

# **The Grey Coat Hospital**

## **Annual Report and Financial Statements**

**31 August 2021**

Company Limited by Guarantee  
Registration Number  
08099098 (England and Wales)

## Contents

### Reports

Reference and administrative information	2
Governors' Report	4
Governance Statement	21
Statement of regularity, propriety and compliance	26
Statement of governors' responsibilities	27
Independent auditor's report on the financial statements	28
Independent reporting accountant's report on regularity	31

### Financial statements

Statement of financial activities	33
Balance sheet	34
Statement of cash flows	35
Principal accounting policies	36
Notes to the financial statements	41

## Reference and administrative information

### Members

The Very Rev D M Hoyle  
Mrs S M Lowson  
Mr R D Clark  
Mrs M J Richards  
Mr J M Noakes (resigned 21 September 2021)  
Mr T Mullins  
Mrs L Cooper (from 21 September 2021)

### Governors

Mr L Cini O'Dwyer MSc  
Mr R D Clark (Chair)  
Dr G Cooper (from 22 June 2021)  
Ms N S Cottier BEdMiss E M  
Gibson  
Ms A Glover  
The Rev Canon Dr J Hawkey MADr M  
Hetherington (until 31 May 2021)  
Mrs S M Lowson MSc  
Father A Moughtin-Mumby (from 22 June 2021)  
Mr J O Nesbitt ARICS  
Mrs J Schroer BA  
Mr J Slater FCA  
Mrs R N Stewart BSc  
Mr F Studemann Schulenburg BAMrs P  
Swan MSc  
Dr G Thomas  
Ms S Staab, MA

### Company Secretary

Dr G Carver (until 25 June 2021)  
Vacancy

## Reference and administrative information

### Senior Leadership Team

Headteacher	Susanne Staab
Senior Deputy	Sandra Young
Deputy Head	Ian McCartney
Bursar	Marie Holmes
Assistant Head	Jennifer Morton
Assistant Head	Cecily Cole

**Registered address** 57 Palace Street  
London  
SW1E 5HJ

**Principal address** Greycoat Place  
London  
SW1P 2DY

**Company registration number** 08099098 (England and Wales)

**Auditor** Haysmacintyre LLP  
10 Queen Street Place  
London  
EC4R 1AG

**Bankers** National Westminster Bank plc  
Victoria Branch  
169 Victoria Street  
London  
SW1E 5BT

**Solicitors** Farrer & Co LLP  
Lincoln's Inn Fields  
London  
WC2A 3LH

The governors of The Grey Coat Hospital ('the Academy') present their annual report together with the financial statements and the auditor's reports of the charitable company for the year from 1 September 2020 to 31 August 2021. The annual report serves the purposes of both a governors' report and a directors' report under company law.

The financial statements have been prepared in accordance with 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 United Kingdom and Republic of Ireland (FRS 102) – Second Edition effective 1 January 2019.

The academy trust operates a secondary academy for pupils ages 11 to 18. The number on roll at the Autumn Census 2020 was 1,101

## **STRUCTURE, GOVERNANCE AND MANAGEMENT**

### **Constitution**

The charitable company is a company limited by guarantee (Company Registration No. 08099098) and an exempt charity incorporated on 11 June 2012. The charitable company's Articles of Association and the funding agreement executed on 1 July 2012 are the primary governing documents of the Academy.

The governors act as trustees for the charitable activities of The Grey Coat Hospital and are also directors of the charitable company for the purposes of company law. The charitable company is known as The Grey Coat Hospital.

Details of the governors who served throughout the year except as noted are included later in this report.

### **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.

### **Governors' indemnities**

As stated in the Academy's Articles of Association (Clause 133): 'Subject to the provisions of the Companies Act 2006 every governor or other officer or auditor of the Academy Trust shall be indemnified out of the assets of the Academy Trust against any liability incurred by him in that capacity in defending any proceedings, whether civil or criminal, in which judgment is given in favour or in which he is acquitted or in connection with any application in which relief is granted to him by the court from liability for negligence, default, breach of duty or breach of trust in relation to the affairs of the Academy Trust.'

The Academy has an indemnity policy in place to cover the cost of any such claims up to a total of £5,000,000 in any one year.

## **STRUCTURE, GOVERNANCE AND MANAGEMENT** (continued)

### **Method of recruitment and appointment or election of governors**

On the conversion date the members appointed all those governors that served the predecessor school to be governors of the newly formed Academy. These governors were appointed on a term of office that would end when their original term at the predecessor school would have ended, ensuring staggered re-election. Parent governors who were governors of the predecessor school as at the conversion date and are still governors now are deemed to be elected for the purposes of this report.

Since July 2012 new governors are appointed or elected under the Articles of Association and Funding Agreement. In general the Academy Trust will have the following governors:

- ◆ The United Westminster and Grey Coat Foundation may appoint up to 10 governors, subject to Articles of Association. There must be a minimum of 5 appointed under this arrangement;
- ◆ In addition, subject to Articles, the Academy Trust shall have the following governors:
  - a) 2 staff governors to be elected;
  - b) 2 parent governors; to be elected, however if the number of parents standing for election is fewer than the vacancies, the governors can appoint parent governors to make up the number of parent governors required;
  - c) The Headteacher;
  - d) Any additional governors, as deemed necessary by the Secretary of State under the relevant clauses in the Articles of Association; and
  - e) The governors may appoint up to 3 co-opted governors subject to the conditions set out in the Articles of Association.
- ◆ The total number of governors who are employees of the Academy Trust (including the Headteacher) must not exceed one third of the total number of governors nor shall non foundation governors exceed the number of foundation governors;
- ◆ The Headteacher shall be treated for all purposes as being an ex-officio governor; and
- ◆ The term of office for any governor (except on conversion) is four years, with the exception of:
  - a) This time limit does not apply to the Headteacher; and
  - b) A staff governor will only hold office for so long as they continue to be employed as a teacher or member of support staff.

## **STRUCTURE, GOVERNANCE AND MANAGEMENT** (continued)

A pro-forma has been developed to assist in a skills audit of governors. By this method, the board can ascertain where its strengths and weaknesses lie and can plan succession accordingly. This skills audit is a key part of the annual governance review, which is undertaken by the Nominations Committee and the Strategy Committee, both sub-committees that report into the full governing board.

In recruiting new governors, the Nominations Committee, with the governance professional's assistance, will activate a range of channels to advertise publicly for prospective candidates. Once the longlist of candidates are presented, governors from the Nominations Committee will meet with individuals to validate their skill sets and motivation for joining the board. Anyone to be considered will also meet with the Foundation Clerk to understand the workings of the United Westminster and Grey Coat Hospital Foundation ('the Foundation'), and its relationship to the Academy Trust.

Once the prospective governors have been shortlisted, they will meet the Headteacher, tour the school, and undergo a formal interview by a panel of governors from the Nominations Committee. Providing the panel believe the new governor is suitable for the role, and they fully understand their duties as a school governor and charity director, the Nominations Committee will move to take references and undertake DBS checks, before recommending the candidate to the full governing board. At the next full board meeting, the candidate's C.V. is presented and the Chair of Governors will give a verbal report as to the merits of the candidate and the findings of the Nominations Committee. It is then a majority decision as to whether someone is appointed.

There is a checklist outlining the process for the appointment itself, the compliance requirements for new governors, induction arrangements and the training recommended and/or required, with specific directions for safeguarding training. During the mid year audit review, the governor induction checklist was commended as an example of good practice.

The successful candidate then undergoes a formal induction process which involves completing an induction module. The module covers all areas of responsibility, how to interpret key facts and figure, and what the new governor should know as they take up their post.

All new governors, including elected governors are also given the United Westminster Grey Coat Foundation trustee induction pack and slides signposting that new governors should attend the London Diocesan and Bi-Borough 'new governor' safeguarding courses. They are also alerted to the self-study modules across a whole range of subjects available through the National Governance Association learning link subscription. New governors are introduced to Governor hub where Board meeting agendas and minutes are posted.

A buddy system operates whereby new governors are invited to be mentored by an existing governor.

