

**Haberdashers' Aske's Federation Trust**  
(A Company Limited by Guarantee)

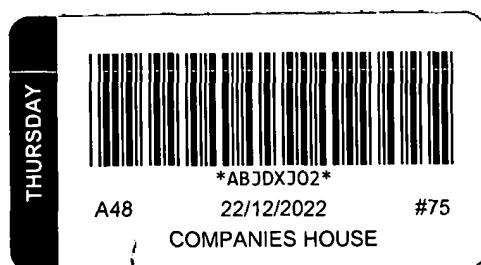
**Trading as**

**Haberdashers' Academies Trust South**

**ANNUAL REPORT AND FINANCIAL STATEMENTS**

**31 August 2022**

Company Registration Number: 02535091



# Haberdashers' Aske's Federation Trust

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# Haberdashers' Aske's Federation Trust

## DIRECTORS' REPORT

31 August 2022

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### LEGAL AND ADMINISTRATIVE INFORMATION

#### DIRECTORS

*Serving in the year and up to 13 December 2022;*

Name	Committees	Role
<b>Director ex officio</b>		
Jan Shadick	1,2	Chief Executive Officer & Accounting Officer
<b>Director nominated by the Members of the Trust</b>		
Ade Adetosoye	6	Nominated Director,
Anthony Cann	8	Nominated Director,
Sally Dyson	12	Nominated Director, <b>Appointed 11 July 2022</b>
Christopher Hardie	7	Nominated Director, <b>Resigned 29 March 2022</b>
John Fernau	1,7	Nominated Director,
Oliver Harrison	2,4	Nominated Director, Chair of Standards Committee
William Macpherson	5	Nominated Director, <b>Resigned 16 November 2022</b>
Rupert McNeil	4	Nominated Director, Chair of People Committee
Nicholas Scarles	1,4	Nominated Director, Chair of the Trust Board, Member
Sheridan Swallow	1,3	Nominated Director, <b>Resigned 21 July 2022</b>
<b>Director appointed by the Temple Grove Schools Trust</b>		
Simon Lough	1,3,6,11	Appointed Director, Vice Chair, Member
<b>Co-opted Directors</b>		
Adam Glossop	1	Chair of Finance Committee
Sue John	2,4	
John Shuffrey	3	Chair of Audit & Risk Committee <b>Appointed 11 July 2022</b>
Nicola Trott	2	<b>Resigned 26 June 2022</b>

#### **Individual co-opted to the Finance Committee**

Christopher (Ludo) Hashemi

#### **Individual co-opted to the Standards Committee**

Cassandra Buchanan 8

#### **Individual co-opted to the Audit & Risk Committee**

Mark Cornelius

#### **Individual co-opted to the People Committee**

Chris Achiampong

### KEY TO SUB-COMMITTEES

1. Finance Committee
2. Standards Committee
3. Audit & Risk Committee
4. People Committee
5. Haberdashers' Hatcham College Local Governing Body Committee
6. Haberdashers' Knights Academy Local Governing Body Committee
7. Haberdashers' Crayford Academy Local Governing Body Committee
8. Haberdashers' Borough Academy Local Governing Body Committee
9. Haberdashers' Hatcham Primary Local Governing Body Committee
10. Haberdashers' Hatcham Free School Local Governing Body Committee
11. Haberdashers' Knights Primary Local Governing Body Committee
12. Haberdashers' Crayford Primary Local Governing Body Committee
13. Haberdashers' Slade Green Primary Local Governing Body Committee

# Haberdashers' Aske's Federation Trust

## DIRECTORS' REPORT

31 August 2022

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### MEMBERS OF THE COMPANY

*In office on 13 December 2022*

The Worshipful Company of Haberdashers

Nicholas Scarles

Simon Lough

Richard Glover

Angus Watson

Arabella Gonzalez

**Resigned** 29 September 2021

**Appointed** 11 October 2021

### ACADEMIES AND SCHOOLS

Haberdashers' Aske's Federation Trust trades as Haberdashers' Academies Trust South (the Trust). The Trust's ideal model is that each of the school clusters comprises a secondary school partly fed by pupils progressing from its own primary school or schools.

