

Company Registration No. 07723861 (England and Wales)

**GORDON'S SCHOOL ACADEMY TRUST
(A COMPANY LIMITED BY GUARANTEE)**

**ANNUAL REPORT AND ACCOUNTS
FOR THE YEAR ENDED 31 AUGUST 2021**

GORDON'S SCHOOL ACADEMY TRUST

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GORDON'S SCHOOL ACADEMY TRUST

REFERENCE AND ADMINISTRATIVE DETAILS

Members

The Gordon Foundation
Chair of Governors of the Academy Trust
Treasurer of The Gordon Foundation

Governors

J Valner (Chair of Governors)
A J Moss (Accounting Officer and Headteacher)
M D Barnes
L Bannister
C N Lomas
V Genetay
F J Everett
J C Abbott
M Eaden
S Carr (Appointed 26 November 2020)
S Hounsham (Appointed 26 November 2020)
Dr S V Rawal (Appointed 26 November 2020)
R Ali (Appointed 20 January 2021)
V Bailey (Appointed 1 March 2021)
D Horton (Appointed 1 March 2021)
S B Ismail (Appointed 1 March 2021)
P P Berry (Resigned 20 January 2021)
C Hutchings (Resigned 28 February 2021)
P Rigby (Resigned 28 February 2021)
R G Whittington (Resigned 26 November 2020)
P F Wynter Bee (Resigned 25 November 2020)

Senior Leadership Team

- Headteacher
- Deputy Headteacher, Pastoral
- Deputy Headteacher, Curriculum
- Bursar

A J Moss
R Pavis
A Reeve
S Meikle

Company secretary

J Boorman

Company registration number

07723861 (England and Wales)

Principal and registered office

Gordon's School
Bagshot Road
West End
Woking
Surrey
GU24 9PT

Independent auditor

Alliotts LLP
Friary Court
13-21 High Street
Guildford
Surrey
GU1 3DL

GORDON'S SCHOOL ACADEMY TRUST

REFERENCE AND ADMINISTRATIVE DETAILS

Bankers

Lloyds Bank PLC
Connaught House
Alexandra Terrace
Guildford
Surrey
GU1 3DA

Solicitors

Moore Barlow LLP
The Oriel
Sydenham Road
Guildford
Surrey
GU1 3SR

Brown Jacobson LLP
Victoria House
Victoria Square
Birmingham
B2 4BU

GORDON'S SCHOOL ACADEMY TRUST

GOVERNORS' REPORT

FOR THE YEAR ENDED 31 AUGUST 2021

The Governors who act as Trustees present their annual report together with the accounts and auditor's report of the charitable company for the year 1 September 2020 to 31 August 2021. The annual report serves the purposes of both a trustees' report, and a directors' report under company law.

Principal Activities

Gordon's School Academy Trust's principal activity is to provide for the public benefit, education in the United Kingdom, in particular by managing and developing a co-educational, academically non-selective boarding school at West End, Woking, for students aged 11-18 years. All students are boarders, day, weekly or full residential. The curriculum satisfies section 78 of EA 2002 (a balanced and broadly based curriculum).

Structure, governance and management

Constitution

Gordon's School (The Academy) was formed on 1 August 2011 and is a company limited by guarantee and an exempt charity. The charitable company's Memorandum & Articles of Association together with the Funding Agreement are the primary governing documents of the Academy Trust.

The Governors act as the trustees for the charitable activities of Gordon's School Academy Trust and are also the Directors of the charitable company for the purposes of company law. The charitable company is known as Gordon's School Academy Trust.

Details of the Governors who served during the year, and to the date these accounts are approved, are included in the Reference and Administrative Details on page 1.

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

In accordance with standard practice, the Academy has purchased insurance to protect the trustees, governors and officers of the company from claims arising from negligent acts, errors or omissions whilst on Academy business. The cover under the policy is £2,000,000 and in the period under review the policy premium was £750.

Method of recruitment and appointment or election of Governors

The number of Governors shall not be less than three. In accordance with the Articles of Association, The Academy Trust has nine Foundation Governors appointed by The Gordon Foundation, two Teacher Governors, one Staff Governor, one co-opted Governor and three Parent Governors. The Head Teacher is ex-officio a Governor.

Foundation Governors are recruited on the basis of their eligibility, specialist skills and knowledge on the recommendation of The Gordon Foundation. It looks to ensure a mix of skills and selects on the basis of background, experience and specialist skills including a legal background, financial/accounting, education experience, senior managerial or business, IT and estates experience. It is likely that members will have expertise in more than one of these areas.

Parent governors are parent/carers of students within the School at the time of their election. They are elected by parents/carers of students by secret ballot and the Teacher and Staff Governors are elected by staff members, again by secret ballot.

Governors are appointed to the various committees at a full Governors' Meeting on the basis of their skills, knowledge, areas of interest and preference. The term of office for each Governor is four years.

Mr Whittington retired as Chair of Governors in November 2020 when Mrs Valner was elected. The Academy is grateful for Mr Whittington's commitment and support.

GORDON'S SCHOOL ACADEMY TRUST

GOVERNORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

Policies and procedures adopted for the induction and training of Governors

Usually, new Governors are invited to the School prior to their first Governing Body meeting (although this was amended during Covid-19 restrictions and some induction was provided through live-video). An induction programme includes an explanation of their role in respect of the School, the company and the implications of being an exempt charity. They are invited to meet staff in order to familiarise themselves with the running of the School. They receive copies of policies and procedures and other relevant documentation.

All Governors are enrolled into Strictly Education's www.bettergovernor and are encouraged to attend professional training courses, take online courses for Governors and are provided with briefings before most Governors' Meetings. Governor training completed is reviewed and shared at most Governors' meetings, with Safeguarding the particular focus at the September meeting.

Organisational structure

The organisational structure of the School has two levels: the Governing Body including the Head Teacher, and the Senior Leadership Team, members of which are listed on page 1. The Governing Body is composed of the directors of the company as constituted under the Articles of the Academy Trust. The Governing Body acts in accordance with the Funding Agreement and Articles of Association. The Governors and their committees act strategically by:

- Setting the aims and objectives of the School
- Setting the policies for achieving these objectives
- Setting targets by which progress towards these aims and objectives can be measured
- Reviewing and monitoring progress in achieving the aims and objectives
- Approving the School budget.

Day-to-day administration is undertaken within the policies and procedures approved by the Governing Body. The full Governing Body meets at least once a term to transact its formal business. A fourth meeting is held in September specifically for training as a Governing Body and to receive an update from the Head Teacher and is sometimes followed by a joint meeting with the Governing Body of Woking High School.

It delegates responsibilities to a number of sub-committees. The Curriculum & Pastoral Committee meets twice each term and the Joint Finance & Estates Committee meets at least termly. Other Committees that meet as required include the Performance Management & Salaries and the Admissions and Safeguarding Committees; two governors and the Chair of Governors attend the termly Safeguarding Committee. Written terms of reference are reviewed once a year; the Clerk to the Governors co-ordinates the work of the Governors and committees. There are additional ad-hoc working groups set up through the year, as required.

The School's Senior Leadership controls the running of the School at an executive level and implements the policies and decisions of the Governors through agreed schemes of delegation. Senior Leadership controls and authorises the spending of budgets. Curriculum budgets are devolved to Heads of Departments. The Head Teacher, Head of Finance and Bursar meet regularly to monitor and review cashflow, budget requirements and forward planning. The IT strategy group meets regularly to monitor the IT budget, spending requirements and forward planning; likewise recently convened groups for monitoring Grounds and Sports and for use and management of the Sports Hub, now meet and include representatives for PE and Sports.

GORDON'S SCHOOL ACADEMY TRUST

GOVERNORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

Arrangements for setting pay and remuneration of key management personnel

Key management personnel include all Governors and Senior Leadership, which comprises the Head Teacher, Deputy Head Curriculum, Deputy Head Pastoral and Bursar. A minimum of two people, including the Chair of Governors, undertake the annual performance review of the Head Teacher and make recommendations to the Performance Management & Salaries Committee. The Head Teacher must demonstrate sustained high quality performance, with particular regard to leadership and management and student progress and is subject to a review of performance against Head Teachers' Standards before any pay progression is awarded.

Other members of Senior Leadership are paid on the Leadership pay scale and the Governing Body broadly adheres to the Leadership pay bands outlined in the STPC document. Deputy and Assistant Heads must demonstrate sustained high quality performance in respect to their performance objectives and are subject to a review of performance against Head Teacher Standards before any pay progression is awarded. The Performance Management & Salaries Committee considers the award where performance objectives are met and there is sustained high quality of overall performance.

