Melinda Giddens (resigned 31 January 2022)  
Ms Jane Gooch (appointed 9 December 2021)  
Ms Claire Hilton (resigned 22 September 2022)<sup>1</sup>  
Dr Tanya Huehns, Chair<sup>1,2</sup>  
Mrs Janet Keal<sup>1,2</sup>  
Mr Rob Kirk<sup>1</sup>  
Ms Meera Kotecha (appointed 6 June 2022)<sup>1</sup>  
Mr Sandeep Kumar<sup>1,2</sup>  
Mrs Sandeep Palmer (resigned 20 September 2022)  
Ms Claire Pitt  
Mr Giuseppe Schettino<sup>1</sup>  
Mr Paras Shah<sup>1</sup>  
Mr Joel Reed (appointed 6 June 2022)<sup>1</sup>  
Ms Natalie McLean (resigned 14 September 2021)<sup>1</sup>  
Ms Chloe Ogunleye (resigned 8 October 2021)<sup>1</sup>  
Mrs Natasha Ramachandran (resigned 6 September 2021)  
Mr Robert Jones Headteacher<sup>1,2</sup>

<sup>1</sup> Members of Finance & Premises Committee

<sup>2</sup> Members of the Audit Committee

**Company registered number** 07557791

**Company name** Haydon School

**Principal and registered office** Haydon School  
Wiltshire Lane  
Eastcote  
Pinner  
HA5 2LX

**Company secretary** Miss Beyhan Ercan

**Senior leadership team** Mr Robert Jones, Headteacher  
Mr Samuel Kidd, Deputy Headteacher (appointed 1 September 2021)  
Ms Angela Appleby, Deputy Headteacher (appointed 1 September 2021)  
Miss Beyhan Ercan, Director of Finance & Operations  
Mr David Gosling, Assistant Headteacher  
Mrs Julie Martin, Assistant Headteacher  
Mr Daniel Gooch, Assistant Headteacher (resigned 22 July 2022)  
Mrs Morag Wall, Assistant Headteacher (resigned 31 August 2022)

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**REFERENCE AND ADMINISTRATIVE DETAILS (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

<b>Independent auditor</b>	Cooper Parry Group Limited Chartered Accountants Statutory Auditor Cubo Birmingham Office 401, 4th Floor Two Chamberlain Square Birmingham B3 3AX
<b>Bankers</b>	Lloyds TSB Ruislip High Street Ruislip HA4 7AB
<b>Solicitors</b>	Winckworth Sherwood Solicitors and Parliamentary Agents Minerva House 5 Montague Close London SE1 8BB

**HAYDON SCHOOL**  
**(A Company Limited by Guarantee)**

**GOVERNORS' REPORT**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

The Governors, who are the Trustees under the charity law and the Directors under company law, present their annual report together with the audited financial statements and auditor's report of Haydon School for the year ended 31 August 2022. The Member Governors and Governors are not remunerated in their capacity as Governors.

**Structure, governance and management**

The Charitable Company was incorporated on 9 March 2011 and conversion to Academy status was on 1 April 2011. The annual report serves the purposes of both a Trustees' report and a Directors' report, including a strategic report, under company law.

Haydon School operates an academy for students aged 11 to 18. Students are admitted on a non-selective basis. It has a student capacity of 2,040 and had a roll of 1,702 in the school census on 6<sup>th</sup> October 2022.

**a. Constitution**

Haydon School is a company limited by guarantee and an exempt charity. The charitable company's Memorandum and Articles of Association are the primary governing documents of Haydon School.

This model shows a Governing Body totalling sixteen governors, is broken down as follows:

- 6 Parent Governors (elected by parents)
- 3 Staff Governors (elected by staff)
- 7 Governors (appointed by the Governing Body)
- Headteacher (ex-officio)

Each term of office for all Governors is a period of four consecutive years.

The charitable company is known as Haydon School.

Details of the Governors who served throughout the year except as noted are included in the Reference and Administrative Details on page 1.

**b. Members' liability**

Each member of the charitable company undertakes to contribute to the assets of the charitable company in the event of it being wound up while they are a member, or within one year after they cease to be a member, such amount as may be required, not exceeding £10 for the debts and liabilities contracted before they ceased to be a member.

**c. Trustees' indemnities**

Haydon School has opted into the Department for Education's risk protection arrangement (RPA), an alternative to insurance where UK government funds cover losses that arise. This scheme protects Trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on school business, and provides cover up to £10,000,000. It is not possible to quantify the Trustees and officers indemnity element from the overall cost of the RPA scheme membership.

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

**Structure, governance and management (continued)**

**d. Method of recruitment and appointment or election of Governors**

The Governing Body ensures compliance with all relevant legislation including, but not limited to the Employment Relations Act 1999, the Equality Act 2010, the Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000 and the Fixed-term Employees (Prevention of Less Favourable Treatment) Regulations 2002.

Under the Equality Act 2010, there are nine protected characteristics: age, disability, sex, sexual orientation, gender reassignment, race, religion or belief, pregnancy and maternity, and marriage and civil partnership. Nobody can unlawfully discriminate against or harass other people because they hold one of these characteristics.

Parent Governors: When a vacancy arises for a Parent Governor a letter is sent to every family inviting nominations. Anyone wishing to stand as a Parent Governor has to be nominated and seconded by two other parents (one of which can be a spouse). Parents are given two weeks to make their nomination. If more nominations are made than the number of vacancies there has to be a ballot.

Ballot papers are sent to each family together with details of all candidates. Parents are given two weeks to cast their votes. Following the close of the ballot the votes are counted by the Clerk and another member of staff. The candidates and parents are informed in writing of the result.

Staff Governors: When a vacancy arises for a Staff Governor a letter is sent to every member of staff inviting nominations. Anyone wishing to stand as a Staff Governor has to be nominated and seconded by two other members of staff. Staff are given one week to make their nomination. If more nominations are made than the number of vacancies there has to be a ballot. Ballot papers are sent to each member of staff together with details of all candidates. Staff are given one week to cast their votes. Following the close of the ballot the votes are counted by the Clerk and another member of staff. The candidates and staff are informed in writing of the result.

Governors: When a vacancy arises for a Governor the Governing Body is informed and asked for suggestions of possible candidates. The Chair of Governors speaks to the candidate to ascertain their interest and suitability for the post. The candidate then has to be proposed and seconded by members of the Governing Body and voted on by all the Governors.

**e. Policies adopted for the induction and training of Governors**

Induction and Training of Governors is bought in as required either from the Local Authority Governors Support Service or from an appropriate professional body according to requirements.

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

**Structure, governance and management (continued)**

**f. Organisational structure**

As an outstanding school Haydon School converted to an Academy on 1 April 2011. It has approximately 1,702 students on the roll with PAN of 300 at year 7. Haydon School has a Sixth form consisting of approximately 366 students.

As a local employer in Hillingdon, Haydon School employs 104 teaching staff, 89 non-teaching support staff and 8 management staff.

For the period covered by this report Haydon School was led by Mr Robert Jones as Headteacher who has held this position for ten years. The Senior Leadership Team who served throughout the year are included in the Reference and Administrative Details on page 1. The Senior Leadership Team is accountable to the Headteacher.

The Headteacher has delegated spending authority as detailed and approved by the Governing Body and assured by the finance policy. Some of the Headteacher's delegated authority are delivered by members of the Senior Leadership Team and Heads of Department/Faculty with controlled limits in place.

**g. Arrangements for setting pay and remuneration of key management personnel**

The Key Management Personnel of Haydon School are the Member Governors, Governors and the Senior Leadership Team. The arrangements for setting pay and remuneration of key management personnel are set out in the Pay Policy for Teachers and Support Staff. Haydon School has ensured that the Performance Management process for the Headteacher and Senior Leadership Team, and underlying management structure is aligned with Haydon School's objectives and planning activities in support of meeting both threshold and stretch targets and is in line with appropriate benchmarks for the locality.

The annual Performance Management review process provides a structured way for Haydon School to appraise the performance of the Headteacher and Senior Leadership Team. This process directly involves the Member Governors and Governors in reviewing the performance of the Headteacher who in turn reviews the performance of the Senior Leadership Team against a common framework of objectives aligned with both the School Improvement Plan and organisational and development targets for individuals. There is a Personnel Review Committee to deal with the pay for the Headteacher together with a Personnel Review Appeals Committee.

**h. Related parties and other connected charities and organisations**

There are no related parties or connected organisations which either control or significantly influence the decisions and operations of Haydon School.

**i. Principal activities**

Haydon School is committed to providing a broad and balanced education for children of all abilities from 11 to 18 years and is an effective employer for teaching and non-teaching staff.

**j. Trade union facility time**

Under the provisions of the Trade Union (Facility Time Publication Requirements) Regulations 2017, where an Academy Trust have more than 49 full time equivalent employees throughout any 7 months within the reporting period, certain information must be provided.

Haydon School does not have any employees who were made union officials during the relevant period.

**HAYDON SCHOOL**  
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**GOVERNORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

**Objectives and activities**

**a. Our purpose and vision**

**Mission Statement**

**Students**

Our students will experience a broad curriculum to become the next generation of innovative thinkers and leaders. They will be exceptional learners, achieving excellence through perseverance. They will develop resilience to overcome challenges and inspire others. They are treated with respect and kindness and are considerate of others in the community. Students will leave Haydon School prepared to enter the best universities and workplaces. We want our students to be ready for the next steps in their lives and be proud to have been part of the Haydon School community.

**Staff**

Our staff will achieve excellence in a collaborative professional community, with quality development opportunities preparing them for the next steps in their career. Staff wellbeing is of high importance and staff are trusted and valued. We want Haydon School to be a great community where everyone works together to be their best and are proud to be part of Haydon School.