**STRUCTURE, GOVERNANCE AND MANAGEMENT** (continued)

**Governors**

The governors are directors of the charitable company for the purposes of the Companies Act 2006. The following trustees were in office at 31 August 2021 and served throughout the period except

<b>Governor</b>	<b>Appointed/Resigned</b>	<b>Appointing body</b>
Mr L Cini-O'Dwyer MSc		Elected Teaching Staff
Mr R D Clark		GCH Fdn Trustees
Dr G Cooper	from 22 June 2021	Elected Parent
Ms N S Cottier BEd		LDBS
Miss E M Gibson		GCH Fdn Trustees
Miss A Glover		GCH Fdn Trustees
The Rev Canon Dr J Hawkey MA		The Dean and Chapter of the Collegiate Church of St Peter Westminster
Dr M Hetherington	until 31 May 2021	GCH Fdn Trustees- Parent
Mrs S M Lowson MSc		
Father A Moughtin-Mumby	from 22 June 2021	Elected Parent
Mr J O Nesbitt ARICS		GCH Fdn. Trustee
Mrs J Schroer BA		GCH Fdn. Trustees - Parent
Mr J Slater FCA		GCH Fdn. Trustees
Ms S Staab MA		Headteacher
Mrs R N Stewart BSc		GCH Fdn. Trustees - Parent
Mr F Studemann Schulenburg BA		GCH Fdn. Trustees - Parent
Mrs P Swan MSc		Elected Support Staff
Dr G Thomas		GCH Fdn, Trustees – Parent



## **STRUCTURE, GOVERNANCE AND MANAGEMENT** (continued)

### **Organisational structure**

The Academy's organisational leadership involves the governors and the officers in the Senior Leadership Team. In September 2020, two assistant heads were appointed to serve on the Senior Leadership Team. The Clerk to the Governors resigned on 25 June 2021. A temporary appointment has been made to cover this vacancy.

The governors are responsible for setting general policy, adopting an annual plan and budget, monitoring its financial and operational performance and making strategic decisions about the direction of the Academy, approving major items of expenditure and making senior staff appointments. The full board meets at least 3 times a year and more often when necessary. In addition there is an annual general meeting each year which takes place after a full board meeting.

The Academy, in addition to its main board of governors, has a Finance, Buildings and Audit and Risk Committee, a Personnel Committee, a Curriculum Committee, a Remuneration Committee and an Admissions Committee. In addition, there is a Strategy Committee consisting of the Chairman, Vice Chairman and Chairs of Standing Committees. There is also a Development Board in place, members of which include members of the governing body, representatives from the senior leadership team, representatives from the Parents' Guild and a member of the Old Greys' Association.

During 2020-2021 meetings have been held via Teams although attendees have been invited to join in person at the school if they wish. These arrangements will continue for the foreseeable future.

All committees have approved Terms of Reference. Within these Terms of Reference authority and responsibility is delegated to the appropriate decision maker. All committees met at least 3 times during the period.

The day to day management of the Academy is delegated to the Headteacher.

### **Arrangements for setting pay and remuneration of key management personnel**

The key management personnel of the Academy responsible for directing and controlling the Academy comprise the governors together with the Senior Leadership Team. Governors, aside from staff governors, do not receive remuneration in respect of their services to the Academy.

The governors' Remuneration Committee meets annually during the first term of the academic year when it reviews and appraises the Headteacher's performance, sets objectives and then determines pay for the coming year. The committee then determines the remuneration of each member of the key management personnel on the basis of performance appraisal reviews carried out by the Headteacher. Each member of staff has a personal pay scale and is assessed against agreed performance objectives.

**Trade union facility time**

During the year there were 136 full time equivalent employees, none of whom were relevant union officials during the relevant period.

**Related Parties and other Connected Charities and Organisations**

The Academy forms part of The United Westminster and Grey Coat Foundation, Charity number 1181012. The other schools under the Foundation are Emanuel School, Queen Anne's School, Sutton Valence School and Westminster City School. The Academy has a strong and historic connection with Westminster Abbey. The Academy also has links with various educational organisations including the London Diocesan Board for Schools (LDBS).

**Objectives and Activities**

The Academy's object is specifically restricted to the following:

- a) To advance for the public benefit education by maintaining and managing an Academy with a Christian religious character offering a broad curriculum conducted in accordance with the Christian faith ethos; and
- b) To promote for the benefit of the community the provision of facilities for recreation or leisure in the interests of social welfare.

Its activities are:

- a) To provide education for pupils of different abilities between the ages of 11 and 19. In accordance with the Articles of Association, the charitable company has adopted a Transfer Agreement approved by the Secretary of State for Education, which specifies, amongst other things, the basis for admitting students and that the curriculum should be broad and balanced and taught within the context of the Christian ethos of the Academy; and
- b) To let facilities to the community.

### **Objects and aims**

The principal objective is to provide a broadly based education within the framework of a Christian ethos. The aim of The Grey Coat Hospital is to enable students to take charge of their learning, make decisions based on Christian values, live in the world as independent women and meet the challenges of the twenty-first century. This educational offering embraces high academic standards with a rich and varied programme of extra-curricular activities, allied to many opportunities to undertake Academy visits and trips. The Academy is proud of its historic heritage which forms a background to its desire to equip itself with the latest technology and resources to enable the students to fulfil their potential and to become valuable and valued members of the wider community.

### **Public Benefit**

In setting the Academy objectives and planning its activities, the governing body have given careful consideration to the Charity Commission's general guidance on public benefit in particular its supplementary guidance on advancing education.

### **Targets 2020-2021**

KS4

Percentage of grades 9-5 in English and Mathematics to be 77%

Percentage of grades 9-4 in English and Mathematics to be 92%

Percentage of pupils achieving grade 9-5 in the English Baccalaureate to be 65%

Percentage of grades 9-7 to be 51%

Percentage of A\*/A grades to be 42%

Percentage of A\*-B grades to be 72%

Percentage of A\*-C grades to be 93%

Percentage of A\*-E grades to be 100%

Overall attendance to be 98%

The Covid-19 pandemic and associated lockdowns, and the instructions for self isolation inevitably affected absence rates, However at 93.81% attendance for 2020-2021, (authorised absence 5.9%; unauthorised absence 0.29%; punctuality 99.06%) this is a remarkable achievement

**Achievement and performance 2020-2021**

**GCSE**

Year	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
% 1+ 9-1 / A*-G	100	100	98.7	100	100	100	100	100	100	100
% 5+ 9-1 / A*-G	100	100	97.4	100	99.3	98.7	100	100	100	100
% 5+ 9-4 / A*-C	91.3	93.5	86.5	92.7	90.0	92.1	92.7	94.7	96.8	98.8
% 5+ 9-5 / A*-C						89.5	86.0	86.8	91.1	92.6
% 5+ 9-4 / A*-C incl. English & Maths	84.6	85.6	82.1	85.3	82.7	86.8	86.7	90.8	92.4	94.5
% 5+ 9-5 / A*-C incl. English & Maths						71.7	72.0	72.4	80.3	75.5
% 9-4 in English & Maths						89.5	86.7	90.8	92.4	94.5
% 9-5 in English & Maths						72.0	72.0	73.0	80.3	75.5
% Grades 9-7 / A*-A	43.5	44.2	45.4	43.5	47.4	52.5	50.4	45.9	57.5	54.0
% Grades 9-5 / A*-C						89.6	83.5	84.2	91.1	88.5
% Grades 9-4 / A*-C						92.2	91.2	93.5	96.7	96.6
English Baccalaureate (all grades 9-5)						61.0	57.3	57.9	71.3	65.0
Attainment 8		62.06	61.97	62.9	63.27	64.3	63.6	63.83	6.8	TBC
Progress 8		+ .78	+ .49	+ .57	+ .48	+ .79	+ .74	0.76	0.66	N/A
Progress 8 rank		2	9	7	7	4	7	5	6	N/A

Our Year 11 students have shown exceptional resilience, focus and determination. The grades our students were awarded this summer are based on a range of exam-style assessments, covering the full range of assessment objectives and the majority, if not all, of the specification content. These assessments were marked and moderated rigorously within school, and further moderated externally. The awarded grades therefore represent genuinely what students know and can do at the end of their GCSE courses.

**A-LEVEL**

% Grades awarded	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
A*	5.9	6.9	13.8	7.3	8.5	16.4	16.8	11.7	24.0	24.2
A	18.3	23.4	21.4	19.6	25.1	20.1	22.0	24.0	26.1	27.1
B	38.0	31.9	36.1	31.0	28.5	28.5	29.8	28.1	25.8	27.9
C	21.8	24.7	17.3	26.9	23.8	22.0	21.7	20.7	19.2	12.0
D	11.6	9.3	9.1	12.0	10.6	10.2	5.5	10.2	3.9	5.1
E	2.2	3.3	2.1	2.9	2.8	2.8	2.3	4.0	0.9	3.7
A*-A	24.3	30.2	35.2	26.9	33.6	36.5	38.8	35.7	50.1	51.3
A*-B	62.3	62.1	71.3	57.9	62.1	65.0	68.6	63.8	75.9	79.3
A*-C	84.1	86.8	88.6	84.8	85.9	87.0	90.3	84.5	95.1	91.2
A*-E	97.8	99.5	99.7	99.7	99.5	100	98.1	98.8	100	100

We are delighted to share the achievements of our A-Level students. They have worked extremely hard throughout their time in our Sixth Form and we are very proud of them - the more so as they have had to experience unprecedented disruption and uncertainty towards the end of their secondary education. They have shown exceptional resilience, focus and determination throughout this time.