Trade union facility time

Relevant union officials

Number of employees who were relevant union officials during the relevant period

-

Full-time equivalent employee number

-

Percentage of time spent on facility time

Percentage of time

Number of employees

0%

-

1%-50%

-

51%-99%

-

100%

-

Percentage of pay bill spent on facility time

Total cost of facility time

-

Total pay bill

-

Percentage of the total pay bill spent on facility time

-

Paid trade union activities

Time spent on paid trade union activities as a percentage of total paid facility time hours

-

Related parties and other connected charities and organisations

The Gordon Foundation which owns the land and buildings at Gordon's School, provides boarding accommodation and services to the School. The majority of Governors are appointed by The Gordon Foundation.

The Gordon's School Parents' Association is an association run by parents to raise funds in support of the School as well as to provide social opportunities for parents and families. The School's alumni association was disbanded in June 2019 and its activities are now supported by the Foundation's Development team. Friends of Gordon's provides opportunities for former parents, governors, staff and members of the local community to maintain a connection with the School through social and cultural events.

GORDON'S SCHOOL ACADEMY TRUST

GOVERNORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

Objectives and activities

Objects and aims

The company's objects, as set out in the Memorandum of Association, are to advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing by establishing, maintaining, carrying on, managing and developing the school offering a broad curriculum and to promote for the benefit of individuals living in the parish of West End who have need by reason of their age, infirmity or disability, financial hardship or social and economic circumstances or for the public at large the provision of facilities for recreation or other leisure time activities in the interests of social welfare and with the object of improving the condition of life of the said individuals.

Gordon's School is an oversubscribed State Boarding School, rooted in a proud heritage as the National Memorial to General Gordon of Khartoum and is an ambitious and forward-looking school. Its USP includes academic excellence, the focus on boarding, ceremony, discipline, an extensive co-curricular programme and the financial support of The Gordon Foundation. In this context it aims to provide students with a first class education and a wide range of opportunities. This is done in a way which is consistent with the ethos that every child will be valued, respected and cared for, and to provide the best learning experience for all.

The objective is to provide education for students of all abilities between the ages of 11 and 18. All children who apply are admitted (up to the capacity) of the Academy, with no selection.

The objectives of the Academy are to sustain and increase the pace of improvement so taking Gordon's School from 'Outstanding' to becoming a genuinely 'Great' school. Its core purpose is, through an all-round education, to help all students discover and develop their talents and interests to the highest standard possible and have the character, confidence and capabilities to become the best they can be: to achieve well and go on to lead fulfilled lives, enjoy healthy lifestyles and make a positive contribution to the lives of others. Such students lead happier lives.

GORDON'S SCHOOL ACADEMY TRUST

GOVERNORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

Academy Improvement Plan Priorities

Area	Objectives
Delivering world-class pastoral care, curriculum and co-curricular provision	<ul style="list-style-type: none">• Y7-Y9 Catch-Up and preparation for examinations in Summer 2022• Using CEM Centre baseline data for Years 7,9 and 12 to better inform classroom practice• Curriculum & SEND mapping including improved skills referencing with subject maps and generic skills across subjects, particularly extended writing and presentation skills.• Appointment of DSL, independent from Deputy Head Pastoral• Design and implement a digital transformational strategy• Staff and student wellbeing including counselling service for pastoral staff• Achieve the Silver Anti-Bullying Charter Mark• Develop a culture of fraternity within the Houses• Make Character values more explicit within Houses
Ensuring that support services and site development are fit for purpose and commensurate with outstanding provision	<ul style="list-style-type: none">• Progress development of the gym and swimming pool building with the intent to create a performing arts centre• Continue to upgrade teaching facilities• Review organisational structures that will sustain the next 5 years, ensuring flexibility, value and opportunities.

These priorities reflect the vision for Gordon's School to be:

- An academic school and a school that develops its staff
- A kinder school and a school for well-being; a school championing social mobility
- A well-led school with an innovative and sustainable built-environment
- A school with a leading co-curricular programme; an actively engaged school
- A world leading school; Better Me, Better World.

Public benefit

The primary purpose of Gordon's School is the advancement of education for its students, who come from a wide range of backgrounds, social, cultural and financial. Inextricably linked with this purpose is the aim of contributing to the public good. With this in mind, and in setting the School's objectives and planning its activities, Governors have given careful consideration to the Charity Commission's general guidance on public benefit. In particular, through the various links with other schools and groups, charity work and student volunteering, the School aims to contribute considerable benefit to the local community. The impact of the Academy is demonstrated through the continued success academically and otherwise of those enrolled.

GORDON'S SCHOOL ACADEMY TRUST

GOVERNORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

Strategic report

Achievements and performance

During the last twelve-month period the Academy educated approximately 935 students between the ages of 11 and 18. Recruitment continues to be strong with waiting lists for Key Stages 3 and 4. There were 276 residential boarders and 310 students in the Sixth Form.

The cancellation of all public examinations due to the continuing Covid-19 pandemic meant they were replaced by teacher assessment grades, subject to national moderation. Teachers ensured that the provision of education was effectively continued throughout the year, upskilled themselves with the ability to incorporate greater levels of IT into their pedagogy. The Associate Assistant Head (Teaching and Learning) spent a significant proportion of the year upskilling and training staff on Digital Technology to enhance the use of IT within the classroom and in preparation of any further lockdowns.

Compared to many states schools, the KS5 curriculum at Gordon's is rigorous and a high proportion of students opt for the more intellectually demanding subjects. 57% of Y13 Leavers obtaining places at Russell Group and 78% gained places at their preferred destination, above national average. One student gained a place at Cambridge, eight embarked on courses in Medicine, Veterinary or Dentistry and three have taken up Sports Scholarships at US Universities.

A Level results 2021	GCSE results 2021
55% of entries were graded A* -A	37% of entries were graded 9-7
84% of entries were graded A* -B	80% of entries were graded 9-5
97% entries were graded A*-C	94% of entries were graded 9-4

At GCSE, 60% of students achieved a strong pass, grade 5 or better, in English and Maths with 90% of students achieving the historic 'gold standard' of 5 or more (standard 4) GCSE grades including English Language and Maths. Progress was 1.13 (ALPS) making Gordon's within the top 5% of schools nationally.

At A-Level, 100% of students gained three A Levels and with progress of 1.08 (ALPS) Gordon's is in the top 2% of schools nationally.

Teaching and Learning

Gordon's School was inspected by Ofsted in November 2014 and was awarded Outstanding in all categories. Covid-19 allowing, a programme of lesson observations is carried out by a team of trained peer-observers focusing on assessment of learning, challenge and engagement in all lessons. Following Ofsted DfE recommendation, lessons are no longer graded; observations are for the purpose of developing pedagogy and staff set targets resulting from lesson observation. Participation in the onsite and online CPD programme, led by Assistant Heads, continues to grow, offering a wide range of interest areas and directed attendance for specific topics. Topics mainly relate to priorities with the School Self-Evaluation Statement, with some training considered sufficiently important to require compulsory attendance. This is recognised as representing a cost-effective means to improve elements of pedagogy. CPD training sessions have become increasingly popular online; each teacher has a personal self-selected CPD target. During 2020-21, the internal CPD programme focused on digital learning, boys' attainment and engagement and retrieval practice, with the School running two online symposia on boys' education and retrieval practice to which colleagues in local schools were welcomed.

A two-week timetable was introduced from September 2020 which allows more time for Maths and English teaching. Mandarin has been introduced as a fourth language. At KS5 students now follow three only A Level or BTEC courses, added to which is a fourth option such as EPQS or Sports Leadership. Liberal Arts was introduced as a compulsory module for all Year 12 students comprising topics such as ethics, politics, responsible consumerism and History of Art.

GORDON'S SCHOOL ACADEMY TRUST

GOVERNORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

The School continues to benefit from membership of The Prince's Teaching Institute from which Gordon's has been awarded the Leadership Mark. Eight academic departments are PTI accredited with continued focus on developing cross-curricular projects. The School is part of the PTI Unlimited Scheme and also a corporate member of the Chartered College of Teaching, a professional body that aims to develop elements of pedagogy across the teaching profession.

A new student support centre opened for September 2020, providing an improved working environment for students who have disrupted their lessons and are required to work outside of normal lessons for a period of time.

A new virtual learning platform is being introduced and from September 2021 will allow teachers, students and parents to publish and access information from anywhere with an internet connection.

The Gordon's Super Curriculum continues to be developed, offering students opportunities for academic stretch through competitions, wider reading, academic pursuit and the lecture programme. New competitions were launched, the Wynter Bee Global Citizen Prize and the Headmaster's Global Citizen Prize, for which students were asked to engage with one of the UN 17 Sustainable Development Goals. Gordon's now participates in the World Scholar's Cup, a global competition with group and individual academic challenges.