**Parents/Carers**

Our parents and carers will be strong partners with Haydon School. We will actively welcome engagement with the school to support their child's learning and wellbeing as part of a caring community. We want parents and carers to be proud that their child has attended Haydon School.

**Community**

The wider community is important to Haydon School. We will establish strong and sustainable local, national and international partnerships to inspire our students, their families and our staff.

**Values**

We would like all members of our school community to develop the following values.





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

**Objectives and activities (continued)**

**Priority 1 Achieving Excellence**

1.1 Developing a school curriculum to engage and challenge all

We will challenge our students with a broad knowledge-based curriculum that allows all students to thrive and be prepared for a rapidly changing global economy. It will be based on latest research on effective learning to ensure all students enjoy a vibrant and relevant education.

1.2 Providing additional challenge for all of our learners through a stimulating extracurricular programme

Each student will participate in a wide range of enrichment activities every year at Haydon School. An extensive programme will be offered that inspires students to develop new and existing interests as well as to be supported with their wider interests outside school. Our sixth form students will develop their leadership skills through their involvement. Our carefully planned trips programme enables all students to develop perseverance and independence, and an appreciation and knowledge of the arts, contemporary society and the outdoors.

1.3 Developing the use of new technology so that it enhances learning, teaching and communications

Students and staff will continue to develop new approaches to learning and teaching. We will develop our students' ability to learn independently using technology in the most effective way based on the latest research. The school's curriculum will be online to enable students to take ownership and independence of their learning. Technology will be used to enhance the partnership with parents and carers to support their child's development further.

1.4 Ensuring all students receive outstanding pastoral care

The heart of pastoral care will be an inspiring form tutor who will support student wellbeing. Form tutors are the primary contact for parents and carers to ensure that each student thrives. A dedicated year leader will support the whole year group on their journey throughout their time at Haydon School. A coordinated network of dedicated specialist staff will provide additional high quality bespoke support.

**Priority 2 Developing Haydon School for everyone**

2.1 Invest in developing all our staff

We will invest in all our teachers, leaders and professional support staff, focusing on empowering staff with their development, leadership and wellbeing. We will provide an inspiring development, support and enrichment programme to which all staff contribute. Staff will develop as high-performing teams, reducing workload through collaborative and coordinated ways of working.

2.2 Champion equity, diversity and inclusion

Haydon School is a community where everybody's contribution is valued. We will invest in resources to address systemic differences in student attainment, attendance and engagement including enrichment activities. A tailored careers programme will inspire and support all students' next steps. We believe diversity of perspectives and thought brings with it high quality decision-making and will improve outcomes for all. Our supportive, equitable and inclusive culture will advance the diversity of staff.

2.3 Invest in a world-class environment

We are committed to further improving the campus and our enviable green spaces. Our priorities are to provide purposeful social areas for different year groups, improve the lunchtime experience, develop a pastoral hub to coordinate specialist support to students, enhance our sports facilities to continue nurturing professional sportspeople, and support staff and students with an outstanding digital environment.

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

**Objectives and activities (continued)**

2.4 Engage our wider community, friends and partners, and alumni

We will nurture lifelong relationships with Haydon and ensure they are kept up to date with school news. We will strengthen and widen our network of stakeholders in the wider community, including parents and carers, employers and support agencies, to provide exciting experiences and opportunities for student development. Our alumni programme will regularly welcome former students (Old Haydonians) to engage with each other, meet their former teachers and other staff, and inspire current Haydon School students.

**b. Public benefit**

The Haydon School's objectives are set out in this report. The Member Governors and Governors have complied with their duty to have due regard to public benefit guidance published by the Charity Commission and have paid due regard to this guidance in deciding the activities the school has undertaken.

**Strategic report**

**a. Achievements and performance**

135 of our Year 13 students progressed on to university with 36 going to Russell Group Universities. The Year 13 A-level results were good: 51% achieving A\* to B and 72% at A\* to C.

At GCSE, 78% of students got a standard pass (Grade 4 or higher) in English and Mathematics and 54% got a good pass in both English and mathematics (Grade 5 or higher). 18% of all GCSE grades were 9 or 8, 30% of GCSE grades were graded 7 to 9 and 76% of GCSE grades were graded 5 to 9.

Haydon School maintained its roll of approximately 1702 students.

**b. Key performance indicators**

The Haydon School monitors its performance using the following key performance indicators:

- Staffing costs as a percentage of all income = 65.4%
- Income per student = £8,413
- Learning resources/direct costs per student = £5,303
- Capital investment/fixed asset additions per student = £848

**c. Going concern**

After making appropriate enquiries, the Member Governors and Governors have a reasonable expectation that Haydon School 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 accounting policies.

**Financial review**

**a. Reserves policy**

The Member Governors and Governors have agreed a reserves policy for Haydon School and review this regularly. The review covers the income and expenditure streams and the requirement to match income and committed expenditure with an appropriate level of reserves. The Member Governors and Governors consider that the appropriate level of revenue reserves for Haydon School should be not less than one month of expenditure.

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

At 31 August 2022 the total funds comprised:

• Unrestricted:		£406,022
• Restricted:	Fixed asset funds	£32,444,504
	GAG funds	£242,722
	Pension deficit reserve	(£1,412,000)
		<hr/>
		£31,681,248
		<hr/>

Haydon School's current level of operating reserves at 31 August 2022 is £648,744, being the amount held in unrestricted funds and the GAG restricted fund.

The deficit on the pension reserve relates to the non-teaching staff pension scheme where, unlike the teachers scheme, separate assets are held to fund future liabilities. The deficit can be met in the longer term from any combination of increased employer or employee contributions, increased government funding or changes to scheme benefits. The Member Governors and Governors have considered their plans to clear the pension deficit over a ten year period. The restricted funds will be spent in accordance with the terms of the particular funds. Unrestricted funds are for use on the general purposes of Haydon School, at the discretion of the Member Governors and Governors. The aim is to increase this reserve to meet future working capital requirements. The Member Governors and Governors seek to ensure an appropriate level of reserves is maintained bearing in mind recurrent spending.

**b. Investment policy**

Surplus funds are held in an interest bearing bank account.

**c. Principal risks and uncertainties**

During the financial year covered by this report there has been no significant change in Haydon School's internal financial controls, finance processes or financial statements.

The Finance and Premises Committee is presented with a comprehensive set of financial reports at every meeting. All aspects of financial management relating to the production of these reports are challenged and scrutinised by the committee that frequently requests supplementary information or regular updates. This committee agreed to have additional meetings as part of Finance Improvement Plan (FIP) to scrutinise finances in detail and discuss specific items in preparation of the F&P Meetings. These FIP meeting provide an extra layer of assurance on top of regular Finance and Premises Committee Meetings. The Director of Finance and Operations attends these meetings to deal with any queries.

Full management and financial accounts and summary reports are produced in accordance with the processes contained in the Finance Policy. These are distributed to members of the Finance and Premises Committee and the Member Governors and Governors. Not all members of the Member Governors and Governors are on the Finance and Premises Committee so these individuals are updated via Full Governing Body Meetings, however, they all have access to these documents.

Requirements for ethical behaviour and business practices are set out in policy documents and the Finance Policy. All processes and the Finance Policy are scrutinised by the Member Governors and Governors prior to approval and approved for use by Haydon School. Other requirements on ethical behaviour are covered as part of staff training and development which for individuals is ongoing as part of their professional development.

The Audit Committee was established in December 2013. The main role of this committee is to identify the key risks that the school faces. This risks are being allocated to a sub-committee as appropriate.

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

The principal risks facing Haydon School are detailed in the Risk Register. A summary is given below:

- A major health pandemic affecting staff and / or students
- A major incident concerning staff and / or students
- Major incident on school trip
- Unexpected loss of school revenue
- An unforeseen incident that renders school accommodation unserviceable for an undeterminable period of time
- Decline in school performance
- Competition threat from neighbouring schools
- Staffing vacancies
- Governance of the school by all levels
- Loss of key suppliers
- Significant failure of IT systems

**Financial review**

The Member Governors and Governors have overall responsibility for the administration of Haydon School's finances. The main responsibilities of the Member Governors and Governors are prescribed in the Funding Agreement between Haydon School and the DfE and in Haydon School's Finance Policy.

The Finance and Premises Committee is a committee of the Governors. The Finance and Premises Committee meets at least five times in the academic year but more frequent meetings can be arranged if necessary. The main responsibilities of the Finance and Premises Committee are detailed in written terms of reference which have been authorised by the Member Governors and Governors.

Haydon School has a Five Year Budget Plan and provides an Annual School Improvement Plan.

The Five Year Budget Plan is prepared as part of the improvement planning process. The School Improvement Plan indicates how education and other objectives are going to be achieved within the expected level of resources over the next year.

The School Improvement Plan provides the framework for the annual budget. The budget is a detailed statement of the expected resources available to Haydon School and the planned use of those resources for the following year.

Financial highlights for the period of this report include:

	2022	2021
• Total income	£14,317,591	£11,464,912
• Total expenditure	£13,150,505	£11,855,179
• Net book value of fixed assets	£30,942,754	£30,234,176
• Net depreciation	£ 735,253	£ 712,802
• School cash balance	£ 1,138,286	£ 1,252,552

For the year ended 31 August 2022, Haydon School's total income (excluding capital grants) was £11,797,399 (2021: £11,436,323) while the total expenditure (excluding depreciation and LGPS FRS102 pension cost charges) was £11,718,252 (2021: £10,733,377), resulting in a net surplus for the year of £79,147 (2021: net surplus for the year of £702,946).