**University Destinations 2021**

	2019*	2019*	2020	2020	2021	2021
	Number of students	% of total of who applied to university	Number of students	% of total who applied to university	Number of students	% of total who applied to university (103)
<b>Russell Group Universities (inc Oxbridge)</b>	55	39.3%	52	50.5%	59	47.2%
<b>Other universities</b>	65	46.4%	39	37.9%	48	38.4%
<b>Art/Design Foundation</b>	3	2.2%	10	9.7%	4	3.2%
<b>Not placed/deferred</b>	17 (this included deferred applications)	12.1%	2	1.9%	14	11.2%
<b>Total number of students placed from those who applied through UCAS</b>	123	87.8%	103	100%	107	85.6%

**\*Please note that in 2019 destinations were recorded differently**

Our students will go on to take up places at a range of excellent institutions, including a significant proportion of Russell Group universities, as well as Oxford and Cambridge. Some students will embark on Art or Design Foundation courses, and others will undertake apprenticeships or a planned GAP year. In total, seven students have gained places at Oxford or Cambridge.

### **Targets 2021-2022**

#### **KS4**

Percentage of grades 9-5 in English and Mathematics to be 79%  
Percentage of grades 9-4 in English and Mathematics to be 92%  
Percentage of grades 9-7 to be 49%  
Percentage of pupils achieving grade 9-5 in the English Baccalaureate to be 60%

#### **KS5**

Percentage of A\*/A grades to be 40%  
Percentage of A\*-B grades to be 72%  
Percentage of A\*-C grades to be 96%  
Percentage of A\*-E grades to be 100%

Overall attendance to be 98%

### **Going concern**

The school continues to be oversubscribed with Year 7 and Year 12 applications. The successful outcomes for students remains the greatest driver for enrolment and there is confidence that these successes will continue. Expenditure is driven by the needs of the curriculum and the staffing necessary to deliver the curriculum. Staff costs represent the greatest area of expenditure in any educational environment so attention is paid to possible staff movement and staff pay progression both of which are therefore included in predictions of staff costs.

Crown Commercial Service and specialist consultants in the relevant field, are used when tendering new contracts and value for money is a key factor in any purchasing decision. The school's financial procedures document gives clear guidance regarding levels of authorisation and the need for the separation of duties. Frequent benchmarking continues to evidence that the academy is efficient in its use of its financial resources. A mid-year audit review also confirmed that the school is complying fully with the academy 'musts' in terms of governance and propriety.

### **Covid-19**

The financial procedures referred to above were revised from mid-March 2020 onwards in order to comply with the government direction for staff to work from home and for schools to close. Despite working remotely, the academy maintained the same spending limits, separation of duties and dual authorisation for banking while working to the new protocols. Many aspects adopted to deal with the Covid disruption in March 2020, remain in place and have helped streamline some transactions.

The board is informed about the finances of the academy by the circulation of the monthly management and cash flow reports. Variances are explained in the narrative to these financial reports and the risk register is reviewed regularly. Short and long term changes to the educational landscape are monitored by trustees and the senior managers of the academy. The 5 year financial forecast is updated in light of any legislative or demographic changes. There is expertise on the board to interrogate and challenge assumptions made in financial forecasts.

## **Governors' Report** 31 August 2021

As a result of the systems, processes and the expertise of the board guiding financial decisions, the Board of Governors has a reasonable expectation that the academy trust 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 principle accounting policies.

The continued provision of education is dependent on the ongoing funding by the Education Skills Funding Agency (ESFA) of which there is a reasonable expectation of it continuing for the foreseeable future.

### **Financial Review**

#### **Financial report for the year**

Most of the Academy's income is obtained from the Education and Skills Funding Agency (ESFA) in the form of the General Annual Grant (GAG), the use of which is restricted for education purposes. The grants received from the ESFA and other government bodies during the period and the associated expenditure are shown as restricted funds in the Statement of Financial Activities.

The total income for the year was £8,331,000 (31 August 2020- £7,816,000). At 31 August 2021, the Academy held fund balances of £(1,599,000) (2020 £(1,400,000)). These comprised £606,000 (2020 - £363,000) of unrestricted funds, £Nil of restricted general funds, a pension deficit of £2,330,000 (2020 - £2,007,000) and a balance of £125,000 (2020- £127,000) on the restricted fixed asset fund.

The results for the period are shown on page **33**.

#### **Reserves policy**

Reserves are held as a contingency against financial risks. Governors determine what, ideally, the level of reserves should be. The aim is to provide a cushion to deal with unforeseen emergencies and to even out income streams to ensure continuity of high standards of education provision. The Governors' Finance and Buildings Committee monitors and reviews the reserve levels termly, when budgeting for a new year and as a part of its medium term financial planning. These reviews encompass the nature of the income and expenditure streams, the need to match income with commitments and the nature of reserves.

#### **General reserves**

A working balance (carry forward) is held to offset the effect of uneven cash flows. Such events include reductions in per pupil funding, increases in the costs of employment and unexpected events. The Academy strives to increase income at all opportunities and continues to increase income from lettings.

#### **Earmarked reserves**

These are held for specific purposes to meet known or predicted requirements. Planned expenditure from reserves can only be authorised by the Headteacher. Unplanned release of funds can only be actioned after agreement by the Governors' Finance and Buildings committee and within the spending limits given in the Academy Financial Policy and Procedures arrangements.



## **Governors' Report 31 August 2021**

As at 31 August 2021 the Academy held available unrestricted funds of £606,000 (2020 £363,000).

This level of reserves is in line with the Governors' medium term financial plan designed to help guard against the impact of the reductions in funding of schools and future unanticipated or unknown costs.

### **Investment policy**

The Academy funds which are held at the school are in either current or the special interest bearing accounts largely used to offset bank charges.

## **PRINCIPAL RISKS AND UNCERTAINTIES**

### **Risk management**

The governors conduct formal risk assessments and have developed a system to identify, monitor and control risks and to mitigate any impact they may have on the Academy in the future. The governors have produced a risk register which is reviewed and updated. The completed register is then considered by the board and comments made. The risk register may be amended in the light of discussions and then presented to governors during the year. Governors are informed of changes to legislation and regulation which will affect them and the risk created by such changes. In addition, members of the Governors' Finance and Buildings Committee undertake a further risk management assessment to ensure all members of the Committee are engaged with both the internal and the external risks which may face the Academy. The risk management policy incorporates the risk framework, refers to the risk appetite, the identification of risk and the risk review process.

The Academy will continue to seek advice both specific and general from the Local Authority, the Police and the Counter Terrorism Unit regarding terrorism threat levels in London and the UK. Managing other risks associated with the Academy being located in Westminster close to government and historic buildings, are also informed by close contact with the Police and the Local Authority.

While the school has robust IT systems there is insurance cover in place for cyber attacks, due to the increasing threat generally, and to schools specifically.

The Grey Coat Hospital has coped with reduced budget allocations for a number of years, during which time costs have risen substantially. Staffing reductions have been made wherever possible and there has been a small increase in pupil numbers. This ongoing risk remains a continuous challenge for Governors and the Leadership Team of the Academy. To this end the governors have commissioned a feasibility study to assess whether there is any scope, within the same building footprint, to organise differently and increase pupil numbers.

### **Covid-19**

During 2019-2020 and 2020-2021, the academy has been dealing with the additional risk resulting from the pandemic. The need for staff to deliver lessons remotely to students absent due to having Covid continued as the exam season approached. Fortunately, as in 2019-2020, staff were equal to the challenge and Year 11 and Year 13 students, based

on teacher assessed grades, achieved excellent examination results.

### **Finance**

By being prudent across the range of expenditure headings, saving on the purchase of educational consumables when lockdown returned in January 2021, and a slight saving on staff costs we managed to break even.

Letting income was much reduced but when orchestral and sporting groups were again allowed to gather, albeit socially distanced, our regular customers returned and we ended the year with £18,560 of lettings income

Changes in regulation affecting education and charities requires constant vigilance and the costs of compliance adds a further financial burden to academies.

### **Fundraising**

Parents kindly make voluntary contributions to the school to support additional activities and events which benefit the students but are not required to do so. The academy is mindful of the requirements of the Charity Commission for England and Wales Guidance published June 2016 and as trustees consider their future fundraising approach, will ensure the 6 principles are adhered to. The academy recently launched a new initiative, The Grey Coat Gift, which has proved to be popular with parents and alumni and continues to gain momentum. The Development Officer worked hard to increase parental awareness and alumni involvement but unfortunately, due to the pandemic, the 'hard' launch to parents and other stakeholders had to be firstly postponed and later cancelled. Nevertheless brochures, newsletter articles and an article in a national fundraising magazine has ensured the initiative is gaining publicity. It is expected that in Spring and Summer 2022, the various engagement events will take place. No complaints regarding fundraising were received in the year.