Institute of Leadership and Management

Working with Woking High School through the Arete Partnership, ILM training courses continued to be offered at Level 2 (aspiring young leaders), Level 3 (aspiring middle leaders) and Level 5 (aspiring senior leaders) for both students and staff. The ILM Level 7 course has been written and is being processed by the ILM for potentially being offered from September 2021.

Teacher Training

As a school Gordon's is committed to supporting new teachers. Working with Teach South East, during the year we were pleased to provide teacher training opportunities for four SCITT trainees, two of whom were offered a full-time contract by Gordon's School for September 2021. A further six SCITT placements have been accepted for September 2021, five of whom are already working in the school in different capacities.

Thinking Schools

The school completed the second of the three year 'Thinking Schools' accreditation through Exeter University. Much of the year's work centred on Motivational Maps whereby encouraging students to understand themselves better and realise their potential and already provide useful tools to identify the intrinsic needs of students.

Partnerships

In addition to the Arete Partnership, several other partnerships are being developed, the purpose of which are to widen experience and opportunities for Gordon's students. These include the Commonwealth Education Trust, the DiSE programme with Harlequins Rugby Football Club and other sporting partnerships developing, with Aldershot Town Football Club and Surrey Storm Premier Netball.

GORDON'S SCHOOL ACADEMY TRUST

GOVERNORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

Co-curricular Activities and Awards

In Sports, Gordon's School retains the Platinum Schools' Award, as well as Arts achieving the Artsmark Silver Award. This is the only creative quality standard for school and educational settings, accredited by the Arts Council England and supporting settings to develop and celebrate a school's commitment to the Arts and cultural education. Some Music highlights included all LCM Musical Theatre entrants receiving either merit or distinction, as did 90% of ABRSM entrants.

It was generally a challenging year for the co-curricular programme but with some imaginative provision, using Gordon's facilities or virtual, students enjoyed a range of opportunities. Examples include a KS5 debating team competing virtually in the English Speaking Union MACE competition, six Gordon's teams participated in virtual MUN events, their level of debating recognised with some highly commended delegate awards. The online cycling programme, Zwift, has been popular. Although not allowed to camp out, 85 Year 10 students completed their D of E Bronze expeditions. Three Sixth Formers were appointed D of E Gordon's ambassadors and 18 Gold Awards were completed through the year.

A virtual Gordon's Careers Fair was held in March. Online and live Insight and Careers Talks continued through the year, and most were recorded and later made available on the Gordon's website.

Gordon's was re-awarded the International Schools' Award for a further three years. Travel restrictions obviously prevented any school visits but students linked up virtually to a school in Nigeria and active links continue with KICS in Khartoum and MFL students writing to Care Homes and Pen Pals in France.

Gordon's School continues to hold the Surrey Healthy Schools Gold Award, thereby demonstrating its commitment and successful support of students; physical, emotional and mental health, and wellbeing.

Site Development

The new Sports Hall opened for use during the autumn term while completion of the 3G pitch is delayed until December 2021. In addition to the provision of opportunities for indoor sports and broadening the PE curriculum, the Drama and Music departments can now make use of the Gym and Pool building ahead of its conversion into a performing arts centre, when finance allows.

For September 2021, the two-classroom India was demolished and replaced by a four-classroom building that accommodates Computing and Business Studies.

Going concern

After making appropriate enquiries, the Board of Trustees has a reasonable expectation that the Academy Trust has adequate resources to continue in operational existence for the foreseeable future. For this reason, the Board of Trustees continues to adopt the going concern basis in preparing the accounts. Further details regarding the adoption of the going concern basis can be found in the statement of accounting policies.

GORDON'S SCHOOL ACADEMY TRUST

GOVERNORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

Financial review

During the year ended 31 August 2021 total income was £7,789,953 with expenditure being £7,614,961 leaving net income of £174,992 before pension scheme movements.

Most of the School's income is obtained from the Education & Skills Funding Agency (ESFA) principally in the form of the recurrent, General Annual Grant (GAG), the use of which is restricted to cover normal running costs of the School.

The School received a substantial donation from The Gordon Foundation of £2,678,823, of which an amount of £358,000 was to account for the increased deficit in the Local Government Pension Scheme.

In 2013 the Academy took on pension liabilities relating to staff members transferred from its predecessor school that were part of the Local Government Scheme Defined Benefits Pension Scheme (LGPS). In 2021 the liability increased by £358,000.

As at August 2021, the School's element of the scheme's net liabilities was £1,903,000. Where the amount of pension scheme assets being held is less than the liability value, the implication is that the School will eventually need to make good this deficit. It is therefore treated as a long term liability in our financial statements, although this does not need to be paid immediately, nor does it affect the current cash contributions paid by us as an employer to the LGPS.

Net income was £174,992 before an actuarial loss in the pension deficit of £174,000, resulting in a net movement in funds of £992.

Net assets of £21,108 including cash funds of £28,699 were carried forward into 2021/22. All cash funds were held with Lloyd's Bank.

Both financial and educational Key Performance Indicators are used to track progress against objectives, and to identify quickly any worrying trends. These KPIs include student outcomes, quality of teaching and learning, student: teacher ratios remaining below 12:1, total staff costs as a proportion of total costs between 65-70% and producing a balanced budget that meets the Academy's needs.

Reserves policy

In the event that the Academy has reserves, the reserves levels would be consistently monitored as part of the budget monitoring process at Governor level through the Joint Finance & Estates Committee. The Governors will maintain reserves levels which are sufficient to maintain the needs of the Academy and to encompass variations within the Academy budget. Total reserves at the end of the period amounted to £21,108. This balance includes unrestricted reserves of £1,562,770 and restricted income funds of £153,354, giving a total of £1,716,124. There is a restricted pension funds deficit balance of £1,903,000 and a fixed asset fund balance of £207,984.

Within the Reserves Policy it should be noted that because of accounting for the Local Government Pension Scheme (LGPS), the Academy recognises a significant pension fund deficit totalling £1,903,000. This deficit is included within the restricted fund which is offset in part by the donation received from The Gordon Foundation through the unrestricted fund. The School is able to offset the deficit in this way and whilst in the future the deficit might not be eliminated, any changes to this will be offset by the donation from The Gordon Foundation.

Investment policy

The Academy's investment policy is based on low risk, short term bank deposit accounts.

GORDON'S SCHOOL ACADEMY TRUST

GOVERNORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

Principal risks and uncertainties

The Governing Body is responsible for the identification and management of the risks in the Academy. A formal review of risks and the risk management processes was undertaken during the year and these will be reviewed annually going forward.

Through the risk management processes that have been formalised at the Academy, the Governors are satisfied that the major risks identified will be adequately mitigated where necessary.

The key controls used by the Governing Body include:

- formal agendas and minutes for all meetings of the Governing Body and committees;
- terms of reference for all committees;
- comprehensive strategic planning, financial forecasting, budgeting and management accounting;
- established and identifiable organisational structures and reporting lines;
- comprehensive formal written policies;
- clear authorisation limits;
- construction and regular review of risk registers;
- vetting procedures as required by law, for protection of the vulnerable.

In common with every academy in the country, funding is dependent on government policy; there is always risk that funding will be cut and the Governors have to be prudent in the budgeting for the future.

The deficit on the Local Government Pension Scheme rose by £358,000 in the period to £1,903,000 and there is continuing uncertainty in any final salary scheme of this type.

Fundraising

The Academy Trust does not use any external fundraisers. All fundraising undertaken during the year was monitored by the Trustees.

Plans for future periods

The Academy's key objectives for 2021/22 are to continue the development and progress of the Academy, taking it from outstanding to great. The Academy Improvement Plan includes:

- Recover any lost learning as quickly as possible, with particular focus on Years 11 and 13 ensuring they are ready for Public Examinations in Summer 2022
- Improve achievement rates, especially for boys
- Develop the School's Digital Strategy across both learning and administrative processes
- Develop plans for the reuse of the Gym and Swimming Pool to a dedicated performing arts facility.

COVID-19 Impact

This was a challenging year for all schools. As required, the School closed for a second period during the spring term 2021 in response to the national lockdown; online curriculum and pastoral support was immediately put into place for the period, building on the experiences of the summer term 2020. A small number of key worker and EHCP students attended school throughout the period. Governors were not able to visit the school and meetings were held virtually.

Costs for managing Covid were significant during the autumn term; costs included issuing all teachers with a Surface-Pro, which have been leased, to enable seamless online lessons and allow any student who is isolating or detained overseas to join their classes. Additional catering and cleaning costs, staff and materials, are mainly transacted through the Foundation. The School's 'Cobra' Team that focuses on Covid-related matters continued to meet on a weekly basis. Some changes that came about through Covid will be retained, such as online staff briefing, the two-part lunch break and virtual parent conferences.