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

**Financial and Risk Management Objectives and Policies**

Haydon School practises risk management principles through its Full Governing Body (FGB), namely the Member Governors and Governors and the constituted sub-committees. The Audit Committee oversees these areas. Any major risks highlighted at any sub-committee are brought to the main FGB with proposed mitigating actions and they continue to be reported until the risk is adequately mitigated.

Haydon School Member Governors and Governors accept managed risk as an inevitable part of its operations but maintains an objective not to run unacceptable levels of risk in any area. The subjective nature of this process requires major risks to be resolved by the Member Governors and Governors collectively, whilst more minor risks are dealt with by the Senior Leadership Team

**Fundraising**

Haydon School generates additional income through hiring out its facilities when they are not used by Haydon School. Haydon School has hired a staff member who has specific responsibility to increase the income generated from hiring out existing facilities, through grant applications and via donations from parents and others in the community. No external professional fundraisers are used. The governors monitor all fundraising activity.

**Plans for future periods**

Strategy Development

The School Improvement Plan has 2 priorities:

Priority 1: Achieving Excellence

- 1.1 Developing a school curriculum to engage and challenge all
- 1.2 Providing additional challenge for all of our learners through a stimulating extracurricular programme
- 1.3 Developing the use of new technology so that it enhances learning, teaching and communications
- 1.4 Ensuring all students receive outstanding pastoral care

Priority 2: Developing Haydon School for everyone

- 2.1 Invest in developing all our staff
- 2.2 Champion equity, diversity and inclusion
- 2.3 Invest in a world-class environment
- 2.4 Engage our wider community, friends and partners, and alumni

Use of new technology is a priority within the Priority 1.

**Funds held as custodian on behalf of others**

Haydon School, Member Governors and Governors do not act as Custodian Trustees of any other charity.

Haydon School does however hold Post 16 Bursary Funds on behalf of the ESFA, which are distributed to students as required and in line with the terms and conditions of the funds.

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

**Disclosure of information to auditors**

In so far as the Member Governors and Governors are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- The Member Governors and Governors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

**Auditors**

Cooper Parry Group Limited were appointed on 13 February 2020. Cooper Parry Group Limited have expressed their willingness to continue in office as auditors and will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

The Governors' Report, incorporating a strategic report, was approved by order of the Board of Governors, as the company directors, on 7 December 2022 and signed on its behalf by:



**Dr Tanya Huehns**  
Chair of Governors  
On Behalf of Haydon School

**HAYDON SCHOOL**  
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**GOVERNANCE STATEMENT**

**Scope of responsibility**

As Member Governors and Governors, we acknowledge that we have overall responsibility for ensuring that Haydon School has an effective and appropriate system of control, financial and otherwise. However, such a system is designed to manage rather than eliminate the risk of failure to achieve business objectives, and can provide only reasonable and not absolute assurance against material misstatement or loss.

As Member Governors and Governors, we have reviewed and taken account of the guidance in DfE's Governance Handbook and Competency Framework for Governance.

The Member Governors and Governors have delegated the day-to-day responsibility to the Headteacher, as Accounting Officer, to ensure financial controls conform with the requirements of both propriety and good financial management and in accordance with the requirements and responsibilities assigned to it in the funding agreement between Haydon School and the Secretary of State for Education. The Accounting Officer is also responsible for reporting to the Member Governors and Governors any material weaknesses or breakdowns in internal control.

**Governance**

The information on governance included here supplements that described in the Governors' Report. The Full Governing Body has formally met five times during the period.

Attendance during the year at meetings of the Full Governing Body was as follows:

Governor	Meetings attended	Out of a possible
Mr Ian Adams	3	4
Ms Melissa Burrell	4	4
Mrs Amanda Cowley	5	5
Mr Steven Edwards	5	5
Ms Melinda Giddens	1	2
Ms Jane Gooch	3	4
Ms Claire Hilton	3	5
Dr Tanya Huehns	5	5
Mrs Janet Keal	5	5
Mr Rob Kirk	5	5
Mr Robert Jones	5	5
Mr Sandeep Kumar	3	5
Mrs Sandeep Palmer	2	5
Ms Claire Pitt	5	5
Mr Giuseppe Schettino	0	5
Mr Paras Shah	1	5
Mr Joel Reed	1	1

Although the Board of Trustees met less than six times during the year, they have maintained effective financial oversight and governance through the formal work undertaken by the sub-committees. There are four sub-committees of the main Governing Body; Finance and Premises, Audit, Personnel and Student. Their purpose is detailed in the Terms of Reference for each sub-committee which is agreed at the first meeting of each academic year.

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**GOVERNANCE STATEMENT (CONTINUED)**

**Governance (continued)**

Attendance at the Finance and Premises Committee meetings in the year was as follows:

Governor	Meetings attended	Out of a possible
Mr Steven Edwards	4	5
Ms Claire Hilton	1	5
Dr Tanya Huehns	5	5
Mr Robert Jones	5	5
Mrs Janet Keal	5	5
Mr Rob Kirk	5	5
Mr Sandeep Kumar	4	5
Ms Melissa Burrell	1	1
Mr Giuseppe Schettino	2	5
Mr Paras Shah	1	5

The full remit of the Finance and Premises Committee is detailed in their Terms and Reference. The key remits are:

- In consultation with the Headteacher to draft the first formal budget plan of the financial year for presentation to the Governing Body
- To establish and maintain an up to date 3 year financial plan reflecting school priorities including staffing plans and plans relating to repair, maintenance and development of premises and to recommend action on these plans to the Governing Body
- To ensure that the Governing Body agrees financial procedures and controls, including audit, and to monitor implementation in the School
- To agree an effective procedure for monitoring the budget, to consider appropriate reports for the purposes of monitoring, to report the outcomes of monitoring together with an evaluation of the use of resources to the Governing Body and make any appropriate recommendations
- To agree the level of delegation to the Headteacher for the day to day financial management of the School.
- To advise the Governing Body on priorities, including Health and Safety, for the maintenance and development of the School premises

Attendance at the Audit Committee meetings in the year was as follows:

Governor	Meetings attended	Out of a possible
Mr Steven Edwards	3	3
Dr Tanya Huehns	2	3
Mr Robert Jones	2	3
Mrs Janet Keal	3	3
Mr Sandeep Kumar	3	3

The full remit of the Audit Committee is detailed in their Terms and Reference. The key remits are:

- To recommend to the Governing Body a framework of effective audit coverage, having reviewed the external audit processes and any internal audit that has taken place
- To advise the Governing Body on the minimum and optimum level of external and internal audit arrangements
- To ensure that regular audits are carried out in the following areas: legal, risk, financial (including statutory annual audits, VAT, PAYE, procurement, payments and contracts), health and safety (including equipment), safeguarding of students and staff and monitoring of contractors performance, investments and insurance, examination irregularities, safer recruitment processes and to contribute to these reviews
- To monitor external and any internal audit reviews and to advise the Governing Body accordingly
- To investigate on behalf of the Governing Body any matter that may put the school at risk



**HAYDON SCHOOL**  
**(A Company Limited by Guarantee)**

**GOVERNANCE STATEMENT (CONTINUED)**

**Governance (continued)**

- To examine reports on special investigations and to advise the Governing Body accordingly
- To consider the appropriateness of executive action following any internal audit reviews and to advise senior management on any additional or alternative steps to be taken

Terms of References of each sub-committee are confirmed yearly.

**Review of value for money**

As Accounting Officer the Headteacher has the responsibility for ensuring that Haydon School delivers good value in the use of public resources. The Accounting Officer understands that value for money refers to the educational and wider societal outcome achieved in return for the taxpayer resources received.

The Accounting Officer considers how Haydon School's use of its resources has provided good value for money during each academic year, and reports to the FGB where value for money can be improved, including the use of benchmarking data where available. The Accounting Officer for Haydon School has delivered improved value for money during the year by:

- Reviewing the staffing structure of the school to ensure non-teaching staff resources are utilised efficiently and effectively
- Reviewing the curriculum timetable to ensure existing teaching staff resources are allocated as effectively and efficiently as possible

The Accounting Officer ensures that Haydon School makes effective and efficient use of the resources to meet the needs of all students. The Five Year Budget Plan and value for money are monitored by the Members and Governors.

**The purpose of the system of internal control**

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to apply policies; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to applying Haydon School's policies, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in Haydon School for the year ended 31 August 2022 and up to the date of approval of the annual report and financial statements.

**Capacity to handle risk**

The Member Governors and Governors have reviewed the key risks to which Haydon School is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Member Governors and Governors are of the view that there is a formal ongoing process for identifying, evaluating and managing that Haydon School's significant risks that has been in place for year ended 31 August 2022 and up to the date of approval of the annual report and financial statements. The process is regularly reviewed by the Member Governors and Governors.

**The risk and control framework**

Haydon School's system of internal financial control is based on a framework of regular management information and administrative procedures including the segregation of duties and a system of delegation and accountability. In particular it includes:

- Comprehensive budget forecasting and monitoring systems with a Five Year Budget Plan and periodic financial reports which are reviewed and agreed by the Member Governors and Governors.
- Regular reviews by the Finance and Premises Committee of reports which indicate financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes.

**HAYDON SCHOOL**  
**(A Company Limited by Guarantee)**

**GOVERNANCE STATEMENT (CONTINUED)**

**The risk and control framework (continued)**

- Setting targets to measure financial and other performance.
- Clearly defined purchasing (asset purchase or capital investment) guidelines.
- Delegation of authority and segregation of duties.
- Identification and management of risks

The Member Governors and Governors have considered the need for a specific internal audit function and have decided to appoint Association of School and College Leaders (ASCL) as internal auditor.

The internal auditor's role includes giving advice on financial matters and performing a range of checks on Haydon School's financial systems. In particular the checks carried out includes:

- Internal control
- Governance
- Risk management
- Payroll and HR

The internal auditor reports to the Member Governors and Governors on the operation of the systems of control and on the discharge of Haydon School's financial responsibilities.