### **Future plans**

The overriding aim of our SDP is to continue to provide outstanding opportunities, support and outcomes for all our students. Priorities will continue to this overriding aim and are informed by an analysis of prior outcomes, internal and external pressures and regular dialogue with all stakeholders.

**Priority 1:** To consolidate the lessons learnt from our "blended learning" experience thus making learning engaging and challenging for all students

By providing CPD opportunities on literacy and assessment which will enable all staff to deliver outstanding learning and progress both in the physical and the virtual classroom

By expanding ICT hardware and software provision for both staff and students to make blended learning accessible for all and ensure that it allows for effective curriculum delivery and assessment

By working collaboratively within the school and with other providers so that best practice can be appreciated and shared

**Priority 2:** To deliver a strong recovery curriculum that inspires and motivates all students

By identifying gaps in learning and addressing these through differentiated teaching and regular planned assessment and targeted feedback and support

By adjusting our internal approach to Key Stage 3 assessment and reporting so that it aligns with national plans for examinations, promotes further learning and progress and builds student confidence

By refining the curriculum and wider provision for all year groups further so that it reflects fully our diverse community and promotes high levels of engagement and community cohesion

**Priority 3:** To further build resilience so that all students can thrive and fulfil their ambitions

By augmenting the PSHCE curriculum in all year groups so that there are more opportunities to support healthy lifestyle choices, learn life skills and develop study skills

By increasing the in-house and external sources of support such as counselling, and the spiritual dimension

By strengthening our safeguarding provision further still so that we can meet a significant rise in need

**Priority 4:** To further strengthen the staff body so that all students' experiences are fulfilling and memorable

By providing additional sources of support for staff wellbeing and carefully managing workload, so that colleagues feel equipped to tackle existing and new challenges

By offering structured career development and celebrating strong performance at all levels so that colleagues feel empowered and valued

By enhancing channels of communication so that staff are empowered in the face of challenge and change

**Priority 5:** To further develop our systems so that we can continue to offer exceptional provision for all students

By designing and implementing timetable structures which will facilitate continuity of learning and provision in the face of potential further disruption

By streamlining our use of pupil performance data and assessment models so that they support a clear progression pathway based on curriculum objectives

By planning and implementing a comprehensive communications strategy with all stakeholders which enhances our community's cohesion

**Priority 6:** To continue our work towards securing the long-term future of the School and its outstanding outcomes

By enhancing the accommodation, facilities and resources of the School thus providing a safe and stimulating learning environment

By increasing the number of places on offer to students in all year groups and thus meeting strong parental demand for a Grey Coat education

By implementing a comprehensive private fundraising campaign to supplement our basic budget allocation thus maintaining and enhancing provision

### **A Christian Community**

The Grey Coat Hospital is a Christian community where the 'service' ethic is important.

In 2020-2021 the theme of the year was 'Growth' which was used as a focus to enable the further safeguarding of students in a way that they felt safe to come to staff with their concerns. These concerns included impediments to learning and mental health worries they had about themselves or their friends and/or families. The positivity about being free to talk about such matters is a strength of the school.

During 2020-2021, despite the hardship felt by many of our parents, the longer term initiative to 'Sponsor a Child' continued to ensure that a disadvantaged child of a similar age in another part of the world receives sponsorship to pay for their secondary education.

In early September, the school was delighted to hear that a local charity we have been supporting in the last few years, the 'Listening Place' was named as "**Charity of the Year with an income below £1 million**" at the Charity Times Awards.

<https://www.charitytimes.com/ct/Charity-Times-Awards-2021.php>

In thanking the school they offered these words:

'Of course, none of this would be possible without the support of people such as yourselves. You allow us to persevere in our ambitious aim to change the face of suicide-support in London, and we hope that you will be pleased to know that you are supporting an award-winning charity.'

The theme for the academic year 2021-2022 is Challenge. This builds on last year's theme and will enable us to identify more specifically the obstacles and barriers to learning our students have encountered over the past two years. Acknowledging the challenges empowers our community to understand how these obstacles can, and will, be overcome.

The charities we have supported since September 2021 are Jeans for Genes Day, Breast Cancer Awareness, Show Racism the Red Card and a number of refugee charities.

**AUDITOR**

In so far as the governors are aware:

- ◆ there is no relevant audit information of which the School's auditor is unaware; and
- ◆ the 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.

Governors' report, incorporating a strategic report, approved by order of the members of the board of governors on 24 November 2021 and signed on its behalf by:



Mr Rod Clark

Chair of the Governing Body

### **Scope of responsibility**

As governors, we acknowledge we have overall responsibility for ensuring that the Academy 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.

The Governing Body have delegated the day-to-day responsibility to the Headteacher, as Accounting Officer, for ensuring 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 the Academy and the Secretary of State for Education. The Headteacher is also responsible for reporting to the Governing Body any material weaknesses or breakdowns in internal control.

The Governing Body committee structure ensures that regular scrutiny of these delegated responsibilities are undertaken and evidenced in the minutes of the committee meetings which are circulated to all members of the governing body.

In addition, as informed by the DfE's governance handbook and competency framework for governance, an audit of skills and training requirements of governors has taken place and gaps in knowledge or skills are being addressed.

### **Governance**

The information on governance included here supplements that described in the Governors' Report and in the Statement of Governors' Responsibilities. The Governing Body has formally met on three occasions during the year. Attendance during the year at meetings of the governing body was as follows:

<b>Governor</b>	<b>Meetings attended</b>	<b>Out of a possible</b>
Mr R D Clark (Chair)	3	3
Mr L Cini O'Dwyer BA	2	3
Dr G Cooper	1	1
Ms N S Cottier BEd	3	3
Miss E M Gibson	3	3
Miss A Glover	2	3
Dr M Hetherington (until 31 May 2021)	2	2
The Rev Canon Dr J Hawkey	2	3
Mrs S Lawson MSc	3	3
Father A Moughtin-Mumby (from 22 June 2021)	1	1
Mr J O Nesbitt ARICS	1	3
Mrs J Schroer BA	2	3
Mr J Slater FCA	3	3
Ms S Staab MA	3	3
Mrs R N Stewart BSc	3	3
Mr F Studemann Schulenburg BA	3	3
Mrs P Swan MSc	1	3
Dr G Thomas	4	4

### **Governance review**

The annual risk management review serves as a self-evaluation tool to review governance. It tests the systems underpinning the governance structures ensuring checks and balances are in place. The governors' strategy committee, which is comprised of the chairs of the major sub-committees, has closer scrutiny of the direction the Academy is taking in the medium and longer term. The Governors' Curriculum, Finance and Buildings and Personnel sub-committees have the opportunity to be more involved in the day to day practices of the school where they can offer challenge from a closer perspective. These committees meet at least three times each academic year and, with the management accounts being regularly scrutinised by governors, it is felt that effective governance is constantly under review and mitigates the need for the six full governing body meetings recommended in the Academies Financial Handbook 2020. In addition to the sub-committees mentioned above there is also the Governors' Admissions committee which meets at least annually.

The Academy governors come from both the private and the public sector and so adherence to strict governance frameworks is nothing new to them. To ensure their skills remain up to date and to take account of changes in the educational landscape, governors and trustees have access to training courses offered by a range of providers including Association of School and College Lecturers (ASCL), the Confederation of School Trusts and the London Diocesan Board. Where needed bespoke training is arranged with all governors and senior staff encouraged to attend.

### **The Finance and Buildings Committee**

The Finance and Buildings Committee (F&B) is a committee of the main Governing Body which incorporates the Audit and Risk Committee. The purpose of which is to assist the decision making by detailed consideration being given to ensure sound management of the Academy's finances and resources, including proper planning, monitoring and probity.

The F&B remains involved in the necessary compliance and adherence to new financial regulations as outlined in the Academies Financial Handbook. The F&B will continue to monitor and implement any necessary updated requirements as they occur. Letters sent to Accounting Officers by Lord Agnew, Eileen Milner and other DfE and ESFA communications are routinely circulated to members of the F&B committee and are posted on Governor Hub for perusal by all members of the governing board.

Attendance at meetings in the period was as follows:

<b>Governor</b>	<b>Meetings attended</b>	<b>Out of a possible</b>
Mr R Clark	3	3
Mr J O Nesbitt ARICS	2	3
Mrs P Swan MSc	3	3
Ms S Staab	3	3
Mr J Slater	3	3
Dr G Thomas	3	3

### **Review of value for money**

As accounting officer the Headteacher has responsibility for ensuring that the academy trust delivers good value in the use of public resources. The accounting officer understands that value for money refers to the educational and wider societal outcomes achieved in return for the taxpayer resources received.