GORDON'S SCHOOL ACADEMY TRUST

GOVERNORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

Auditor

In so far as the Governors are aware:

- there is no relevant audit information of which the charitable company'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.

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

17/12/2021


Jane Valner (Dec 17, 2021 17:44 GMT)

.....
J Valner

Chair of Governors

GORDON'S SCHOOL ACADEMY TRUST

GOVERNANCE STATEMENT

FOR THE YEAR ENDED 31 AUGUST 2021

Scope of responsibility

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

As Governors, we have reviewed and taken account of the guidance in DfE's Governance Handbook and competency framework for governance.

The Board of Trustees has delegated the day-to-day responsibility to the Head Teacher, 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 Gordon's School Academy Trust and the Secretary of State for Education. The accounting officer is also responsible for reporting to the Board of Trustees any material weaknesses or breakdowns in internal control.

Governance

The information on governance included here supplements that described in the Governors' Report and in the Statement of Governors' Responsibilities. The Board of Trustees has formally met four times during the year. Attendance during the year at meetings of the Board of Trustees was as follows:

Governors	Meetings attended	Out of possible
J Valner (Chair of Governors)	4	4
A J Moss (Accounting Officer and Headteacher)	4	4
M D Barnes	3	4
L Bannister	4	4
C N Lomas	2	4
V Genetay	4	4
F J Everett	3	4
J C Abbott	4	4
M Eaden	4	4
S Carr (Appointed 26 November 2020)	3	3
S Hounsham (Appointed 26 November 2020)	3	3
Dr S V Rawal (Appointed 26 November 2020)	3	3
R Ali (Appointed 20 January 2021)	2	2
V Bailey (Appointed 1 March 2021)	2	2
D Horton (Appointed 1 March 2021)	2	2
S B Ismail (Appointed 1 March 2021)	2	2
P P Berry (Resigned 20 January 2021)	2	2
C Hutchings (Resigned 28 February 2021)	2	2
P Rigby (Resigned 28 February 2021)	2	2
R G Whittington (Resigned 26 November 2020)	2	2
P F Wynter Bee (Resigned 25 November 2020)	2	2

In 2019 Governors carried out a self-evaluation using a template provided in the Academies Financial Handbook. All areas identified for attention were completed. A more extensive governance review, with a particular focus on relations between the Academy and the Foundation, and decision making, was commissioned during the autumn term 2021.

GORDON'S SCHOOL ACADEMY TRUST

GOVERNANCE STATEMENT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

The Joint Finance & Estates Committee is a sub-committee of the Board of the Academy and of The Gordon Foundation. Its main purpose is to provide strategic and operational direction, approve and monitor the Academy's budgets and resources. In addition to setting and monitoring budgets and cashflow, items considered during the year included pensions, performance related pay, updating the Business Plan and recommending the annual report and accounts for approval by the Board.

Attendance at meetings in the year was as follows:

Governors	Meetings attended	Out of possible
J Valner (Chair of Governors)	4	5
A J Moss (Accounting Officer and Headteacher)	6	6
M D Barnes	6	6
R G Whittington (Resigned 26 November 2020)	6	6
P F Wynter Bee (Resigned 25 November 2020)	1	1

Mr R G Whittington resigned as a Governor on 26 November 2020, but attended subsequent meetings in an advisory capacity.

The Curriculum & Pastoral Committee is a sub-Committee of the main board of the Academy. Its main purpose is ensuring a broad and high quality curriculum is offered that develops all students to the best of their academic, sporting, musical and artistic abilities and monitors pastoral matters.

Attendance at meetings in the year was as follows:

Governors	Meetings attended	Out of possible
J Valner (Chair of Governors)	3	3
A J Moss (Accounting Officer and Headteacher)	6	6
L Bannister	6	6
J C Abbott	6	6
C Hutchings (Resigned 28 February 2021)	2	2
P Rigby (Resigned 28 February 2021)	2	2

Mr Lomas, trustee of The Gordon Foundation, provides the boarding link between the School and Foundation.

Review of value for money

As accounting officer, the Head Teacher 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 Academy's use of its resources has provided good value for money during each academic year, and reports to the Governing Body where value for money can be improved, including the use of benchmarking data where available. The accounting officer has delivered improved value for money during the year by:

- Continuously reviewing staff to ensure that they are used to their full potential and to drive down the costs of staffing whilst providing best value in terms of quality of learning, boarding, teaching, teacher student-ratio and curriculum management
- Improving collaboration by forming collaborative partnerships outside the School and working in closer partnership within School to improve what works well in our classrooms
- Attaining on average 9 out of 10 students achieving the GCSE Gold standard: 5 or more A*-C GCSE passes including English and Maths. 1st in Surrey for GCSE Gold Standard, EBacc and disadvantaged students and remaining in the top 100 state schools for academic achievement.

GORDON'S SCHOOL ACADEMY TRUST

GOVERNANCE STATEMENT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

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 is based on an on-going process designed to identify and prioritise the risks to the achievement of Academy Trust 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 in Gordon's School Academy Trust for the period 1 September 2020 to 31 August 2021 and up to the date of approval of the annual report and accounts.

Capacity to handle risk

The Board of Governors has reviewed the key risks to which the Academy Trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Board of Trustees is of the view that there is a formal ongoing process for identifying, evaluating and managing the Academy Trust's significant risks that has been in place for the period 1 September 2020 to 31 August 2021 and up to the date of approval of the annual report and accounts. This process is regularly reviewed.

GORDON'S SCHOOL ACADEMY TRUST

GOVERNANCE STATEMENT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

The Joint Audit & Risk Committee has, amongst other responsibilities, review of the formal Risk Register. The most significant risks identified are noted below together with the means by which to manage the risk:

Reporting to Governors is inaccurate, late or irrelevant.	Inadequate information resulting in poor decision making. Governors fail to fulfil their control function, the Governing Body (GB) becomes ill- informed.	Educational targets and financial budgets are set and agreed in advance. Report back on main targets direct to GB. Monitoring against actual is undertaken at committee level. Members of GB visit the school "in operation" in order to keep themselves well informed.
Government and Foundation funding inadequate to operate school as "required" by Governors, parents or DfE	Savings are made which put at risk quality of teaching and pastoral care: student enrichment is reduced: the fabric of the school is neglected.	The school plans and budgets in detail and in advance to maximise use of available resources and to achieve best value for money. The School is fortunate to be able to seek help from The Gordon Foundation.
School enters into inappropriate partnerships or links	The risk is (a) Financial where the school is acting as agent for third parties OR where we have an operation which could produce financial loss (b) Reputational where the relationship may be with a business party or organisation for which due diligence has not been processed.	Agreements need to be in place and to have been checked by the relevant Committee and, if appropriate, a lawyer acting for the school. File of all contracts maintained by Head of Finance.
Child Protection Issues	A student is: abused in school; abused externally without the school picking up warning signs; bullied by other students. Students' lives are severely affected and the School's reputation or OfSTED grading is reduced.	The School has a defined Safeguarding structure under the DSL; staff know where to go with concerns: all staff are trained in identifying physical and mental signs of abuse; staff recruitment procedures are strong and the SCR is up to date; counselling staff help to widen the understanding of potential problems and to provide support.
School closure, particularly due to pandemic	No face to face teaching and learning, no public examinations.	The school has invested in providing teaching staff with IT devices similar to those supplied to students, invested in digital training and support, which allows easy transfer to remote learning. A reliable programme of assessments would inform Centre Assessed Grades if required

GORDON'S SCHOOL ACADEMY TRUST

GOVERNANCE STATEMENT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

The risk and control framework

The Academy Trust'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 periodic financial reports which are reviewed and agreed by the Governing Body;
- regular reviews by the Joint Finance & Estates Committee of reports which indicate financial performance against the forecasts and of major purchase plans, capital works 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;
- identification and management of risks.

In 2020/2021, the Governing Body engaged A J Bennewith & Co to undertake a programme of internal scrutiny. The role of A J Bennewith & Co includes giving advice on financial and other matters and performing a range of checks on the academy trust's financial and other systems. During the period checks were carried out in the areas of IT systems and procurement.

No material failures or weaknesses were identified during the year as result of the internal scrutiny programme.

Review of effectiveness

As accounting officer, the Head Teacher has responsibility for reviewing the effectiveness of the system of internal control. During the year in question the review has been informed by:

- the work of the internal scrutiny programme;
- the work of the external auditor;
- the financial management and governance self-assessment process;
- the work of the Senior Leadership Team within the Academy Trust who have responsibility for the development and maintenance of the internal control framework.