The internal auditor has delivered their programme of work during the year ended 31 August 2022 as planned. No significant internal control weaknesses were identified from the work completed.

**Review of effectiveness**

As Accounting Officer, the Headteacher has responsibility for reviewing the effectiveness of the system of internal control. During the year in question the review has been informed by:

- The work of the internal auditor;
- The work of the external auditor;
- The financial management and governance self-assessment process, including the School Resource Management Self-Assessment Tool;
- The work of the executive managers within Haydon School who have responsibility for the development and maintenance of the internal control framework.

The Accounting Officer has been advised on the implications of the result of their review of the system of internal control by the Finance and Premises Committee and a plan to ensure continuous improvement of the system is in place.

Approved by order of the members of the Board of Governors on 7 December 2022 and signed on their behalf by:



**Dr Tanya Huehns**  
Chair of Governors



**Robert Jones**  
Accounting Officer

**HAYDON SCHOOL**  
**(A Company Limited by Guarantee)**

**STATEMENT ON REGULARITY, PROPRIETY AND COMPLIANCE**

As Accounting Officer of Haydon School I have considered my responsibility to notify the Academy's Member Governors, Governors and the Education and Skills Funding Agency (ESFA) of material irregularity, impropriety and non-compliance with ESFA terms and conditions of funding, under the funding agreement in place between Haydon School and the Secretary of State for Education. As part of my consideration I have had due regard to the requirements of Academy Trust Handbook 2021.

I confirm that I and the Academy's Member Governors and Governors are able to identify any material, irregular or improper use of funds by Haydon School, or material non-compliance with the terms and conditions of funding under Haydon School's funding agreement and the Academy Trust Handbook 2021.

I confirm that no instances of material irregularity, impropriety or funding non-compliance have been discovered to date. If any instances are identified after the date of this statement, these will be notified to the Member Governors, Governors and ESFA.



**Robert Jones**  
Accounting Officer

Date: 7 December 2022

**HAYDON SCHOOL**  
**(A Company Limited by Guarantee)**

**STATEMENT OF GOVERNORS' RESPONSIBILITIES**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

The Member Governors and Governors (who act as governors of Haydon School and are also the directors of the charitable company for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with the Annual Accounts Direction published by the Education and Skills Funding Agency, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

Company law requires the Member Governors and Governors to prepare financial statements for each financial year. Under company law the Member Governors and Governors 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 its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Member Governors and Governors are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP 2019 and the Academies Accounts Direction 2021 to 2022
- Make judgments and accounting estimates that are reasonable and prudent
- State whether applicable UK 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 Member Governors and Governors 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 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.

The Member Governors and Governors are responsible for ensuring that in its conduct and operation the charitable company applies financial and other controls, which conform with the requirements both of propriety and of good financial management. They are also responsible for ensuring grants received from ESFA/DfE have been applied for the purposes intended.

The Member Governors and Governors are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approved by order of the members of the Board of Governors on 7 December 2022 and signed on its behalf by:



**Dr Tanya Huehns**  
Chair of Governors

**HAYDON SCHOOL**  
**(A Company Limited by Guarantee)**

**INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF  
HAYDON SCHOOL**

**Opinion**

We have audited the financial statements of Haydon School (the 'Academy Trust') for the year ended 31 August 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law, 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', the Charities SORP 2019 and the Academies Accounts Direction 2021 to 2022 issued by the Education and Skills Funding Agency.

In our opinion the financial statements:

- give a true and fair view of the state of the Academy Trust's affairs as at 31 August 2022 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; and
- have been prepared in accordance requirements of the Companies Act 2006, the Charities SORP 2019 and the Academies Accounts Direction 2021 to 2022 issued by the Education and Skills Funding Agency.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Academy Trust in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the Governors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Academy Trust's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Governors with respect to going concern are described in the relevant sections of this report.

**HAYDON SCHOOL**  
**(A Company Limited by Guarantee)**

**INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF  
HAYDON SCHOOL (CONTINUED)**

**Other information**

The other information comprises the information included in the Annual Report other than the financial statements and our Auditor's Report thereon. The Governors are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinion on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

the information given in the Governors' Report including the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

the Governors' Report and the Strategic Report have been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

In the light of our knowledge and understanding of the Academy Trust and its environment obtained in the course of the audit, we have not identified material misstatements in the Governors' Report including the Strategic Report.

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

adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or

the financial statements are not in agreement with the accounting records and returns; or

certain disclosures of Governors' remuneration specified by law are not made; or

we have not received all the information and explanations we require for our audit.

**Responsibilities of trustees**

As explained more fully in the Statement of Governors' Responsibilities, the Governors (who are also the directors of the Academy Trust for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Governors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Governors are responsible for assessing the Academy Trust's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Governors either intend to liquidate the Academy Trust or to cease operations, or have no realistic alternative but to do so.

**HAYDON SCHOOL**  
**(A Company Limited by Guarantee)**

**INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF  
HAYDON SCHOOL (CONTINUED)**

**Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's Report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Our assessment focussed on key laws and regulations the Academy Trust has to comply with and areas of the financial statements we assessed as being more susceptible to misstatement. These key laws and regulations included but were not limited to compliance with the Companies Act 2006, Charities Act 2011, the Academy Trust Handbook 2021, the Academies Accounts Direction 2021 to 2022, taxation legislation, data protection, anti-bribery and employment legislation.

We are not responsible for preventing irregularities, including fraud. Our approach to detecting irregularities, including fraud, included, but was not limited to, the following:

- obtaining an understanding of the legal and regulatory framework applicable to the Academy Trust and how the Academy Trust is complying with that framework, including agreement of financial statement disclosures to underlying documentation and other evidence;
- obtaining an understanding of the Academy Trust's control environment and how the Academy Trust has applied relevant control procedures, through discussions with Trustees and other management and by reviewing the reports on the internal scrutiny work commissioned by the trust in relation to the year and by performing walkthrough testing over key areas;
- obtaining an understanding of the Academy Trust's risk assessment process, including the risk of fraud;
- reviewing meeting minutes of those charged with governance throughout the year; and
- performing audit testing to address the risk of management override of controls, including testing journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

Whilst considering how our audit work addressed the detection of irregularities, we also considered the likelihood of detection of fraud based on our approach. Irregularities arising from fraud are inherently more difficult to detect than those arising from error.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

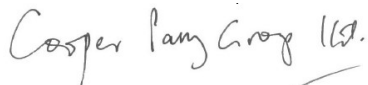
A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditor's Report.

**HAYDON SCHOOL**  
**(A Company Limited by Guarantee)**

**INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF  
HAYDON SCHOOL (CONTINUED)**

**Use of our report**

This report is made solely to the Academy Trust'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 Academy Trust's members those matters we are required to state to them in an Auditor's 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 Academy Trust and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



**Glen Bott FCA (Senior Statutory Auditor)**

for and on behalf of

**Cooper Parry Group Limited**

Chartered Accountants

Statutory Auditor

Cubo Birmingham

Office 401, 4th Floor

Two Chamberlain Square

Birmingham

B3 3AX

Date: 8 December 2022



**HAYDON SCHOOL**  
**(A Company Limited by Guarantee)**

**INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO HAYDON SCHOOL AND THE EDUCATION AND SKILLS FUNDING AGENCY**

In accordance with the terms of our engagement letter dated 11 June 2020 and further to the requirements of the Education and Skills Funding Agency (ESFA) as included in the Academies Accounts Direction 2021 to 2022, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by Haydon School during the year 1 September 2021 to 31 August 2022 have been applied to the purposes identified by Parliament and the financial transactions conform to the authorities which govern them.

This report is made solely to Haydon School and ESFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to Haydon School and ESFA those matters we are required to state in a report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Haydon School and ESFA, for our work, for this report, or for the conclusion we have formed.

**Respective responsibilities of Haydon School's accounting officer and the reporting accountant**

The accounting officer is responsible, under the requirements of Haydon School's funding agreement with the Secretary of State for Education dated 3 March 2011 and the Academy Trust Handbook, extant from 1 September 2021, for ensuring that expenditure disbursed and income received is applied for the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

Our responsibilities for this engagement are established in the United Kingdom by our profession's ethical guidance and are to obtain limited assurance and report in accordance with our engagement letter and the requirements of the Academies Accounts Direction 2021 to 2022. We report to you whether anything has come to our attention in carrying out our work which suggests that in all material respects, expenditure disbursed and income received during the year 1 September 2021 to 31 August 2022 have not been applied to purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

**Approach**

We conducted our engagement in accordance with the Framework and Guide for External Auditors and Reporting Accountant of Academy Trusts issued by ESFA. We performed a limited assurance engagement as defined in our engagement letter.

The objective of a limited assurance engagement is to perform such procedures as to obtain information and explanations in order to provide us with sufficient appropriate evidence to express a negative conclusion on regularity.

A limited assurance engagement is more limited in scope than a reasonable assurance engagement and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in a reasonable assurance engagement. Accordingly, we do not express a positive opinion.

Our engagement includes examination, on a test basis, of evidence relevant to the regularity and propriety of the Academy Trust's income and expenditure.