The accounting officer considers how the trust's use of its resources has provided good value for money during the academic year, and reports to the board of trustees where value for money can be improved, including the use of benchmarking data where available. The accounting officer for the academy trust has delivered and improved value for money during the year by:

- ◆ Retaining students from Year 11 to study in the sixth form and by recruiting external students to maximise revenue streams;
- ◆ Ensuring the timetable reflects the needs of the curriculum and the choices the students make ready for Key Stage 4 and 5, but in doing so avoiding any unnecessary capacity; and
- ◆ Assessing all other costs across the school which, while saving money, does not impact on the excellent quality or quantity of education on offer.
- ◆ Government benchmarking data illustrate that The Grey Coat Hospital spends less on operational activities and staffing costs than similar schools. The school also has fewer staff per student in all categories of staff from the Leadership Team to the non-teaching staff than any local or similar schools in the recommended benchmarking sets.

### **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 achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control designed to identify and prioritise the risks to the achievement of the Academy's policies, aims and objectives, 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 at the Academy for the year ended 31 August 2021 and up to the date of approval of the annual report and financial statements.



### **Capacity to handle risk**

The Governing Body has reviewed the key risks to which the Academy is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Governing Body is of the view that there is an ongoing process for identifying, evaluating and managing the Academy's significant risks that has been in place for the year ended 31 August 2021 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the F&B Committee, on behalf of the Governing Body and is actively monitored on a regular and frequent basis by the Senior Leadership Team. A formal Risk Management Policy is in place and accompanies the Risk Management table.

### **The risk and control framework**

The Academy'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 budgeting and monitoring systems with an annual budget and regular financial monitoring reports reviewed and agreed by the full Governing Body;
- ◆ regular reviews by the Finance and Buildings Committee of reports which indicate financial performance against the forecasts and of major purchase plans and expenditure programmes;
- ◆ setting targets to measure financial and other performance;
- ◆ clearly defined purchasing (asset purchase or capital investment) guidelines;
- ◆ delegation of authority and segregation of duties; and
- ◆ identification and management of risks.

The Board of Governors commissioned a mid-year internal audit the purpose of which was to carry out testing of a range of financial functions. Price Bailey LLP were duly commissioned to undertake this testing during June 2021.

The brief of the review was compliance with the ESFA's AFH 'musts' as well as documents illustrating the finance and control arrangements. Their audit approach was:

- Governance (Top 10 'musts' for chairs and other trustees)
- Key roles and responsibilities
- Internal scrutiny
- Annual accounts and external audit
- Delegated authorities
- The Regulator and intervention

The report which was written as at 30 June 2021, and reviewed by the Board, showed that the academy was compliant in all areas given above. A note of Good Practice was highlighted around the induction checklist for new governors and a best practice recommendation was made to include an explicit risk policy that encapsulated the risk management framework, the process for regular review, the risk scoring and grading method and risk appetite. This policy is now in place.

#### **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:

- ◆ regular benchmarking against similar schools;
- ◆ the work of the internal auditor;
- ◆ the work of the external auditor on the financial statements; and
- ◆ the work of the Senior Leadership Team within the Academy who have responsibility for the development and maintenance of the internal control framework.

The Accounting Officer has advised the Finance and Buildings Committee of the implications of her review of the system of internal control and will ensure continuous improvement of the system remains in place.

Approved by order of the Governing Body and signed on their behalf by:



Mr Rod Clark  
(Chair of Governors)



Ms S Staab  
(Headteacher and Accounting  
Officer)

Approved on: 24 November 2021

**Statement of regularity, propriety and compliance** 31 August 2021

As Accounting Officer of The Grey Coat Hospital, I have considered my responsibility to notify the Academy Trust Board of Governors and the Education and Skills Funding Agency of material irregularity, impropriety and non-compliance with ESFA terms and conditions of all funding, under the funding agreement in place between the Academy Trust and the Secretary of State for Education. As part of my consideration I have had due regard to the requirements of the Academies Financial Handbook 2020.

I confirm that I and the Academy Trust Board of Governors are able to identify any material irregular or improper use of funds by the Academy Trust, or material non-compliance with the terms and conditions of funding under the Academy Trust's funding agreement and the Academies Financial Handbook 2020.

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 Board of Governors and ESFA.

*Susanne Staab*

S Staab, MA

Accounting Officer

Date: 24 November 2021

## Statement of governors' responsibilities 31 August 2021

The governors (who act as trustees of the Academy for the purpose of charity law and are also the directors of the Academy for the purposes of company law) are responsible for preparing the Governors' Report and the financial statements in accordance with the Annual Accounts Requirements issued 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 governors to prepare financial statements for each financial year. Under company law the 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 Academy and of the incoming resources and application of resources, including the income and expenditure, for that period. In preparing these financial statements, the governors are required to:

- ◆ select suitable accounting policies and then apply them consistently;
- ◆ observe the methods and principles in the Charities' SORP 2020 and the Academies Accounts Direction 2020 to 2021;
- ◆ make judgments and estimates that are reasonable and prudent;
- ◆ state whether applicable United Kingdom 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 Academy will continue in operation.

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

The governors are responsible for ensuring that in its conduct and operation the Academy 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 the ESFA/DfE have been applied for the purposes intended.

The governors are responsible for the maintenance and integrity of the charity and financial information included on the Academy'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 24 November 2021 and signed on its behalf by:

Rod Clark 

Chair of Governing Body

## **Independent auditor's report to the members of Grey Coat Hospital**

### **Opinion**

We have audited the financial statements of Grey Coat Hospital for the year ended 31 August 2021 which comprise the Statement of Financial Activities incorporating Income and Expenditure Account, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice), the Charities SORP 2019 and the Academies Accounts Direction 2020-2021 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's affairs as at 31 August 2021 and of its incoming resources and application of resources, including the 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 with the requirements of the Companies Act 2006, the Charities SORP 2019 and the Academies Accounts Direction 2020 to 2021 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 in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC'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'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.

### **Other information**

The Governors are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Auditor's report thereon. 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.

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

## **Independent auditor's report to the members of Grey Coat Hospital**

### **Opinions 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 (which includes the strategic report and the directors' report for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Governors' Report have been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the academy and its environment obtained in the course of the audit, we have not identified material misstatements in the Governors' Report (which incorporates the strategic report and the directors' 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 by the charitable company; 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 governors for the financial statements**

As explained more fully in the Statement of Governors' Responsibilities set out on page 27, the governors (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, 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'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 or to cease operations, or have no realistic alternative but to do so.

### **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:

Based on our understanding of the academy and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to health and safety, employment law, GDPR, safeguarding and academy regulations, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Academies Account Direction 2020-2021, Companies Act and Charities Act 2011, and consider other factors such as VAT and payroll tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements including the risk of override of controls, and determined the principal risks were related to the improper recognition of revenue and management bias in accounting estimates. Audit procedures performed

## Independent auditor's report to the members of Grey Coat Hospital

by the engagement team included:

- Enquires of management regarding correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Testing journals posted during the year;
- Challenging assumptions and judgements made by management in their critical accounting estimates

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.

### Use of our report

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

*Haysmacintyre LLP*

Tracey Young (Senior Statutory Auditor)  
For and on behalf of Haysmacintyre LLP, Statutory Auditor

10 Queen Street Place  
London  
EC4R 1AG

Date: 24 November 2021

## **Independent reporting accountant's assurance report on regularity to The Grey Coat Hospital and the Education and Skills Funding Agency**

In accordance with the terms of our engagement letter dated 23 October 2020 and further to the requirements of the Education and Skills Funding Agency (ESFA) as included in the Academies Accounts Direction 2020 to 2021, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by The Grey Coat Hospital during the period 1 September 2020 to 31 August 2021 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 The Grey Coat Hospital and ESFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to The Grey Coat Hospital 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 The Grey Coat Hospital and ESFA, for our work, for this report, or for the conclusion we have formed.

### **Respective responsibilities of The Grey Coat Hospital's accounting officer and the reporting accountant**

The accounting officer is responsible, under the requirements of The Grey Coat Hospital's funding agreement with the Secretary of State for Education dated 1 July 2012 and the Academies Financial Handbook, extant from 1 September 2020, 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 2020 to 2021. 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 period 1 September 2020 to 31 August 2021 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 Accountants of Academy Trusts issued by the 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.



## **Independent reporting accountant's assurance report on regularity to The Grey Coat Hospital and the Education and Skills Funding Agency**

### **Approach (continued)**

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 to our conclusion includes:

- ◆ Walkthrough testing of controls to ensure operational effectiveness;
- ◆ Substantive testing on a sample of expenditure items, ensuring expenditure is in accordance with the funding agreement and appropriately authorised;
- ◆ Detailed testing on a selection of credit card statements and expense claims;
- ◆ Review of minutes, bank certificates and related party declarations provided by Governors and senior management.