The accounting officer has been advised of the implications of the result of their review of the system of internal control by the audit committee and a plan to address weaknesses and ensure continuous improvement of the system is in place.

Approved by order of the Board of Trustees on 17/12/2021 and signed on its behalf by:


Jane Valner (Dec 17, 2021 17:44 GMT)

J Valner
Chair of Governors


Andrew Moss (Dec 17, 2021 18:11 GMT)

A J Moss
Accounting Officer and Headteacher

GORDON'S SCHOOL ACADEMY TRUST

STATEMENT OF REGULARITY, PROPRIETY AND COMPLIANCE FOR THE YEAR ENDED 31 AUGUST 2021

As accounting officer of Gordon's School Academy Trust, I have considered my responsibility to notify the Academy Trust Board of Trustees and the Education and Skills Funding Agency (ESFA) of material irregularity, impropriety and non-compliance with terms and conditions of all funding received by the Academy Trust, 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's Board of Trustees 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 Trustees and ESFA.

Andrew Moss

Andrew Moss (Dec 17, 2021 18:11 GMT)

A J Moss

Accounting Officer

17/12/2021
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GORDON'S SCHOOL ACADEMY TRUST

STATEMENT OF GOVERNORS' RESPONSIBILITIES

FOR THE YEAR ENDED 31 AUGUST 2021

The Governors (who act as trustees for Gordon's School Academy Trust and are also the directors of Gordon's School Academy Trust for the purposes of company law) are responsible for preparing the Governors' report and the accounts in accordance with the Academies Accounts Direction 2020 to 2021 published by the Education and Skills Funding Agency, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

Company law requires the Governors to prepare accounts for each financial year. Under company law, the Governors must not approve the accounts unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including its income and expenditure, for that period.

In preparing these accounts, the Governors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 and the Academies Accounts Direction 2020 to 2021;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the accounts; and
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

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

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

Approved by order of the members of the Board of Trustees on 17/12/2021 and signed on its behalf by:


Jane Valner (Dec 17, 2021 17:44 GMT)

J Valner
Chair of Governors

GORDON'S SCHOOL ACADEMY TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GORDON'S SCHOOL ACADEMY TRUST

FOR THE YEAR ENDED 31 AUGUST 2021

Opinion

We have audited the accounts of Gordon's School Academy Trust for the year ended 31 August 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the accounts, 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 to 2021 issued by the Education and Skills Funding Agency.

In our opinion the accounts:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006; and
- have been prepared in accordance with the Charities SORP 2019 and the Academies Accounts Direction 2020 to 2021.

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 accounts' section of our report. We are independent of the Academy Trust in accordance with the ethical requirements that are relevant to our audit of the accounts 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 Trust's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The Governors are responsible for the other information, which comprises the information included in the annual report other than the accounts and our auditor's report thereon. Our opinion on the accounts 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 accounts, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the accounts 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 accounts 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.

GORDON'S SCHOOL ACADEMY TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GORDON'S SCHOOL ACADEMY TRUST (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

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 including the incorporated strategic report for the financial year for which the accounts are prepared is consistent with the accounts; and
- the Governors' report including the incorporated strategic report has 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 Trust and its environment obtained in the course of the audit, we have not identified material misstatements in the Governors' report, including the incorporated strategic report.

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

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

As explained more fully in the statement of Governors' responsibilities, the Governors are responsible for the preparation of the accounts 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 accounts that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the accounts

Our objectives are to obtain reasonable assurance about whether the accounts 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 accounts.

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.

GORDON'S SCHOOL ACADEMY TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GORDON'S SCHOOL ACADEMY TRUST (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

Extent to which the audit was capable of detecting irregularities, including fraud

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management, and from our commercial knowledge and experience of the sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charitable company, including the Companies Act 2006, the Charities Act 2011, the Academy Financial Handbook 2020, the Academies Accounts Direction 2020 to 2021, taxation, employment, environmental and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud;
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

Audit response to risks identified

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of the Board of Governors;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with HMRC.

GORDON'S SCHOOL ACADEMY TRUST

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GORDON'S SCHOOL ACADEMY TRUST (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the governors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the accounts is located on the Financial Reporting Council's website at: <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.



Stephen Meredith BA FCA DChA (Senior Statutory Auditor)
for and on behalf of Alliot's LLP

17/12/2021
.....

Chartered Accountants
Statutory Auditor

Friary Court
13-21 High Street
Guildford
Surrey
GU1 3DL

GORDON'S SCHOOL ACADEMY TRUST

INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO GORDON'S SCHOOL ACADEMY TRUST AND THE EDUCATION AND SKILLS FUNDING AGENCY

FOR THE YEAR ENDED 31 AUGUST 2021

In accordance with the terms of our engagement letter dated 28 September 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 Gordon's School Academy Trust 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 Gordon's School Academy Trust and ESFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to the Gordon's School Academy Trust 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 Gordon's School Academy Trust and ESFA, for our work, for this report, or for the conclusion we have formed.

Respective responsibilities of Gordon's School Academy Trust's accounting officer and the reporting accountant

The accounting officer is responsible, under the requirements of Gordon's School Academy Trust's funding agreement with the Secretary of State for Education dated 22 November 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 Accountant of Academy Trusts issued by ESFA. We performed a limited assurance engagement as defined in our engagement letter.

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

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

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

GORDON'S SCHOOL ACADEMY TRUST

INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO GORDON'S SCHOOL ACADEMY TRUST AND THE EDUCATION AND SKILLS FUNDING AGENCY (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

The work undertaken to draw to our conclusion includes:

- analytical review of the Academy's general activities to ensure that they are within the Academy's framework of authorities;
- consideration of the evidence supporting the accounting officer's statement on regularity, propriety and compliance;
- review of the general control environment for the Academy on financial statements and on regularity;
- sample testing of expenditure transactions to ensure the activity is permissible within the Academy's framework of authority;
- confirmation that a sample of expenditure has been appropriately authorised in accordance with the Academy's delegated authorities;
- formal representations obtained from the governing body and the accounting officer acknowledging the responsibilities, including disclosing all non-compliance with laws and regulations specific to the authorising framework;
- confirmation that any extra-contractual payments such as severance and compensation payments have been appropriately authorised;
- review of credit card expenditure for any indication of personal use by staff, Headteacher or Trustees;
- review of specific terms of grant funding within the funding agreement;
- review of related party transactions for connections with the Headteacher or Trustees;
- review of income received in accordance with the activities permitted within the Academy's charitable objectives.

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.

Reporting Accountant

Alliotts LLP

Dated:

GORDON'S SCHOOL ACADEMY TRUST

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 AUGUST 2021

	Notes	Unrestricted funds £	Restricted funds: General £ Fixed asset £	Total 2021 £	Total 2020 £	
Income and endowments from:						
Donations and capital grants	4	2,678,823	(26,020)	-	2,652,803	2,986,215
Charitable activities:						
- Funding for educational operations	5	-	5,135,024	-	5,135,024	4,497,021
Other trading activities	6	2,126	-	-	2,126	10,616
Total		2,680,949	5,109,004	-	7,789,953	7,493,852
Expenditure on:						
Charitable activities:						
- Educational operations	8	1,979,751	5,506,332	128,878	7,614,961	6,951,900
Total	7	1,979,751	5,506,332	128,878	7,614,961	6,951,900
Net income/(expenditure)		701,198	(397,328)	(128,878)	174,992	541,952
Transfers between funds	16	-	(150,649)	150,649	-	-
Other recognised gains/(losses)						
Actuarial losses on defined benefit pension schemes	18	-	(174,000)	-	(174,000)	(541,000)
Net movement in funds		701,198	(721,977)	21,771	992	952
Reconciliation of funds						
Total funds brought forward		861,572	(1,027,669)	186,213	20,116	19,164
Total funds carried forward		1,562,770	(1,749,646)	207,984	21,108	20,116

GORDON'S SCHOOL ACADEMY TRUST

STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 AUGUST 2021

Comparative year information Year ended 31 August 2020	Notes	Unrestricted funds	Restricted funds:		Total
		£	General	Fixed asset	2020
		£	£	£	£
Income and endowments from:					
Donations and capital grants	4	2,296,330	669,881	20,004	2,986,215
Charitable activities:					
- Funding for educational operations	5	-	4,497,021	-	4,497,021
Other trading activities	6	10,616	-	-	10,616
Total		2,306,946	5,166,902	20,004	7,493,852
Expenditure on:					
Charitable activities:					
- Educational operations	8	2,025,193	4,809,294	117,413	6,951,900
Total	7	2,025,193	4,809,294	117,413	6,951,900
Net income/(expenditure)		281,753	357,608	(97,409)	541,952
Other recognised gains/(losses)					
Actuarial losses on defined benefit pension schemes	18	-	(541,000)	-	(541,000)
Net movement in funds		281,753	(183,392)	(97,409)	952
Reconciliation of funds					
Total funds brought forward		579,819	(844,277)	283,622	19,164
Total funds carried forward		861,572	(1,027,669)	186,213	20,116