The work undertaken to draw our conclusions included:

- Reviewing the internal control policies and procedures implemented by the Academy Trust and evaluating their design and effectiveness to understand how the Academy Trust has complied with the framework of authorities, including reviewing the reports on the internal scrutiny work commissioned by the Academy Trust in relation to the year.
- Reviewing the minutes of meetings of the Trustees, relevant sub-committees and other evidence made available to us, relevant to our consideration of regularity;
- Enquiries of the Accounting Officer, including reviewing the work undertaken by the Accounting Officer in relation to their Statement on Regularity, Propriety and Compliance; and
- Detailed testing of the income and expenditure of the Academy Trust based on our assessment of the

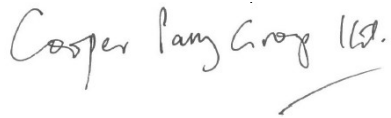
**HAYDON SCHOOL**  
**(A Company Limited by Guarantee)**

**INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO HAYDON SCHOOL AND THE EDUCATION & SKILLS FUNDING AGENCY (CONTINUED)**

risk of material irregularity, impropriety and non-compliance. This work was integrated with our audit of the financial statements where appropriate and included analytical review and detailed substantive testing of transactions.

**Conclusion**

In the course of our work, nothing has come to our attention which suggest in all material respects the expenditure disbursed and income received during the year 1 September 2021 to 31 August 2022 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.



Reporting Accountant  
**Cooper Parry Group Limited**  
Chartered Accountants  
Statutory Auditor

Date: 8 December 2022

**HAYDON SCHOOL**  
(A Company Limited by Guarantee)

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

	Note	Unrestricted funds 2022 £	Restricted funds 2022 £	Restricted fixed asset funds 2022 £	Total funds 2022 £	Total funds 2021 £
<b>Income from:</b>						
Donations and capital grants	3	38,396	-	2,520,192	2,558,588	86,092
Other trading activities	5	156,775	478,663	-	635,438	77,742
Investments	6	184	-	-	184	126
Charitable activities		-	11,123,381	-	11,123,381	11,300,952
<b>Total income</b>		<u>195,355</u>	<u>11,602,044</u>	<u>2,520,192</u>	<u>14,317,591</u>	<u>11,464,912</u>
<b>Expenditure on:</b>						
Charitable activities	7	132,544	12,282,708	735,253	13,150,505	11,855,179
<b>Total expenditure</b>		<u>132,544</u>	<u>12,282,708</u>	<u>735,253</u>	<u>13,150,505</u>	<u>11,855,179</u>
<b>Net income/(expenditure)</b>		62,811	(680,664)	1,784,939	1,167,086	(390,267)
Transfers between funds	16	-	(425,389)	425,389	-	-
<b>Net movement in funds before other recognised gains/(losses)</b>		<u>62,811</u>	<u>(1,106,053)</u>	<u>2,210,328</u>	<u>1,167,086</u>	<u>(390,267)</u>
<b>Other recognised gains/(losses):</b>						
Actuarial gains/(losses) on defined benefit pension schemes	23	-	6,018,000	-	6,018,000	(1,169,000)
<b>Net movement in funds</b>		<u>62,811</u>	<u>4,911,947</u>	<u>2,210,328</u>	<u>7,185,086</u>	<u>(1,559,267)</u>
<b>Reconciliation of funds:</b>						
Total funds brought forward	16	343,211	(6,081,225)	30,234,176	24,496,162	26,055,429
Net movement in funds		62,811	4,911,947	2,210,328	7,185,086	(1,559,267)
<b>Total funds carried forward</b>	16	<u>406,022</u>	<u>(1,169,278)</u>	<u>32,444,504</u>	<u>31,681,248</u>	<u>24,496,162</u>

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

The notes on pages 28 to 50 form part of these financial statements.

**HAYDON SCHOOL**  
**(A Company Limited by Guarantee)**  
**REGISTERED NUMBER: 07557791**

**BALANCE SHEET**  
**AS AT 31 AUGUST 2022**

	Note		2022 £	2021 £
<b>Fixed assets</b>				
Tangible assets	13		30,942,754	30,234,176
			30,942,754	30,234,176
<b>Current assets</b>				
Debtors	14	2,135,822	298,179	
Cash at bank and in hand		1,138,286	1,252,552	
		3,274,108	1,550,731	
Creditors: amounts falling due within one year	15	(1,123,614)	(555,745)	
<b>Net current assets</b>			2,150,494	994,986
<b>Total assets less current liabilities</b>			33,093,248	31,229,162
<b>Net assets excluding pension liability</b>			33,093,248	31,229,162
Defined benefit pension scheme liability	23		(1,412,000)	(6,733,000)
<b>Total net assets</b>			31,681,248	24,496,162
<b>Funds of the Academy Trust</b>				
<b>Restricted funds:</b>				
Fixed asset funds	16	32,444,504	30,234,176	
Restricted income funds	16	242,722	651,775	
Pension reserve	16	(1,412,000)	(6,733,000)	
<b>Total restricted funds</b>	16		31,275,226	24,152,951
<b>Unrestricted income funds</b>	16		406,022	343,211
<b>Total funds</b>			31,681,248	24,496,162

The financial statements on pages 25 to 50 were approved by the Governors, and authorised for issue on 07 December 2022 and are signed on their behalf, by:



**Dr Tanya Huehns**  
Chair of Trustees

The notes on pages 28 to 50 form part of these financial statements.

**HAYDON SCHOOL**  
**(A Company Limited by Guarantee)**

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

	<b>Note</b>	<b>2022</b> <b>£</b>	<b>2021</b> <b>£</b>
<b>Cash flows from operating activities</b>			
Net cash provided by operating activities	18	599,793	860,757
<b>Cash flows from investing activities</b>	19	(714,059)	(84,373)
<b>Change in cash and cash equivalents in the year</b>		(114,266)	776,384
Cash and cash equivalents at the beginning of the year		1,252,552	476,168
<b>Cash and cash equivalents at the end of the year</b>	20, 21	<u>1,138,286</u>	<u>1,252,552</u>

The notes on pages 28 to 50 form part of these financial statements

**HAYDON SCHOOL**  
**(A Company Limited by Guarantee)**

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

**1. Accounting policies**

A summary of the principal accounting policies adopted (which have been applied consistently, except where noted), judgements and key sources of estimation uncertainty, is set out below.

**1.1 Basis of preparation of financial statements**

The financial statements of the Academy Trust, which is a public benefit entity under FRS 102, have been prepared under the historic cost convention in accordance with the Financial Reporting Standard Applicable in the UK and Republic of Ireland (FRS 102), the 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) (Charities SORP (FRS 102)), the Academies Accounts Direction 2021 to 2022 issued by ESFA, the Charities Act 2011 and the Companies Act 2006.

**1.2 Going concern**

The Governors 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 Academy Trust to continue as a going concern. The Governors make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements and have concluded that the Academy Trust has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the Academy Trust's ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

**1.3 Taxation**

The Academy Trust is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Academy Trust is potentially exempt from taxation in respect of income or capital gains received within categories covered by Part 11, chapter 3 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

**1.4 Fund accounting**

Unrestricted income funds represent those resources which may be used towards meeting any of the charitable objects of the Academy Trust at the discretion of the Governors.

Restricted fixed asset funds are resources which are to be applied to specific capital purposes imposed by the funders where the asset acquired or created is held for a specific purpose.

Restricted general funds comprise all other restricted funds received with restrictions imposed by the funder/donor and include grants from the Department for Education Group.

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

**1.5 Agency arrangements**

The Academy Trust acts as an agent in distributing 16-19 Bursary Funds from the ESFA payments received from the ESFA and subsequent disbursements to students are excluded from the Statement of Financial activities as the Academy Trust does not have control over the charitable application of the funds. The Academy Trust can use up to 5% of the allocation towards its own administration costs and this is recognised in the Statement of Financial Activities. Where funds have not been fully applied in the accounting period then an amount will be included as amounts due to the ESFA.

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

**1. Accounting policies (continued)**

**1.6 Income**

All incoming resources are recognised when the Academy Trust has entitlement to the funds, the receipt is probable and the amount can be measured reliably.

**Grants**

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of meeting any performance-related conditions there is not unconditional entitlement to the income and its recognition is deferred and included in creditors as deferred income until the performance-related conditions are met. Where entitlement occurs before income is received, the income is accrued.

General Annual Grant is recognised in full in the Statement of Financial Activities in the year for which it is receivable and any abatement in respect of the year is deducted from income and recognised as a liability.

Capital grants are recognised in full when there is an unconditional entitlement to the grant. Unspent amounts of capital grants are reflected in the Balance Sheet in the restricted fixed asset fund. Capital grants are recognised when there is entitlement and are not deferred over the life of the asset on which they are expended.

**Donations**

Donations are recognised on a receivable basis (where there are no performance-related conditions) where the receipt is probable and the amount can be reliably measured.

**Other income**

Other income, including the hire of facilities, is recognised in the year it is receivable and to the extent the Academy Trust has provided the goods or services.

**Donated goods, facilities and services**

Goods donated for ongoing use by the Academy Trust are included at fair value, unless it is impractical to measure this reliably, in which case the cost of the item to the donor is used. The value

of the donated goods is recognised as 'Income from Donations and Capital Grants' and a corresponding amount is included in the appropriate expenditure category in accordance with the Academy Trust's accounting policies.

**1.7 Expenditure**

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

**Charitable activities**

These are costs incurred on the Academy Trust's educational operations, including support costs and costs relating to the governance of the Academy Trust apportioned to charitable activities.

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

**1. Accounting policies (continued)**

**1.7 Expenditure (continued)**

All resources expended are inclusive of irrecoverable VAT.

**1.8 Tangible fixed assets**

Assets costing £3,000 or more are capitalised as tangible fixed assets and are carried at cost, net of depreciation and any provision for impairment.

Where tangible fixed assets have been acquired with the aid of specific grants, either from the government or from the private sector, they are included in the Balance Sheet at cost and depreciated over their expected useful economic life. Where there are specific conditions attached to the funding requiring the continued use of the asset, the related grants are credited to a restricted fixed asset fund in the Statement of Financial Activities and carried forward in the Balance Sheet. Depreciation on the relevant assets is charged directly to the restricted fixed asset fund in the Statement of Financial Activities. Where tangible fixed assets have been acquired with unrestricted funds, depreciation on such assets is charged to the unrestricted fund.