### **Conclusion**

In the course of our work, nothing has come to our attention which suggests that in all material respects the expenditure disbursed and income received during the period 1 September 2020 to 31 August 2021 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.

*Haysmacintyre LLP*

**Haysmacintyre LLP**  
10 Queen Street Place  
London  
EC4R 1AG

Date: 24 November 2021

**Statement of financial activities (including income and expenditure account) Year to 31 August 2021**

	Notes	Restricted funds			2021 Total funds £'000	2020 Total funds £'000
		Unrestricted general funds £'000	General funds £'000	Fixed assets funds £'000		
<b>Income from:</b>						
Donations and capital grants	2	304	-	23	<b>327</b>	285
Charitable activities:						
Funding for the academy trust's educational operations	3	-	7,904	-	<b>7,904</b>	7,364
Other trading activities	4	100	-	-	<b>100</b>	166
Investments	5	-	-	-	-	1
<b>Total</b>		<b>404</b>	<b>7,904</b>	<b>23</b>	<b>8,331</b>	<b>7,816</b>
<b>Expenditure on:</b>						
Charitable activities:						
Academy trust educational operations	7	-	8,526	25	<b>8,551</b>	7,973
<b>Total</b>		<b>-</b>	<b>8,526</b>	<b>25</b>	<b>8,551</b>	<b>7,973</b>
<b>Net income/(expenditure)</b>		<b>404</b>	<b>(622)</b>	<b>(2)</b>	<b>(220)</b>	<b>(157)</b>
<b>Transfers between funds</b>	16	(161)	161	-	-	-
<b>Other recognised gains/(losses)</b>						
Actuarial gain on defined benefit pension scheme	18	-	21	-	<b>21</b>	406
<b>Net movement in funds</b>		<b>243</b>	<b>(440)</b>	<b>(2)</b>	<b>(199)</b>	<b>249</b>
<b>Reconciliation of funds</b>						
Total funds brought forward		363	(1,890)	127	<b>(1,400)</b>	(1,649)
<b>Total funds carried forward</b>		<b>606</b>	<b>(2,330)</b>	<b>125</b>	<b>(1,599)</b>	<b>(1,400)</b>

All of the Academy's activities derived from continuing operations during the above two financial periods.

**Balance Sheet**  
As at 31 August 2021

	Notes	2021 £'000	2021 £'000	2020 £'000	2020 £'000
<b>Current assets</b>					
Debtors	12	300		124	
Cash at bank and in hand		988		709	
		<u>1,288</u>		<u>833</u>	
<b>Liabilities</b>					
Creditors: Amounts falling due within one year	13	(557)		(226)	
<b>Net current assets</b>			<u>731</u>		<u>607</u>
<b>Total assets less current liabilities</b>			<u>731</u>		<u>607</u>
<b>Net assets excluding pension scheme liability</b>			<u>731</u>		<u>607</u>
Defined benefit pension scheme liability	18		(2,330)		(2,007)
<b>Total net (liabilities)</b>			<u>(1,599)</u>		<u>(1,400)</u>
<b>Restricted funds</b>					
Fixed asset fund	16		125		127
Restricted income fund	16		-		117
Pension reserve	16		(2,330)		(2,007)
<b>Total restricted funds</b>			<u>(2,205)</u>		<u>(1,763)</u>
<b>Unrestricted funds</b>					
General fund	16		606		363
<b>Total funds</b>			<u>(1,599)</u>		<u>(1,400)</u>

The financial statements were approved by the trustees and authorised for issue on 24 November 2021 and are signed on their behalf by



Mr R D Clark

The Grey Coat Hospital  
Company Limited by Guarantee  
Registration number 08099098 (England and Wales)

## Statement of Cash Flows

for the year ended 31 August 2021

	Notes	2021 £'000	2020 £'000
<b>Net cash inflow from operating activities</b>			
Net cash provided by operating activities	A	256	258
<b>Cash flows from investing activities</b>	B	23	23
<b>Change in cash and cash equivalents in the year</b>	D	279	281
<b>Cash and cash equivalents at beginning of the year</b>		709	428
<b>Cash and cash equivalents at the end of the year</b>	C	988	709
<b>A Reconciliation of net (expenditure) to net cash flow from operating activities</b>			
		2021 £'000	2020 £'000
Net (expenditure) for the reporting period (as per the statement of financial activities)		(220)	(157)
Adjusted for:			
Capital grants from DfE and other capital income		(23)	(24)
Interest receivable		-	1
Defined benefit pension scheme cost less contributions payable		309	208
Defined benefit pension scheme finance cost		35	41
(Increase)/decrease in debtors		(176)	157
Increase in creditors		331	32
<b>Net cash provided by operating activities</b>		256	258
<b>B Cash flows from investing activities</b>			
		2021 £'000	2020 £'000
Interest receivable		-	(1)
Capital grants from DfE/ESFA		23	24
<b>Net cash provided by investing activities</b>		23	23
<b>C Analysis of cash and cash equivalents</b>			
		2021 £'000	2020 £'000
Cash in hand and at bank		988	709
<b>Total cash and cash equivalents</b>		988	709
<b>D Analysis of changes in net cash</b>			
		Balance at 1 September 2020 £'000	Cash Flows 2021 £'000
Cash in hand and at bank		709	988
Total		709	988

# Notes to the financial statements

## for the year ended 31 August 2021

### 1 Statement of 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.

#### Basis of Preparation

The financial statements of the academy trust, which is a public benefit entity under FRS 102, have been prepared under the historical cost convention in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Statement of Recommended Practice for Charities (SORP 2015) (Second Edition, effective 1 January 2019), the Academies Accounts Direction 2020 to 2021 issued by ESFA, the Charities Act 2011 and the Companies Act 2006.

#### Going Concern

The trustees have assessed the various areas of risk and whether there are any material uncertainties that cast significant doubt on the ability of the academy to continue as a going concern. All areas have been reviewed, specifically cyber security with the increase in attacks, and the additional burdens related to the impact of the Covid-19. Fortunately, the trust has seen an increase in admission applications and indeed has a higher roll number than in any other year since the school was founded. There are no material uncertainties surrounding going concern and therefore the trust continues to adopt the going concern basis of accounting in preparing the financial statements.

#### Income

All income is 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 period 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.

## Notes to the financial statements

for the year ended 31 August 2021

### 1 Statement of accounting policies (continued)

#### Sponsorship Income

Sponsorship income provided to the academy trust which amounts to a donation is recognised in the Statement of Financial Activities in the period in which it is receivable (where there are no performance-related conditions), where the receipt is probable and it can be measured reliably.

#### 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 period it is receivable and to the extent the academy trust has provided the goods or services.

#### 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.

#### 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.

All expenditure is inclusive of irrecoverable VAT.

## Notes to the financial statements for the year ended 31 August 2021

### 1 Statement of accounting policies (continued)

#### Tangible Fixed Assets

Assets costing £10,000 or more are capitalised as tangible fixed assets and are carried at cost, net of depreciation and any provision for impairment.

The site from which the school operates is owned by the United Westminster and Grey Coat Foundation. The Foundation reserves the right to terminate the agreement at any point and as a result there is no indication of control by the School. Consequently no value has been recognised in the financial statements. Such assets are capitalised in the books of the Foundation and any site improvements are treated as a grant to the Foundation.

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 at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life, as follows:

Fixtures, fittings and equipment 25% pa

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.

#### 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.

#### 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.

#### Leased Assets

Rentals under operating leases are charged on a straight line basis over the lease term.

## Notes to the financial statements

for the year ended 31 August 2021

### 1 Statement of accounting policies (continued)

#### 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 basis 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 12. Prepayments are not financial instruments.

*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 notes 13. 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.

#### 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.

#### Pensions Benefits

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. As stated in note 18, TPS is an unfunded multi-employer scheme with no underlying assets to assign between employers. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period to which they relate.



## Notes to the financial statements for the year ended 31 August 2021

### 1 Statement of accounting policies (continued)

#### Pensions Benefits (continued)

The LGPS is a funded 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.

#### 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 trustees.

Restricted fixed asset funds are resources which are to be applied to specific capital purposes imposed by 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 Education and Skills Funding Agency/Department for Education.

#### 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 (income) for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 18, 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 2021. 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.

**Notes to the financial statements**  
for the year ended 31 August 2021

**2 Donations and capital grants**

	Unrestricted funds £'000	Restricted general funds £'000	Restricted fixed assets funds £'000	<b>2021 Total funds £'000</b>	2020 Total funds £'000
Capital grants	-	-	23	<b>23</b>	24
Other donations	304	-	-	<b>304</b>	261
	<u>304</u>	<u>-</u>	<u>23</u>	<u><b>327</b></u>	<u>285</u>

In 2020, of the total income from donations and capital grants, £261,000 was to unrestricted funds and £24,000 was to restricted fixed assets funds.