GORDON'S SCHOOL ACADEMY TRUST

BALANCE SHEET

AS AT 31 AUGUST 2021

	Notes	2021 £	£	2020 £	£
Fixed assets					
Tangible assets	12		207,984		186,213
Current assets					
Debtors	13	2,594,227		1,929,329	
Cash at bank and in hand		28,699		47,537	
		2,622,926		1,976,866	
Current liabilities					
Creditors: amounts falling due within one year	14	(826,329)		(597,963)	
Net current assets			1,796,597		1,378,903
Total assets less current liabilities			2,004,581		1,565,116
Creditors: amounts falling due after more than one year	15		(80,473)		-
Net assets before defined benefit pension scheme liability			1,924,108		1,565,116
Defined benefit pension scheme liability	18		(1,903,000)		(1,545,000)
Total net assets			21,108		20,116
Funds of the Academy Trust:					
Restricted funds	16				
- Fixed asset funds			207,984		186,213
- Restricted income funds			153,354		517,331
- Pension reserve			(1,903,000)		(1,545,000)
Total restricted funds			(1,541,662)		(841,456)
Unrestricted income funds	16		1,562,770		861,572
Total funds			21,108		20,116

The accounts on pages 27 to 51 were approved by the Governors and authorised for issue on 17/12/2021 and are signed on their behalf by:

Jane Valner
[Jane Valner \(Dec 17, 2021 17:44 GMT\)](#)

J Valner
Chair of Governors

Company Number 07723861

GORDON'S SCHOOL ACADEMY TRUST

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 AUGUST 2021

	Notes	2021 £	£	2020 £	£
Cash flows from operating activities					
Net cash (used in)/provided by operating activities	19		(479,177)		128,994
Cash flows from investing activities					
Capital grants from DfE Group		518,135		23,114	
Purchase of tangible fixed assets		(150,649)		(20,004)	
Net cash provided by investing activities			367,486		3,110
Cash flows from financing activities					
Repayment of long term bank loan		92,853		-	
Repayment of other loan		-		(11,847)	
Net cash provided by/(used in) financing activities			92,853		(11,847)
Net (decrease)/increase in cash and cash equivalents in the reporting period			(18,838)		120,257
Cash and cash equivalents at beginning of the year			47,537		(72,720)
Cash and cash equivalents at end of the year			28,699		47,537

GORDON'S SCHOOL ACADEMY TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2021

1 Accounting policies

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

1.1 Basis of preparation

The accounts 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 Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)), the Academies Accounts Direction 2020 to 2021 issued by ESFA, the Charities Act 2011 and the Companies Act 2006.

1.2 Going concern

The Governors assess whether the use of going concern is appropriate, ie whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the charitable company to continue as a going concern. The Governors make this assessment in respect of a period of at least one year from the date of authorisation for issue of the accounts and have concluded that the Academy Trust has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the Academy Trust's ability to continue as a going concern. Thus they continue to adopt the going concern basis of accounting in preparing the accounts.

1.3 Income

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

Grants

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

General Annual Grant is recognised in full in the statement of financial activities in the period 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.

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.

GORDON'S SCHOOL ACADEMY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

1 Accounting policies

(Continued)

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.

Donated goods, facilities and services

Goods donated for resale are included at fair value, being the expected proceeds from sale less the expected costs of sale. If it is practical to assess the fair value at receipt, it is recognised in stock and 'Income from other trading activities'. Upon sale, the value of the stock is charged against 'Income from other trading activities' and the proceeds are recognised as 'Income from other trading activities'. Where it is impractical to fair value the items due to the volume of low value items they are not recognised in the accounts until they are sold. This income is recognised within 'Income from other trading activities'.

Donated fixed assets

Donated fixed assets are measured at fair value unless it is impractical to measure this reliably, in which case the cost of the item to the donor is used. The gain is recognised as income from donations and a corresponding amount is included in the appropriate fixed asset category and depreciated over the useful economic life in accordance with the Academy Trust's accounting policies.

1.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

All resources expended are inclusive of irrecoverable VAT.

Expenditure on raising funds

This includes all expenditure incurred by the Academy Trust to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

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.

1.5 Tangible fixed assets and depreciation

Assets costing £1,000 or more are capitalised as tangible fixed assets and are carried at cost, net of depreciation and any provision for impairment.

Where tangible fixed assets have been acquired with the aid of specific grants, either from the government or from the private sector, they are included in the balance sheet at cost and depreciated over their expected useful economic life. Where there are specific conditions attached to the funding that require 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.

GORDON'S SCHOOL ACADEMY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

1 Accounting policies

(Continued)

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:

Computer equipment	5 years
Fixtures, fittings & equipment	5 years

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

1.6 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.

1.7 Leased assets

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

1.8 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. 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. 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.

1.9 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 chapter 3 part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

1.10 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 and the assets are held separately from those of the Academy Trust.

GORDON'S SCHOOL ACADEMY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

1 Accounting policies

(Continued)

The TPS is an unfunded scheme and contributions are calculated 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 based on quadrennial valuations using a prospective unit credit method. The TPS is an unfunded multi-employer scheme with no underlying assets to assign between employers. Consequently, the TPS is treated as a defined contribution scheme for accounting purposes and the contributions are recognised in the period to which they relate.

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

1.11 Fund accounting

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

Restricted fixed asset funds are resources which are to be applied to specific capital purposes imposed by 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 (ESFA) and Department for Education (DfE).

2 Critical accounting estimates and areas of judgement

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

Critical accounting estimates and assumptions

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

GORDON'S SCHOOL ACADEMY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

2 Critical accounting estimates and areas of judgement

(Continued)

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost or income for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 17 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 2016 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.

Critical areas of judgement

Estimating the useful economic life of tangible fixed assets for the purposes of calculating depreciation.

3 General Annual Grant (GAG)

Under the funding agreement with the Secretary of State, the Academy Trust was subject to limits at 31 August 2021 on the amount of GAG that could be carried forward from one year to the next. An amount equal to 12% of GAG could be carried forward, of which up to 2% could be used for general recurrent purposes, with any balance being available for premises/capital purposes.

The Academy Trust has not exceeded these limits during the year ended 31 August 2021.

4 Donations and capital grants

	Unrestricted funds £	Restricted funds £	Total 2021 £	Total 2020 £
Donations from The Gordon Foundation	2,678,823	-	2,678,823	2,296,330
Capital grants	-	(26,020)	(26,020)	689,885
	<u>2,678,823</u>	<u>(26,020)</u>	<u>2,652,803</u>	<u>2,986,215</u>

GORDON'S SCHOOL ACADEMY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

5 Funding for the Academy Trust's educational operations

	Unrestricted funds £	Restricted funds £	Total 2021 £	Total 2020 £
DfE / ESFA grants				
General annual grant (GAG)	-	4,530,641	4,530,641	3,989,641
Other DfE / ESFA grants:				
Others	-	340,163	340,163	343,908
	-	4,870,804	4,870,804	4,333,549
Other government grants				
Local authority grants	-	181,880	181,880	163,472
Exceptional government funding				
Covid-19 additional funding (DfE/ESFA)	-	49,120	49,120	-
Covid-19 additional funding (non-DfE/ESFA)	-	33,220	33,220	-
	-	82,340	82,340	-
Total funding	-	5,135,024	5,135,024	4,497,021

6 Other trading activities

	Unrestricted funds £	Restricted funds £	Total 2021 £	Total 2020 £
Other income	2,126	-	2,126	10,616

GORDON'S SCHOOL ACADEMY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

7 Expenditure

	Staff costs £	Non-pay expenditure Premises £	Other £	Total 2021 £	Total 2020 £
Academy's educational operations					
- Direct costs	5,449,176	-	481,604	5,930,780	5,689,460
- Allocated support costs	413,114	946,616	324,451	1,684,181	1,262,440
	<u>5,862,290</u>	<u>946,616</u>	<u>806,055</u>	<u>7,614,961</u>	<u>6,951,900</u>

Net income/(expenditure) for the year includes:

	2021 £	2020 £
Fees payable to auditor for audit services	7,200	6,700
Operating lease rentals	97,333	143,454
Depreciation of tangible fixed assets	128,878	117,413
Net interest on defined benefit pension liability	27,000	17,000
	<u>254,411</u>	<u>284,567</u>