Depreciation is provided on all tangible fixed assets other than freehold land and assets under construction, at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life.

Depreciation is provided on the following bases:

Freehold buildings	- 2% straight line
Freehold land	- No depreciation on land
Equipment	- 20% straight line
Computer equipment	- 33% straight line
Motor vehicles	- 20% straight line

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities.

**1.9 Debtors**

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

**1.10 Liabilities**

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the Academy Trust anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.



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

**1. Accounting policies (continued)**

**1.11 Provisions**

Provisions are recognised when the Academy Trust has an obligation at the reporting date as a result of a past event which it is probable will result in the transfer of economic benefits and the obligation can be estimated reliably. Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

**1.12 Financial instruments**

The Academy Trust only holds basic financial instruments as defined in FRS 102. The financial assets and financial liabilities of the Academy Trust and their measurement bases are as follows:

Financial assets - trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in note 14. Prepayments are not financial instruments. Cash at bank is classified as a basic financial instrument and is measured at face value.

Cash at bank is classified as a basic financial instrument and is measured at face value.

Financial liabilities - trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost as detailed in note 15. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument.

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

**1. Accounting policies (continued)**

**1.13 Pensions**

The Academy Trust operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Academy Trust to the fund in respect of the year.

Retirement benefits to employees of the Academy Trust are provided by the Teachers' Pension Scheme ("TPS") and the Local Government Pension Scheme ("LGPS"). These are defined benefit schemes.

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the Academy Trust in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. TPS is an unfunded multi-employer scheme with no underlying assets to assign between employers. Consequently, the TPS is treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period to which they relate.

The LGPS is a funded multi-employer scheme and the assets are held separately from those of the Academy Trust in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each Balance Sheet date. The amounts charged to operating surplus are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred. Net interest on the net defined benefit liability/asset is also recognised in the Statement of Financial Activities and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest income on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses.

Actuarial gains and losses are recognised immediately in other recognised gains and losses.

**1.14 Operating leases**

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

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

**2. Critical accounting estimates and areas of judgement**

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

Critical accounting estimates and assumptions:

The Academy Trust makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost or income for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 23, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2019 has been used by the actuary in valuing the pensions liability at 31 August 2022. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

Tangible fixed assets are depreciated over their economic useful lives taking into account residual values where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors.

Critical areas of judgement:

The Academy Trust obtains use of fixed assets as a lessee. The classification of such leases as operating or finance lease requires the Academy Trust to determine, based on an evaluation of the terms and conditions of the arrangements, whether it retains or acquires the significant risks and rewards of ownership of these assets and accordingly whether the lease requires an asset and liability to be recognised in the Balance Sheet.

**3. Income from donations and capital grants**

	<b>Unrestricted funds 2022 £</b>	<b>Restricted funds 2022 £</b>	<b>Restricted fixed asset funds 2022 £</b>	<b>Total funds 2022 £</b>	<b>Total funds 2021 £</b>
Donations	38,396	-	-	38,396	57,503
Capital Grants	-	-	2,520,192	2,520,192	28,589
	<u>38,396</u>	<u>-</u>	<u>2,520,192</u>	<u>2,558,588</u>	<u>86,092</u>
<b>Total 2021</b>	<u>11,603</u>	<u>45,900</u>	<u>28,589</u>	<u>86,092</u>	

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

**4. Funding for the Academy's educational operations**

	<b>Restricted funds 2022 £</b>	<b>Total funds 2022 £</b>	<b>Total funds 2021 £</b>
<b>Direct costs - Educational operations</b>			
<b>DfE/ESFA grants</b>			
General Annual Grant (GAG)	10,290,886	10,290,886	10,010,659
Other DfE/ESFA grants			
Other DfE/ESFA Group	9,521	9,521	26,290
Pupil Premium	258,890	258,890	234,930
Teachers Pay grant	30,454	30,454	139,865
Teachers Pension grant	86,053	86,053	395,211
Supplementary grant	112,478	112,478	-
School led tutoring	40,095	40,095	-
	-	10,828,377	10,806,955
<b>Other Government grants</b>			
Local Authority SEN funding	103,468	103,468	131,978
	103,468	103,468	131,978
<b>Other income from the Academy Trust's educational operations</b>	<b>126,608</b>	<b>126,608</b>	<b>29,486</b>
<b>COVID-19 additional funding (DfE/ESFA)</b>			
Recovery / Catch-up Premium	37,755	37,755	111,160
Mass testing grants	27,173	27,173	52,310
Other COVID related funding	-	-	169,063
	64,928	64,928	332,533
<b>Total Direct costs - Educational operations</b>	<b>11,123,381</b>	<b>11,123,381</b>	<b>11,300,952</b>
	11,123,381	11,123,381	11,300,952
<b>Total 2021</b>	<b>11,300,952</b>	<b>11,300,952</b>	

The Academy Trust received £37,755 of funding for COVID Recovery premium and costs incurred in respect of this funding totalled £37,755.

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

**5. Income from other trading activities**

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Rental income	113,985	-	113,985	38,706
Other income	42,790	478,663	521,453	39,036
<b>Total 2022</b>	<u>156,775</u>	<u>478,663</u>	<u>635,438</u>	<u>77,742</u>
<b>Total 2021</b>	<u>57,885</u>	<u>19,857</u>	<u>77,742</u>	

**6. Investment income**

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Investment income	184	184	126
<b>Total 2021</b>	<u>126</u>	<u>126</u>	

**7. Expenditure**

	Staff Costs 2022 £	Premises 2022 £	Other 2022 £	Total 2022 £	Total 2021 £
Charitable activities:					
Direct costs	7,730,215	494,718	800,919	9,025,852	8,974,353
Support costs	2,198,098	882,304	1,044,251	4,124,653	2,880,826
	<u>9,928,313</u>	<u>1,377,022</u>	<u>1,845,170</u>	<u>13,150,505</u>	<u>11,855,179</u>
<b>Total 2021</b>	<u>9,323,667</u>	<u>853,176</u>	<u>1,678,336</u>	<u>11,855,179</u>	

Of the total expenditure of £13,150,505 (2021 - £11,855,179), £132,544 (2021 - £102,942) was attributable to unrestricted funds, £12,282,708 (2021 - £11,039,435) was attributable to restricted funds and £735,253 (2021 - £712,802) was attributable to the restricted fixed asset funds.

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**NOTES TO THE FINANCIAL STATEMENTS  
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**8. Analysis of expenditure by activities**

	<b>Activities undertaken directly 2022 £</b>	<b>Support costs 2022 £</b>	<b>Total funds 2022 £</b>	<b>Total funds 2021 £</b>
Charitable activities	9,025,852	4,124,653	13,150,505	11,855,179
<b>Total 2021</b>	<b>8,974,353</b>	<b>2,880,826</b>	<b>11,855,179</b>	

**Analysis of support costs**

	<b>Direct costs -</b>		
	<b>Educational operations 2022 £</b>	<b>Total funds 2022 £</b>	<b>Total funds 2021 £</b>
LGPS FRS102 net interest cost	116,000	116,000	90,000
Staff costs	2,198,098	2,198,098	1,585,227
Repairs and maintenance	234,902	234,902	88,343
Gas and electricity	408,432	408,432	232,819
Cleaning costs	243,177	243,177	229,012
Insurance	40,166	40,166	39,366
Security and transport	11,184	11,184	8,812
Catering costs	281,604	281,604	87,115
Site expenses - Covid-19	3,015	3,015	37,074
Other support costs	455,888	455,888	403,712
Professional fees	53,302	53,302	38,483
Rates	29,361	29,361	18,781
Legal fees - other matters	49,524	49,524	22,082
	<b>4,124,653</b>	<b>4,124,653</b>	<b>2,880,826</b>
<b>Total 2021</b>	<b>2,880,826</b>	<b>2,880,826</b>	

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

**9. Net income/(expenditure)**

Net income/(expenditure) for the year includes:

	<b>2022</b>	<b>2021</b>
	£	£
Operating lease rentals	26,097	30,720
Depreciation of tangible fixed assets	735,253	712,802
Fees paid to auditor for:		
- audit	12,600	8,000
- other services	3,400	4,500
	26,097	30,720

**10. Staff**

**a. Staff costs**

Staff costs during the year were as follows:

	<b>2022</b>	<b>2021</b>
	£	£
Wages and salaries	6,886,991	6,528,110
Social security costs	771,331	693,503
Pension costs	2,136,945	1,773,646
	9,795,267	8,995,259
Agency staff costs	108,524	328,408
Staff restructuring costs	24,522	-
	9,928,313	9,323,667

**b. Severance payments**

The Academy Trust paid 1 severance payments in the year (2021 - Nil), disclosed in the following bands:

	<b>2022</b>	<b>2021</b>
	No.	No.
£0 - £25,000	1	-
	1	-

**c. Special staff severance payments**

During the year the Academy Trust made 1 non-contractual termination payment totalling £20,000 (2021: £nil). This non-contractual payment is included in the total severance payment noted above.

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

**10. Staff (continued)**

**d. Staff numbers**

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

	<b>2022</b>	<b>2021</b>
	<b>No.</b>	<b>No.</b>
Teachers	104	103
Administrative and support	89	79
Management	8	9
	<u>201</u>	<u>191</u>

**e. Higher paid staff**

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

	<b>2022</b>	<b>2021</b>
	<b>No.</b>	<b>No.</b>
In the band £60,001 - £70,000	4	6
In the band £70,001 - £80,000	3	1
In the band £80,001 - £90,000	-	1
In the band £130,001 - £140,000	1	1
	<u>1</u>	<u>1</u>

**f. Key management personnel**

The key management personnel of the Academy Trust comprise the Governors and the senior management team as listed on page 1. The total amount of employee benefits (including employer pension contributions and employer national insurance contributions) received by key management personnel for their services to the Academy Trust was £887,148 (2021 - £942,904).