**3 Funding for the Academy Trust's educational operations**

	Unrestricted funds £'000	Restricted general funds £'000	<b>2021 Total funds £'000</b>	2020 Total funds £'000
<b>DfE / ESFA grants</b>				
General Annual Grant (GAG)	-	7,232	<b>7,232</b>	6,923
Pupil premium	-	241	<b>241</b>	232
	<u>-</u>	<u>7,473</u>	<u><b>7,473</b></u>	<u>7,155</u>
<b>Other Government grants</b>				
Special Educational Needs (SEN)	-	323	<b>323</b>	198
	<u>-</u>	<u>323</u>	<u><b>323</b></u>	<u>198</u>
<b>Covid 19 additional funding</b>				
Coronavirus exceptional support	-	108	<b>108</b>	11
	<u>-</u>	<u>108</u>	<u><b>108</b></u>	<u>11</u>
<b>Total</b>	<u>-</u>	<u>7,904</u>	<u><b>7,904</b></u>	<u>7,364</u>

In 2020, of the total income from charitable activities, £nil was to unrestricted funds and £7,364,000 was to restricted funds.

**4 Other trading activities**

	Unrestricted funds £'000	Restricted general funds £'000	<b>2021 Total funds £'000</b>	2020 Total funds £'000
Hire of facilities/lettings income	18	-	<b>18</b>	48
Trip income	-	-	-	9
Miscellaneous income	82	-	<b>82</b>	109
	<u>100</u>	<u>-</u>	<u><b>100</b></u>	<u>166</u>

In 2020, of the total income from other trading activities, £166,000 was to unrestricted funds and £nil was to restricted general funds.

**5 Investment income**

	Unrestricted funds £'000	Restricted general funds £'000	<b>2021 Total funds £'000</b>	2020 Total funds £'000
Short term deposits	-	-	-	1
	<u>-</u>	<u>-</u>	<u>-</u>	<u>1</u>

In 2020, of the total investment income, £1k was to unrestricted funds and £nil was to restricted funds.

**Notes to the financial statements**  
for the year ended 31 August 2021

6 Expenditure (current year)	Staff costs £'000	Non Pay Expenditure		2021	2020
		Premises £'000	Other £'000	Total funds £'000	Total funds £'000
Academy's educational operations:					
Direct costs	5,001	-	578	5,579	5,261
Allocated support costs	1,925	746	301	2,972	2,712
	<u>6,926</u>	<u>746</u>	<u>879</u>	<u>8,551</u>	<u>7,973</u>

Expenditure (prior year)	Staff costs £'000	Non Pay Expenditure		2020	2019
		Premises £'000	Other £'000	Total funds £'000	Total funds £'000
Academy's educational operations:					
Direct costs	4,696	-	565	5,261	5,088
Allocated support costs	1,722	694	296	2,712	2,787
	<u>6,418</u>	<u>694</u>	<u>861</u>	<u>7,973</u>	<u>7,875</u>

**Net (expenditure) for the year includes:**

	2021	£'000	2020	£'000
Operating lease rentals		15		65
Fees payable to auditor for Audit		14		12

Included within expenditure are the following transactions

	Total £	Individual items above £5,000	
		Amount £	Reason
Gifts made by the trust	2,250	-	N/a

**7 Charitable activities**

	2021	2020
	Total funds £'000	Total funds £'000
<b>Direct costs - educational operations</b>	<b>5,579</b>	5,261
<b>Support costs - educational operations</b>	<b>2,972</b>	2,712
	<b>8,551</b>	7,973
	2021	2020
	Total funds £'000	Total funds £'000
<b>Analysis of support costs</b>		
Support staff costs	1,925	1,722
Technology costs	235	205
Premises costs	746	694
Legal costs - other	-	-
Other support costs	38	63
Governance costs	28	28
<b>Total support costs</b>	<b>2,972</b>	2,712

In 2020, of the total charitable expenditure, £342,000 was to unrestricted funds, £7,613,000 was to restricted general funds and £18,000 was to restricted fixed asset funds.

**Notes to the financial statements**  
for the year ended 31 August 2021

**8 Staff**

**(a) Staff costs**

Staff costs during the period were:

	<b>2021</b>	2020
	<b>Total</b>	Total
	<b>funds</b>	funds
	<b>£'000</b>	£'000
Wages and salaries	<b>4,466</b>	4,169
Social security costs	<b>439</b>	427
Operating costs of defined benefit pension schemes	<b>1,293</b>	1,137
	<b>6,198</b>	5,733
Supply staff costs	<b>728</b>	685
	<b>6,926</b>	6,418

**(b) Staff numbers**

The average numbers of persons employed by the Academy during the period was as follows:

	<b>2021</b>	2020
	<b>No.</b>	No.
Teachers	<b>75</b>	78
Administration and support	<b>44</b>	48
Management	<b>5</b>	5
	<b>124</b>	131

The average numbers of persons employed by the Academy expressed as a full time equivalent during the period was as follows:

	<b>2021</b>	2020
	<b>No.</b>	No.
Teachers	<b>63</b>	63
Administration and support	<b>41</b>	41
Management	<b>5</b>	5
	<b>109</b>	109

**(c) Higher paid staff**

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

	<b>2021</b>	2020
	<b>No.</b>	No.
£60,001 - £70,000	<b>8</b>	3
£70,001 - £80,000	<b>1</b>	3
£80,001 - £90,000	<b>-</b>	2
£90,001 - £100,000	<b>3</b>	1
£110,001 - £120,000	<b>1</b>	-

**(d) Key management personnel**

The key management personnel of the academy trust comprise the trustees and the senior management team as listed on page 1. The total amount of employee benefits (including employer pension contributions) received by key management personnel for their services to the academy trust was £623,123 (2020: £650,476).

**9 Related Party Transactions - Trustees' remuneration and expenses**

One or more trustees have been paid remuneration or have received other benefits from an employment with the academy trust. The head teacher and other staff trustees only receive remuneration in respect of services they provide undertaking the roles of head teacher and staff members under their contracts of employment. The value of trustees' remuneration and other benefits was as follows:

	2021 £	2020 £
S Staab , Headteacher and Trustee		
Remuneration	<b>115k - 120k</b>	75k-80k
Employer's pension contributions paid	<b>25k -30k</b>	15k-20k
C Acraman , Staff Trustee (01/09/2019 - 31/01/2020)		
Remuneration	-	25k - 30k
Employer's pension contributions paid	-	5k-10k
P Swan, Staff Trustee		
Remuneration	<b>30k - 35k</b>	30k - 35k
Employer's pension contributions paid	<b>5k-10k</b>	5k-10k
L Cini O'Dwyer , Staff Trustee		
Remuneration	<b>40k - 45k</b>	20k - 25k
Employer's pension contributions paid	<b>5k - 10k</b>	5k - 10k
S Young, Acting Headteacher and Trustee (01/09/2019 - 31/12/2019)		
Remuneration	-	30k - 35k
Employer's pension contributions paid	-	5k - 10k
P Shaw, Acting Headteacher and Trustee (01/09/2019 - 31/12/2019)		
Remuneration	-	30k - 35k
Employer's pension contributions paid	-	5k - 10k

No Trustees were reimbursed expenses during the year (2021: nil).

**10 Trustees' and Officers' insurance**

In accordance with normal commercial practice the Academy has purchased insurance to protect governors and officers from claims arising from negligent acts, errors or omissions occurring whilst on Academy business. The insurance provides cover up to £5,000,000 on any one claim. The cost of this insurance is included in the total insurance cost and cannot be separately identified.

**11 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.

**Notes to the financial statements**  
for the year ended 31 August 2021

<b>12 Debtors</b>	<b>2021</b>	2020
	<b>£'000</b>	£'000
VAT recoverable	194	72
Prepayments and accrued income	106	52
	<b>300</b>	<b>124</b>

  

<b>13 Creditors: amounts falling due within one year</b>	<b>2021</b>	2020
	<b>£'000</b>	£'000
Trade creditors	459	159
Other creditors	8	-
Accruals and deferred income	90	67
	<b>557</b>	<b>226</b>

  

<b>14 Commitments under operating leases</b>	<b>2021</b>	2020
	<b>£'000</b>	£'000
At 31 August 2021 the total of the Academy Trust's future minimum lease payments under non-cancellable operating leases was:		
Amounts due within one year	15	65
Amounts due between one and five years	4	19
	<b>19</b>	<b>84</b>

  

<b>15 Related party transactions</b>
--------------------------------------

Owing to the nature of the academy trust and the composition of the board of trustees being drawn from local public and private sector organisations, transactions may take place with organisations in which the trustees have an interest. All transactions involving such organisations are conducted in accordance with the requirements of the Academies Financial Handbook and with the academy trust's financial regulations and normal procurement procedures relating to connected and related party transactions. The United Westminster and Grey Coat Foundation is a registered charity (number 1181012). The charity's object is to advance for the public benefit, education by establishing, maintaining, operating, managing or otherwise and supporting the five schools which shall be run in accordance with Christian principles and practices.