GORDON'S SCHOOL ACADEMY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

8 Charitable activities

	Unrestricted funds £	Restricted funds £	Total 2021 £	Total 2020 £
Direct costs				
Educational operations	1,979,203	3,951,577	5,930,780	5,689,460
Support costs				
Educational operations	548	1,683,633	1,684,181	1,262,440
	<u>1,979,751</u>	<u>5,635,210</u>	<u>7,614,961</u>	<u>6,951,900</u>
			2021 £	2020 £
Analysis of support costs				
Support staff costs			413,114	232,831
Depreciation			128,878	117,413
Technology costs			167,854	181,514
Premises costs			817,738	658,042
Other support costs			144,237	62,380
Governance costs			12,360	10,260
			<u>1,684,181</u>	<u>1,262,440</u>

GORDON'S SCHOOL ACADEMY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

9 Staff

Staff costs

Staff costs during the year were:

	2021 £	2020 £
Wages and salaries	4,200,496	3,886,619
Social security costs	483,695	460,690
Pension costs	1,165,859	1,070,239
Staff costs - employees	5,850,050	5,417,548
Staff restructuring costs	12,240	-
Staff development and other staff costs	5,862,290 38,792	5,417,548 50,178
Total staff expenditure	5,901,082	5,467,726

Staff restructuring costs comprise:

Redundancy payments	12,240	-
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Staff numbers

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

	2021 Number	2020 Number
Teachers	70	68
Administration and support	17	15
Management	3	3
Educational support staff	28	26
	118	112

Higher paid staff

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

	2021 Number	2020 Number
£60,001 to £70,000	4	7
£70,001 to £80,000	1	1
£80,001 to £90,000	2	1
£120,001 to £130,000	1	1

GORDON'S SCHOOL ACADEMY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

9 Staff

(Continued)

Key management personnel

The key management personnel of the Academy Trust comprise the Governors and the senior management team as listed on page 1. The total amount of employee benefits (including employer pension contributions and employer national insurance contributions) received by key management personnel for their services to the Academy Trust was £396,936 (2020: £385,924).

10 Governors' remuneration and expenses

The Headteacher and other staff governors only receive remuneration in respect of services they provide undertaking the roles of Headteacher and staff, and not in respect of their services as governors. Other governors did not receive any payments from the Academy Trust in respect of their role as governors.

The value of governors' remuneration and other benefits was as follows:

A Moss (Headteacher)	
Remuneration	£125,000 - £130,000 (2020: £125,000 - £130,000)
Employer's pension contribution	£25,000 - £30,000 (2020: £25,000 - £30,000)
M Eaden	
Remuneration	£55,000 - £60,000 (2020: £5,000 - £10,000)
Employer's pension contribution	£10,000 - £15,000 (2020: £Nil - £5,000)
R Ali (appointed 20 January 2021)	
Remuneration	£25,000 - £30,000 (2020: Not a Governor)
Employer's pension contribution	£5,000 - £10,000 (2020: Not a Governor)
P Berry (resigned 20 January 2021)	
Remuneration	£25,000 - £30,000 (2020: £55,000 - £60,000)
Employer's pension contribution	£5,000 - £10,000 (2020: £10,000 - £15,000)

During the year, no travel and subsistence payments totalling were reimbursed to the governors (2020: £nil)

11 Governors' and officers' insurance

In accordance with normal commercial practice, the Academy Trust has purchased insurance to protect Governors and officers from claims arising from negligent acts, errors or omissions occurring whilst on Academy Trust business. The insurance provides cover up to £2,000,000 on any one claim and the cost for the year ended 31 August 2021 was £750 (2020: £750). The cost of this insurance is included in the total insurance cost.

GORDON'S SCHOOL ACADEMY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

12 Tangible fixed assets

	Computer equipment	Fixtures, fittings & equipment	Total
	£	£	£
Cost			
At 1 September 2020	919,130	1,623	920,753
Additions	150,649	-	150,649
At 31 August 2021	1,069,779	1,623	1,071,402
Depreciation			
At 1 September 2020	732,917	1,623	734,540
Charge for the year	128,878	-	128,878
At 31 August 2021	861,795	1,623	863,418
Net book value			
At 31 August 2021	207,984	-	207,984
At 31 August 2020	186,213	-	186,213

13 Debtors

	2021 £	2020 £
Amounts owed by group undertakings	2,282,802	1,168,646
VAT recoverable	76,362	76,088
Other debtors	-	7,906
Prepayments and accrued income	235,063	676,689
	2,594,227	1,929,329

14 Creditors: amounts falling due within one year

	2021 £	2020 £
Government loans	12,380	-
Trade creditors	408,270	326,182
Other taxation and social security	127,447	115,572
Other creditors	237,080	106,579
Accruals and deferred income	41,152	49,630
	826,329	597,963

GORDON'S SCHOOL ACADEMY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

15 Creditors: amounts falling due after more than one year

	2021 £	2020 £
Government loans	80,473	-
	=====	=====

Analysis of loans	2021 £	2020 £
Wholly repayable within five years	92,853	-
Less: included in current liabilities	(12,380)	-
	=====	=====
Amounts included above	80,473	-
	=====	=====

Loan maturity

Debt due in one year or less	12,380	-
Due in more than one year but not more than two years	12,380	-
Due in more than two years but not more than five years	37,141	-
Due in more than five years	30,952	-
	=====	=====
	92,853	-
	=====	=====

GORDON'S SCHOOL ACADEMY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

16 Funds

	Balance at 1 September 2020 £	Income £	Expenditure £	Gains, losses and transfers £	Balance at 31 August 2021 £
Restricted general funds					
General Annual Grant (GAG)	-	4,530,641	(4,530,641)	-	-
Other DfE / ESFA grants	517,331	314,143	(527,471)	(150,649)	153,354
Other government grants	-	264,220	(264,220)	-	-
Pension reserve	(1,545,000)	-	(184,000)	(174,000)	(1,903,000)
	<u>(1,027,669)</u>	<u>5,109,004</u>	<u>(5,506,332)</u>	<u>(324,649)</u>	<u>(1,749,646)</u>
Restricted fixed asset funds					
Inherited on conversion	168,701	-	(118,464)	-	50,237
DfE group capital grants	17,512	-	(10,414)	150,649	157,747
	<u>186,213</u>	<u>-</u>	<u>(128,878)</u>	<u>150,649</u>	<u>207,984</u>
Total restricted funds	<u>(841,456)</u>	<u>5,109,004</u>	<u>(5,635,210)</u>	<u>(174,000)</u>	<u>(1,541,662)</u>
Unrestricted funds					
General funds	861,572	2,680,949	(1,979,751)	-	1,562,770
Total funds	<u>20,116</u>	<u>7,789,953</u>	<u>(7,614,961)</u>	<u>(174,000)</u>	<u>21,108</u>

GORDON'S SCHOOL ACADEMY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

16 Funds

(Continued)

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

General Annual Grant: This fund is for the purpose of running the Academy Trust in accordance with the Funding Agreement with the Secretary of State and along guidelines as set out in the Academies Financial Handbook.

Under the funding agreement with the Secretary of State, the Academy Trust was not subject to a limit on the amount of GAG that it could carry forward at 31 August 2021.

Other DfE/ESFA grants: This fund has also arisen from funding received from the Department for Education and the Education and Skills Funding Agency for the furtherance of the Academy Trust's activities that are not funded through the General Annual Grant.

Other government grants: This fund has also arisen from funding received for the furtherance of the Academy Trust's activities that are not funded through the General Annual Grant.

Pension reserve: This liability has arisen from the Local Government Pension Scheme, which was inherited by the Academy Trust on conversion. See note 18 for further details on this liability.

Restricted fixed asset funds: These funds have arisen from fixed assets inherited upon conversion and from the subsequent purchases of new assets for use by the Academy Trust. All assets held are specifically for the use of the Academy Trust.

Unrestricted funds: These have arisen from activities carried out by the Academy Trust for raising funds and are unrelated to any form of government assistance and therefore the Academy Trust can choose to spend it however it chooses.