**11. Governors' and Officers' insurance**

The Academy Trust has opted into the Department for Education's risk protection arrangement (RPA), an alternative to insurance where UK government funds cover losses that arise. This scheme protects Governors and officers from claims arising from negligent acts, errors or omissions occurring whilst on academy business, and provides cover up to £10,000,000. It is not possible to quantify the Governors and officers indemnity element from the overall cost of the RPA scheme membership.



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

**12. Governors' remuneration and expenses**

One or more Governors has been paid remuneration or has received other benefits from an employment with the Academy Trust. The Headteacher and other staff Governors only receive remuneration in respect of services they provide undertaking the roles of Headteacher and staff members under their contracts of employment. The value of Governors' remuneration and other benefits was as follows:

		2022	2021
		£	£
Mr Robert Jones (Headteacher)	Remuneration	135,000 -	135,000 -
		140,000	140,000
	Pension contributions paid	30,000 -	30,000 -
		35,000	35,000
Mrs Melinda Giddens (resigned as trustee 31 January 2022)	Remuneration	20,000 -	55,000 -
		25,000	60,000
	Pension contributions paid	5,000 -	10,000 -
		10,000	15,000
Mrs Sandeep Palmer	Remuneration	20,000 -	20,000 -
		25,000	25,000
	Pension contributions paid	5,000 -	5,000 -
		10,000	10,000

During the year ended 31 August 2022, no Governor expenses have been incurred (2021 - £NIL).

**13. Tangible fixed assets**

	Freehold property £	Furniture and equipment £	Motor vehicles £	Computer equipment £	Total £
<b>Cost or valuation</b>					
At 1 September 2021	34,446,994	639,945	42,815	714,886	35,844,640
Additions	1,134,568	6,084	-	303,179	1,443,831
Disposals	-	-	-	(86,758)	(86,758)
At 31 August 2022	<u>35,581,562</u>	<u>646,029</u>	<u>42,815</u>	<u>931,307</u>	<u>37,201,713</u>
<b>Depreciation</b>					
At 1 September 2021	4,631,505	407,212	42,815	528,932	5,610,464
Charge for the year	494,718	109,747	-	130,788	735,253
On disposals	-	-	-	(86,758)	(86,758)
At 31 August 2022	<u>5,126,223</u>	<u>516,959</u>	<u>42,815</u>	<u>572,962</u>	<u>6,258,959</u>
<b>Net book value</b>					
At 31 August 2022	<u><u>30,455,339</u></u>	<u><u>129,070</u></u>	<u><u>-</u></u>	<u><u>358,345</u></u>	<u><u>30,942,754</u></u>
At 31 August 2021	<u><u>29,815,489</u></u>	<u><u>232,733</u></u>	<u><u>-</u></u>	<u><u>185,954</u></u>	<u><u>30,234,176</u></u>

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

**13. Tangible fixed assets (continued)**

Included in freehold property is freehold land of £9,700,000 (2021 - £9,700,000) which is not depreciated.

**14. Debtors**

	<b>2022</b>	<b>2021</b>
	£	£
<b>Due within one year</b>		
Trade debtors	9,425	5,375
Prepayments and accrued income	2,008,645	244,014
VAT recoverable	117,752	48,790
	2,135,822	298,179
	2,135,822	298,179

**15. Creditors: Amounts falling due within one year**

	<b>2022</b>	<b>2021</b>
	£	£
Trade creditors	627,518	80,207
Other taxation and social security	193,977	182,194
Other creditors	179,009	188,599
Accruals and deferred income	123,110	104,745
	1,123,614	555,745
	1,123,614	555,745
	<b>2022</b>	<b>2021</b>
	£	£
Deferred income at 1 September	77,219	45,185
Resources deferred during the year	62,476	77,219
Amounts released from previous periods	(77,219)	(45,185)
<b>Deferred income at 31 August</b>	<b>62,476</b>	<b>77,219</b>
	<b>62,476</b>	<b>77,219</b>

Deferred income at 31 August 2022 includes amounts received in advance in respect of trip income of £23,666 (2021 - £31,899) and other income of £38,810 (2021 - £45,320).

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

**16. Statement of funds**

	Balance at 1 September 2021 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2022 £
<b>Unrestricted funds</b>						
General Funds	343,211	195,355	(132,544)	-	-	406,022
<b>Restricted general funds</b>						
General Annual Grant (GAG)	557,642	10,290,886	(10,180,417)	(425,389)	-	242,722
Other DfE/ESFA grants	-	9,521	(9,521)	-	-	-
Pupil Premium	-	258,890	(258,890)	-	-	-
Teachers pay grants	-	30,454	(30,454)	-	-	-
Teachers pension grants	-	86,053	(86,053)	-	-	-
Local Authority SEN grants	-	103,468	(103,468)	-	-	-
COVID recovery grants	94,133	37,755	(131,888)	-	-	-
Mass testing grants	-	27,173	(27,173)	-	-	-
Supplementary grant	-	112,478	(112,478)	-	-	-
School led tutoring	-	40,095	(40,095)	-	-	-
Other restricted funding	-	605,271	(605,271)	-	-	-
Pension reserve	(6,733,000)	-	(697,000)	-	6,018,000	(1,412,000)
	(6,081,225)	11,602,044	(12,282,708)	(425,389)	6,018,000	(1,169,278)
<b>Restricted fixed asset funds</b>						
Tangible fixed assets	30,234,176	2,520,192	(735,253)	425,389	-	32,444,504
<b>Total Restricted funds</b>	24,152,951	14,122,236	(13,017,961)	-	6,018,000	31,275,226
<b>Total funds</b>	24,496,162	14,317,591	(13,150,505)	-	6,018,000	31,681,248

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

**16. Statement of funds (continued)**

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

The General Annual Grant funding must be used for the normal running costs of the Academy Trust in line with the Trust's charitable objects and the terms and conditions of the Trust's funding agreement.

Other grants and income, which include other ESFA / DfE grants, Pupil Premium, Teacher Pay grants, Teachers' Pension grants, Local Authority funding, COVID Catch-up Premium, other COVID related funding and other restricted income, are all used in accordance with the specific restrictions of the individual grants and funding provided.

The Pension reserve represents the Local Government Pension Scheme deficit.

Restricted fixed asset funds represent the investment in fixed assets, net of accumulated depreciation, and includes the value of fixed assets transferred to the Academy Trust on conversion of the Schools within the Academy Trust and the value of fixed assets transferred from academies joining the Trust in the current or previous years, together with any capital expenditure funded from restricted or unrestricted funds. Unspent capital grants and capital income are also held in this fund and their use is restricted to the capital projects for which the grant awarded.

Under the funding agreement with the Secretary of State, the Academy Trust was not subject to a limit on the amount of GAG it could carry forward at 31 August 2022.

Comparative information in respect of the preceding year is as follows:

	<b>Balance at 1 September 2020 £</b>	<b>Income £</b>	<b>Expenditure £</b>	<b>Transfers in/out £</b>	<b>Gains/ (Losses) £</b>	<b>Balance at 31 August 2021 £</b>
<b>Unrestricted funds</b>						
General Funds	376,539	69,614	(102,942)	-	-	343,211
<b>Restricted general funds</b>						
General Annual Grant (GAG)	-	10,010,659	(9,368,518)	(84,499)	-	557,642
Other DfE/ESFA grants	-	26,290	(26,290)	-	-	-
Pupil Premium	-	234,930	(234,930)	-	-	-
Teachers pay grants	-	139,865	(139,865)	-	-	-
Teachers pension grants	-	395,211	(395,211)	-	-	-
Local Authority SEN grants	-	131,978	(131,978)	-	-	-

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**16. Statement of funds (continued)**

	Balance at 1 September 2020 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2021 £
COVID recovery grants	-	111,160	(17,027)	-	-	94,133
Other COVID related funding	-	169,063	(169,063)	-	-	-
Mass testing grants	-	52,310	(52,310)	-	-	-
Supplementary grant	-	95,243	(95,243)	-	-	-
Pension reserve	(5,155,000)	-	(409,000)	-	(1,169,000)	(6,733,000)
	<u>(5,155,000)</u>	<u>11,366,709</u>	<u>(11,039,435)</u>	<u>(84,499)</u>	<u>(1,169,000)</u>	<u>(6,081,225)</u>
<b>Restricted fixed asset funds</b>						
Tangible fixed assets	30,833,890	28,589	(712,802)	84,499	-	30,234,176
<b>Total Restricted funds</b>	<u>25,678,890</u>	<u>11,395,298</u>	<u>(11,752,237)</u>	<u>-</u>	<u>(1,169,000)</u>	<u>24,152,951</u>
<b>Total funds</b>	<u><u>26,055,429</u></u>	<u><u>11,464,912</u></u>	<u><u>(11,855,179)</u></u>	<u><u>-</u></u>	<u><u>(1,169,000)</u></u>	<u><u>24,496,162</u></u>

**Total funds analysis by academy**

Fund balances at 31 August 2022 and 31 August 2021 relate to the single school in the Trust, being Haydon School, hence a breakdown by school is not required in these financial statements.