*Income related transaction:*

The Foundation supported the Academy by providing £173,933 (2020: £190,380) during the year which is for use towards general educational expenditure.

Notes to the financial statements  
for the year ended 31 August 2021

16 Funds

	Balance at 1 September 2020 £'000	Income £'000	Expenditure £'000	Gains, losses and transfers £'000	Balance at 31 August 2021 £'000
<b>Restricted general funds</b>					
General Annual Grant (GAG)	117	7,232	(7,510)	161	-
Coronavirus exceptional support	-	108	(108)	-	-
Pupil Premium	-	241	(241)	-	-
Pension reserve	(2,007)	-	(344)	21	(2,330)
	<u>(1,890)</u>	<u>7,581</u>	<u>(8,203)</u>	<u>182</u>	<u>(2,330)</u>
<b>Restricted fixed asset funds</b>					
DfE/ESFA capital grants	127	23	(25)	-	125
	<u>127</u>	<u>23</u>	<u>(25)</u>	<u>-</u>	<u>125</u>
<b>Other restricted funds</b>					
Special Educational Needs (SEN)	-	323	(323)	-	-
	<u>-</u>	<u>323</u>	<u>(323)</u>	<u>-</u>	<u>-</u>
<b>Total restricted funds</b>	<u>(1,763)</u>	<u>7,927</u>	<u>(8,551)</u>	<u>182</u>	<u>(2,205)</u>
<b>Unrestricted funds</b>					
General funds	363	404	-	(161)	606
<b>Total unrestricted funds</b>	<u>363</u>	<u>404</u>	<u>-</u>	<u>(161)</u>	<u>606</u>
<b>Total funds</b>	<u>(1,400)</u>	<u>8,331</u>	<u>(8,551)</u>	<u>21</u>	<u>(1,599)</u>

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

	Balance at 1 September 2019 £'000	Income £'000	Expenditure £'000	Gains, losses and transfers £'000	Balance at 31 August 2020 £'000
<b>Restricted general funds</b>					
General Annual Grant (GAG)	-	6,923	(6,923)	117	117
Coronavirus exceptional support	-	11	(11)	-	-
Pupil Premium	-	232	(232)	-	-
Pension reserve	(2,164)	-	(249)	406	(2,007)
	<u>(2,164)</u>	<u>7,166</u>	<u>(7,415)</u>	<u>523</u>	<u>(1,890)</u>
<b>Restricted fixed asset funds</b>					
DfE/ESFA capital grants	238	24	(18)	(117)	127
	<u>238</u>	<u>24</u>	<u>(18)</u>	<u>(117)</u>	<u>127</u>
<b>Other restricted funds</b>					
Special Educational Needs (SEN)	-	198	(198)	-	-
	<u>-</u>	<u>198</u>	<u>(198)</u>	<u>-</u>	<u>-</u>
<b>Total restricted funds</b>	<u>(1,926)</u>	<u>7,388</u>	<u>(7,631)</u>	<u>406</u>	<u>(1,763)</u>
<b>Unrestricted funds</b>					
General funds	277	428	(342)	-	363
<b>Total unrestricted funds</b>	<u>277</u>	<u>428</u>	<u>(342)</u>	<u>-</u>	<u>363</u>
<b>Total funds</b>	<u>(1,649)</u>	<u>7,816</u>	<u>(7,973)</u>	<u>406</u>	<u>(1,400)</u>

**Notes to the financial statements**  
for the year ended 31 August 2021

**16 Funds (continued)**

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

The General Annual Grant is funding from the DfE for the Academy's operating costs.

DfE/ESFA capital grants were to fund the purchase of fixed assets.

Pupil premium is additional government funding to raise the attainment of disadvantaged pupils of all abilities and to close the gaps between them and their peers.

Local government grants is used to support pupils with SEN and those with low attainment on entry.

The pension reserve relates to the School's Local Government Pension Scheme liability for support staff.

Other grants were to support the Academy's operating costs.

The transfer from the restricted fixed asset fund to restricted general funds in 2020 represents the use of capital funds in previous years for repairs and maintenance.

**17 Analysis of net assets between funds**

	Unrestricted funds £'000	Restricted general funds £'000	Restricted fixed asset funds £'000	<b>Total funds £'000</b>
<b>Fund balances at 31 August 2021 are represented by:</b>				
Current assets	606	557	125	<b>1,288</b>
Current liabilities	-	(557)	-	<b>(557)</b>
Pension scheme liability	-	(2,330)	-	<b>(2,330)</b>
<b>Total net assets</b>	<b>606</b>	<b>(2,330)</b>	<b>125</b>	<b>(1,599)</b>

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

	Unrestricted funds £'000	Restricted general funds £'000	Restricted fixed asset funds £'000	<b>Total funds £'000</b>
<b>Fund balances at 31 August 2020 are represented by:</b>				
Current assets	363	343	127	833
Current liabilities	-	(226)	-	(226)
Pension scheme liability	-	(2,007)	-	(2,007)
<b>Total net assets</b>	<b>363</b>	<b>(1,890)</b>	<b>127</b>	<b>(1,400)</b>



## **18 Pensions and similar obligations**

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 administered by Westminster City Council. 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.

### **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 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.

### **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 pension charge for the year includes contributions payable to the TPS of £1,101,004 (2020: £1,030,649) and at the year-end £93,867 (2020: £82,392) was accrued in respect of contributions to this scheme.

A copy of the valuation report and supporting documentation is on the Teachers' Pensions website.

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 2021 was £289,447 (2020: £247,458), of which employer's contributions totalled £214,317 (2020: £182,353) and employees' contributions totalled £75,131 (2020: £65,104). The agreed contribution rates for future years are 17.5 per cent for employers plus an annual lump sum, currently £16,000. Employee contributions are from 5.5% to 12.5% depending upon gross pay.

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.

18 Pensions and similar obligations (continued)

**Principal actuarial assumptions**

	<b>At 31 August 2021</b>	At 31 August 2020
Rate of increase of salaries	<b>3.9%</b>	3.3%
Rate of increase for pensions in payment/inflation	<b>2.9%</b>	2.3%
Discount rate for scheme liabilities	<b>1.7%</b>	1.6%
Inflation assumption (CPI)	<b>2.9%</b>	2.3%

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

**Current mortality rates**

	<b>At 31 August 2021</b>	At 31 August 2020
<i>Retiring today</i>		
Males	<b>21.6</b>	21.8
Females	<b>24.3</b>	24.4
<i>Retiring in 20 years</i>		
Males	<b>22.9</b>	23.2
Females	<b>25.7</b>	25.9

**Sensitivity analysis**

Below sets out the impact on the present value of defined benefit obligations of changes in key assumptions:

	<b>At 31 August 2021</b>	At 31 August 2020
	<b>£'000</b>	£'000
Discount rate +0.1%	<b>7,595</b>	6,233
Discount rate -0.1%	<b>7,963</b>	6,535
Mortality assumption – 1 year increase	<b>8,087</b>	6,635
Mortality assumption – 1 year decrease	<b>7,479</b>	6,139

**18 Pensions and similar obligations (continued)**

The academy trust's share of the assets in the scheme were:

	Fair value at 31 August 2021 £'000	Fair value at 31 August 2020 £'000
Equities	4,180	3,288
Corporate bonds	710	650
Property	358	411
Cash and other liquid assets	199	26
<b>Total market value of assets</b>	<b>5,447</b>	<b>4,375</b>

The actual return on scheme assets was £799,000 (2020: £402,000)

**Amount recognised in the statement of financial activities**

	2021 £'000s	2020 £'000s
Service cost	524	415
Interest cost	31	38
Admin expenses	4	3
<b>Total amount recognised in the SOFA</b>	<b>559</b>	<b>456</b>

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

	2021 £'000	2020 £'000
Scheme obligations as at 1 September 2020	6,382	5,912
Current service cost	524	415
Interest cost	103	110
Employee contributions	75	66
Actuarial (gain)/loss	789	122
Change in demographic assumptions	(83)	(207)
Benefits paid	(13)	(36)
<b>At 31 August 2021</b>	<b>7,777</b>	<b>6,382</b>

**Changes in the fair value of academy's share of scheme assets:**

	2021 £'000	2020 £'000
Fair value of scheme assets at 1 September 2020	4,375	3,748
Interest income	72	72
Admin expenses	(4)	(3)
Actuarial gain/(loss)	727	330
Other actuarial gains/(losses)	-	(9)
Employer contributions	215	207
Employee contributions	75	66
Benefits paid	(13)	(36)
<b>At 31 August 2021</b>	<b>5,447</b>	<b>4,375</b>