GORDON'S SCHOOL ACADEMY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

16 Funds

(Continued)

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

	Balance at 1 September 2019 £	Income £	Expenditure £	Gains, losses and transfers £	Balance at 31 August 2020 £
Restricted general funds					
General Annual Grant (GAG)	-	3,989,641	(3,989,641)	-	-
Other DfE / ESFA grants	9,723	1,013,789	(506,181)	-	517,331
Other government grants	-	163,472	(163,472)	-	-
Pension reserve	(854,000)	-	(150,000)	(541,000)	(1,545,000)
	<u>(844,277)</u>	<u>5,166,902</u>	<u>(4,809,294)</u>	<u>(541,000)</u>	<u>(1,027,669)</u>
Restricted fixed asset funds					
Transfer on conversion	283,622	-	(114,921)	-	168,701
DfE group capital grants	-	20,004	(2,492)	-	17,512
	<u>283,622</u>	<u>20,004</u>	<u>(117,413)</u>	<u>-</u>	<u>186,213</u>
Total restricted funds	<u>(560,655)</u>	<u>5,186,906</u>	<u>(4,926,707)</u>	<u>(541,000)</u>	<u>(841,456)</u>
Unrestricted funds					
General funds	<u>579,819</u>	<u>2,306,946</u>	<u>(2,025,193)</u>	<u>-</u>	<u>861,572</u>
Total funds	<u>19,164</u>	<u>7,493,852</u>	<u>(6,951,900)</u>	<u>(541,000)</u>	<u>20,116</u>

17 Analysis of net assets between funds

	Unrestricted Funds £	Restricted funds: General £	Fixed asset £	Total Funds £
Fund balances at 31 August 2021 are represented by:				
Tangible fixed assets	-	-	207,984	207,984
Current assets	1,562,770	1,060,156	-	2,622,926
Creditors falling due within one year	-	(826,329)	-	(826,329)
Creditors falling due after one year	-	(80,473)	-	(80,473)
Defined benefit pension liability	-	(1,903,000)	-	(1,903,000)
Total net assets	<u>1,562,770</u>	<u>(1,749,646)</u>	<u>207,984</u>	<u>21,108</u>

GORDON'S SCHOOL ACADEMY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

17 Analysis of net assets between funds

(Continued)

	Unrestricted Funds £	Restricted funds: General £	Fixed asset £	Total Funds £
Fund balances at 31 August 2020 are represented by:				
Tangible fixed assets	-	-	186,213	186,213
Current assets	1,459,535	517,331	-	1,976,866
Creditors falling due within one year	(597,963)	-	-	(597,963)
Defined benefit pension liability	-	(1,545,000)	-	(1,545,000)
Total net assets	861,572	(1,027,669)	186,213	20,116

18 Pension 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, which is managed by Surrey County Council. Both are multi-employer defined benefit schemes.

The pension costs are assessed in accordance with the advice of independent qualified actuaries. The latest actuarial valuation of the TPS related to the period ended 31 March 2016, and that of the LGPS related to the period ended 31 March 2019.

Contributions amounting to £231,680 were payable to the schemes at 31 August 2021 (2020: £106,579) and are included within creditors.

Teachers' Pension Scheme

Introduction

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.

GORDON'S SCHOOL ACADEMY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

18 Pension and similar obligations

(Continued)

The key elements of the valuation and subsequent consultation are:

- employer contribution rates set at 23.68% of pensionable pay (including a 0.08% employer administration charge)
- 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. The assumed real rate of return is 2.4% in excess of prices and 2% in excess of earnings. The rate of real earnings growth is assumed to be 2.2%. The assumed nominal rate of return including earnings growth is 4.45%.

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

The employer's pension costs paid to the TPS in the period amounted to £867,713 (2020: £813,689).

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 contributions are as noted below. The agreed contribution rates for future years are 23.2% for employers and 5.5 to 8.5% for employees.

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

Total contributions made	2021 £	2020 £
Employer's contributions	141,000	124,000
Employees' contributions	37,000	32,000
Total contributions	178,000	156,000

Principal actuarial assumptions	2021 %	2020 %
Rate of increase in salaries	3.8	3.2
Rate of increase for pensions in payment/inflation	2.9	2.3
Discount rate for scheme liabilities	1.65	1.7

GORDON'S SCHOOL ACADEMY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

18 Pension and similar obligations

(Continued)

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

	2021 Years	2020 Years
Retiring today		
- Males	22.3	22.1
- Females	24.7	24.3
Retiring in 20 years		
- Males	23.4	22.9
- Females	26.4	25.7

Scheme liabilities would have been affected by changes in assumptions as follows:

	2021 £	2020 £
Discount rate + 0.1%	(84,000)	(67,000)
Discount rate - 0.1%	84,000	67,000
Mortality assumption + 1 year	154,000	120,000
Mortality assumption - 1 year	(154,000)	(120,000)
CPI rate + 0.1%	80,000	64,000
CPI rate - 0.1%	(80,000)	(64,000)

Defined benefit pension scheme net liability

	2021 £	2020 £
Scheme assets	1,942,000	1,448,000
Scheme obligations	(3,845,000)	(2,993,000)
Net liability	(1,903,000)	(1,545,000)

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

	2021 Fair value £	2020 Fair value £
Equities	1,456,000	1,043,000
Bonds	311,000	246,000
Cash	39,000	43,000
Property	136,000	116,000
Total market value of assets	1,942,000	1,448,000

The actual return on scheme assets was £343,000 (2020: £(13,000)).

GORDON'S SCHOOL ACADEMY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

18 Pension and similar obligations

(Continued)

Amount recognised in the statement of financial activities	2021 £	2020 £
Current service cost	298,000	257,000
Interest income	(26,000)	(25,000)
Interest cost	53,000	42,000
Total operating charge	325,000	274,000
Changes in the present value of defined benefit obligations	2021 £	2020 £
At 1 September 2020	2,993,000	2,185,000
Current service cost	298,000	257,000
Interest cost	53,000	42,000
Employee contributions	37,000	32,000
Actuarial loss	491,000	503,000
Benefits paid	(27,000)	(26,000)
At 31 August 2021	3,845,000	2,993,000
Changes in the fair value of the Academy Trust's share of scheme assets	2021 £	2020 £
At 1 September 2020	1,448,000	1,331,000
Interest income	26,000	25,000
Actuarial (gain)/loss	317,000	(38,000)
Employer contributions	141,000	124,000
Employee contributions	37,000	32,000
Benefits paid	(27,000)	(26,000)
At 31 August 2021	1,942,000	1,448,000

GORDON'S SCHOOL ACADEMY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

19 Reconciliation of net income to net cash flow from operating activities

	2021 £	2020 £
Net income for the reporting period (as per the statement of financial activities)	174,992	541,952
Adjusted for:		
Capital grants from DfE and other capital income	26,020	(689,885)
Defined benefit pension costs less contributions payable	157,000	133,000
Defined benefit pension scheme finance cost	27,000	17,000
Depreciation of tangible fixed assets	128,878	117,413
(Increase) in debtors	(1,209,053)	(270,448)
Increase in creditors	215,986	279,962
Net cash (used in)/provided by operating activities	(479,177)	128,994

20 Analysis of changes in net funds/(debt)

	1 September 2020 £	Cash flows £	31 August 2021 £
Cash	47,537	(18,838)	28,699
Loans falling due within one year	-	(12,380)	(12,380)
Loans falling due after more than one year	-	(80,473)	(80,473)
	47,537	(111,691)	(64,154)

21 Contingent liabilities

The School is included in a group registration for VAT purposes and is therefore jointly and severally liable for its and all other group companies VAT liabilities. At the year end the group companies were owed an amount of £302,959 with respect to VAT reclaims.

22 Long-term commitments, including operating leases

At 31 August 2021 the total of the Academy Trust's future minimum lease payments under non-cancellable operating leases was:

	2021 £	2020 £
Amounts due within one year	140,524	157,287
Amounts due in two and five years	138,442	198,633
	278,966	355,920

GORDON'S SCHOOL ACADEMY TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

23 Related party transactions

The Academy Trust received a donation from The Gordon Foundation during the year; The Gordon Foundation owns the land and buildings of Gordon's School Academy Trust, provides boarding accommodation and services to the School.

The total donation for the year was £2,678,823 (2020: £2,296,330).

The outstanding balance owing from The Gordon Foundation is £2,282,802 (2020: £1,168,646) and is included within debtors at the year-end.

The Academy Trust is a 100% subsidiary of the The Gordon Foundation, a limited by guarantee company registered in England and Wales. The Gordon Foundation is the ultimate controlling party and consolidated accounts for The Gordon Foundation are publically available from Companies House, Crown Way, Maindy, Cardiff, CF14 3UZ.

24 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 or she is a member, or within one year after he or she ceases to be a member, such amount as may be required, not exceeding £10, for the debts and liabilities contracted before he or she ceases to be a member.

25 Agency arrangements

The Academy Trust manages the DfE's 16-19 Bursary Fund. In the year ended 31 August 2021 the Academy Trust received £5,214 (2020 - £6,952) and distributed £5,214 (2020 - £6,952) of this to vulnerable and discretionary applicants. At 31 August 2021, no balance remained to be disbursed to students.