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**NOTES TO THE FINANCIAL STATEMENTS  
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**17. Analysis of net assets between funds**

**Analysis of net assets between funds - current year**

	<b>Unrestricted funds 2022 £</b>	<b>Restricted funds 2022 £</b>	<b>Restricted fixed asset funds 2022 £</b>	<b>Total funds 2022 £</b>
Tangible fixed assets	-	-	30,942,754	30,942,754
Current assets	406,022	1,366,336	1,501,750	3,274,108
Creditors due within one year	-	(1,123,614)	-	(1,123,614)
Provisions for liabilities and charges	-	(1,412,000)	-	(1,412,000)
<b>Total</b>	<b>406,022</b>	<b>(1,169,278)</b>	<b>32,444,504</b>	<b>31,681,248</b>

**Analysis of net assets between funds - prior year**

	<b>Unrestricted funds 2021 £</b>	<b>Restricted funds 2021 £</b>	<b>Restricted fixed asset funds 2021 £</b>	<b>Total funds 2021 £</b>
Tangible fixed assets	-	-	30,234,176	30,234,176
Current assets	343,211	1,207,520	-	1,550,731
Creditors due within one year	-	(555,745)	-	(555,745)
Provisions for liabilities and charges	-	(6,733,000)	-	(6,733,000)
<b>Total</b>	<b>343,211</b>	<b>(6,081,225)</b>	<b>30,234,176</b>	<b>24,496,162</b>

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**18. Reconciliation of net income/(expenditure) to net cash flow from operating activities**

	<b>2022</b>	<b>2021</b>
	£	£
Net income/(expenditure) for the year (as per Statement of Financial Activities)	1,167,086	(390,267)
	<hr/>	<hr/>
<b>Adjustments for:</b>		
Depreciation	735,253	712,802
Capital grants from DfE and other capital income	(729,589)	(28,589)
Investment income	(184)	(126)
Defined benefit pension scheme cost less contributions payable	581,000	319,000
Defined benefit pension scheme finance cost	116,000	90,000
(Increase)/decrease in debtors	(1,837,643)	38,533
Increase in creditors	567,870	119,404
	<hr/>	<hr/>
<b>Net cash provided by operating activities</b>	<b>599,793</b>	<b>860,757</b>
	<hr/> <hr/>	<hr/> <hr/>

**19. Cash flows from investing activities**

	<b>2022</b>	<b>2021</b>
	£	£
Investment income	184	126
Purchase of tangible fixed assets	(1,443,831)	(113,088)
Capital grants from DfE Group	27,250	28,589
Capital funding received from sponsors and others	702,338	-
	<hr/>	<hr/>
<b>Net cash used in investing activities</b>	<b>(714,059)</b>	<b>(84,373)</b>
	<hr/> <hr/>	<hr/> <hr/>

**20. Analysis of cash and cash equivalents**

	<b>2022</b>	<b>2021</b>
	£	£
Cash in hand and at bank	1,138,286	1,252,552
	<hr/>	<hr/>
<b>Total cash and cash equivalents</b>	<b>1,138,286</b>	<b>1,252,552</b>
	<hr/> <hr/>	<hr/> <hr/>

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**NOTES TO THE FINANCIAL STATEMENTS  
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**21. Analysis of changes in net debt**

	At 1 September 2021 £	Cash flows £	At 31 August 2022 £
Cash at bank and in hand	1,252,552	(114,266)	1,138,286
	<u>1,252,552</u>	<u>(114,266)</u>	<u>1,138,286</u>

**22. Capital commitments**

	2022 £	2021 £
<b>Contracted for but not provided in these financial statements</b>		
Acquisition of tangible fixed assets	1,839,755	-
	<u>1,839,755</u>	<u>-</u>

**23. Pension commitments**

The Academy Trust's employees belong to two principal pension schemes: the Teachers' Pension Scheme England and Wales (TPS) for academic and related staff; and the Local Government Pension Scheme (LGPS) for non-teaching staff, which is managed by London Borough of Hillingdon. Both are multi-employer defined benefit schemes.

The latest actuarial valuation of the TPS related to the period ended 31 March 2016 and of the LGPS 31 March 2019.

Contributions amounting to £178,794 were payable to the schemes at 31 August 2022 (2021 - £173,271) and are included within creditors.

**Teachers' Pension Scheme**

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pension Scheme Regulations 2014. Membership is automatic for full-time teachers in academies. All teachers have the option to opt-out of the TPS following enrolment.

The TPS is an unfunded scheme to which both the member and employer makes contributions, as a percentage of salary - these contributions are credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.



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**23. Pension commitments (continued)**

**Valuation of the Teachers' Pension Scheme**

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2016. The valuation report was published by the Department for Education on 5 March 2019. The key elements of the valuation and subsequent consultation are:

employer contribution rates set at 23.68% of pensionable pay (including a 0.08% administration levy)  
total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £218,100 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £196,100 million, giving a notional past service deficit of £22,000 million  
the SCAPE rate, set by HMT, is used to determine the notional investment return. The current SCAPE rate is 2.4% above the rate of CPI, assumed real rate of return is 2.4% in excess of prices and 2% in excess of earnings. The rate of real earnings growth is assumed to be 2.2%. The assumed nominal rate of return including earnings growth is 4.45%.

The next valuation result is due to be implemented from 1 April 2023.

The employer's pension costs paid to TPS in the year amounted to £1,136,294 (2021 - £1,090,108).

A copy of the valuation report and supporting documentation is on the Teachers' Pensions website (<https://www.teacherspensions.co.uk/news/employers/2019/04/teachers-pensions-valuation-report.aspx>).

Under the definitions set out in FRS 102, the TPS is an unfunded multi-employer pension scheme. The Academy Trust has accounted for its contributions to the scheme as if it were a defined contribution scheme. The Academy Trust has set out above the information available on the scheme.

**Local Government Pension Scheme**

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 August 2022 was £560,000 (2021 - £465,000), of which employer's contributions totalled £440,000 (2021 - £365,000) and employees' contributions totalled £ 120,000 (2021 - £100,000). The agreed contribution rates for future years are 25.1% for employers and 5.5% to 12.5% for employees.

Parliament has agreed, at the request of the Secretary of State for Education, to a guarantee that, in the event of academy closure, outstanding Local Government Pension Scheme liabilities would be met by the Department for Education. The guarantee came into force on 18 July 2013.

**Principal actuarial assumptions**

	<b>2022</b>	<b>2021</b>
	%	%
Rate of increase in salaries	3.35	3.2
Rate of increase for pensions in payment/inflation	3.05	2.9
Discount rate for scheme liabilities	4.25	1.65
Inflation assumption (CPI)	3.05	2.9

The current mortality assumptions include sufficient allowance for future improvements in mortality rates. The assumed life expectations on retirement age 65 are:

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**23. Pension commitments (continued)**

	<b>2022 Years</b>	<b>2021 Years</b>
Retiring today		
Males	22.1	22.3
Females	24.5	24.7
Retiring in 20 years		
Males	22.8	23.3
Females	25.5	26.2

**Sensitivity analysis**

Change in value of the defined benefit obligations:

	<b>2022 £000</b>	<b>2021 £000</b>
Salary increase rate +0.5%	100	155
Discount rate -0.5%	1,000	1,605
Pension Increase Rate +0.5%	910	1,425

**Share of scheme assets**

The Academy Trust's share of the assets in the scheme was:

	<b>At 31 August 2022 £</b>	<b>At 31 August 2021 £</b>
Equities	3,713,940	3,717,700
Bonds	2,212,560	2,373,000
Property	1,580,400	1,265,600
Cash	395,100	553,700
<b>Total market value of assets</b>	<b>7,902,000</b>	<b>7,910,000</b>

The actual return on scheme assets was £-443,000 (2021 - £1,188,000).

The amounts recognised in the Statement of Financial Activities are as follows:

	<b>2022 £</b>	<b>2021 £</b>
Current service cost	(1,021,000)	(684,000)
Interest income	134,000	111,000
Interest cost	(250,000)	(201,000)
<b>Total amount recognised in the Statement of Financial Activities</b>	<b>(1,137,000)</b>	<b>(774,000)</b>

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**23. Pension commitments (continued)**

Changes in the present value of the defined benefit obligations were as follows:

	<b>2022</b>	<b>2021</b>
	£	£
<b>At 1 September</b>	14,643,000	11,515,000
Current service cost	1,021,000	684,000
Interest cost	250,000	201,000
Employee contributions	120,000	100,000
Actuarial (gains)/losses	(6,595,000)	2,246,000
Benefits paid	(125,000)	(103,000)
	<u>9,314,000</u>	<u>14,643,000</u>

Changes in the fair value of the Academy Trust's share of scheme assets were as follows:

	<b>2022</b>	<b>2021</b>
	£	£
<b>At 1 September</b>	7,910,000	6,360,000
Interest income	134,000	111,000
Actuarial (losses)/gains	(577,000)	1,077,000
Employer contributions	440,000	365,000
Employee contributions	120,000	100,000
Benefits paid	(125,000)	(103,000)
	<u>7,902,000</u>	<u>7,910,000</u>

**24. Operating lease commitments**

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

	<b>2022</b>	<b>2021</b>
	£	£
Not later than 1 year	26,097	31,273
Later than 1 year and not later than 5 years	49,585	66,142
	<u>75,682</u>	<u>97,415</u>

**25. Members' liability**

Each member of the charitable company undertakes to contribute to the assets of the company in the event of it being wound up while he/she is a member, or within one year after he/she ceases to be a member, such amount as may be required, not exceeding £10 for the debts and liabilities contracted before he/she ceases to be a member.

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**26. Related party transactions**

No related party transactions took place in the period of account, other than certain governors' remuneration and expenses already disclosed in note 12.

**27. Agency arrangements**

The Academy Trust distributes 16-19 bursary funds on behalf of the ESFA. In the year ended 31 August 2022 the Academy Trust received £18,505 (2021 - £21,158) and distributed £33,833 (2021 - £11,628). A balance of £215 (2021 - £15,328) is included within creditors.