- 1      Haberdashers' Hatcham College  
        Haberdashers' Hatcham Primary School  
        Haberdashers' Hatcham Free School
- 2      Haberdashers' Crayford Academy  
        Haberdashers' Crayford Primary School  
        Haberdashers' Slade Green Primary School
- 3      Haberdashers' Knights Academy  
        Haberdashers' Knights Primary School
- 4      Haberdashers' Borough Academy

# Haberdashers' Aske's Federation Trust

## DIRECTORS' REPORT

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### *Key Management Personnel Executives in role on 13 December 2022*

<b>CENTRAL TRUST TEAM</b>	Jan Shadick	Chief Executive Officer (CEO)
	Kafilat Agboola	Director of Professional Learning
	Julie Amory	Director of Human Resources
	Paul Atkinson	Director of Finance & Company Secretary
	Gemma Lavin	Director of Digital Experience
	Marianne Newton	Governance Professional
<b>SECONDARY EXECUTIVE</b>	Tesca Bennett	Principal, Knights Academy
	Tom Howells	Director of School Improvement
	Declan Jones	Principal, Borough Academy
	Katie Scott	Principal, Hatcham College
	Steve Wheatley	Principal, Crayford Academy
<b>PRIMARY EXECUTIVE</b>	Kate Ellis	Principal, Crayford Primary
	Emily Gyimah	Principal, Hatcham Primary
	Jan Mintram	Principal, Slade Green Primary
	Sarah Mitchell	Director of School Improvement
	Jason Ofori	Principal, Knights Primary
	David Welsh	Principal, Hatcham Free School

# Haberdashers' Aske's Federation Trust

## DIRECTORS' REPORT

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### PRINCIPAL AND REGISTERED OFFICE

Haberdashers' Aske's Federation Trust  
T/A Haberdashers' Academies Trust South  
Pepys Road  
London, SE14 5SF

### COMPANY REGISTRATION NUMBER

02535091 (England & Wales)

### ADVISERS

#### EXTERNAL AUDITOR

Buzzacott LLP  
130 Wood Street  
London  
EC2V 6DL

#### INTERNAL AUDITOR

MHA Macintyre Hudson  
2 London Wall Place  
Barbican  
London  
EC2Y 5AU

#### BANKERS

Barclays Bank plc.  
1 Churchill Place  
London  
E14 5HP

#### SOLICITORS

Eversheds Sutherland  
1 Wood St  
London  
EC2V 7WS

# Haberdashers' Aske's Federation Trust

## DIRECTORS' REPORT

### 31 August 2022

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The Directors, who are trustees for the purposes of Charity Law and directors for the purposes of the Companies Act, submit their annual report and financial statements together with the auditor's report for the year from 1st September 2021 to 31 August 2022 and confirm that the latter have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and in the Republic of Ireland (FRS102) (effective 1 January 2019) – Charities SORP (FRS102) second edition and the Companies Act 2006, and the Academies Accounts Direction 2021 to 2022.

#### PRINCIPAL ACTIVITY FOR THE YEAR

The principal activity for the year has been the provision of primary and secondary education at the Trust's nine schools. In the October 2021 pupil census, a total of 1,480 primary students from nursery to year 6 and 4,295 secondary pupils including 799 sixth form pupils were on roll.

#### STRUCTURE, GOVERNANCE AND MANAGEMENT

##### CONSTITUTION

The Trust is a charitable company limited by guarantee (registered number 02535091) and an exempt charity. The Trust became an exempt charity under the provisions of the Academies Act 2010. Particulars of the Trust and of its Members, Directors, Key Management Personnel and Executive teams are shown on pages 3 to 6.

##### MEMBERS AND THE GOVERNING BODY

The Members of the Trust comprise the Worshipful Company of Haberdashers which has the right to appoint a further four Members. Any number of additional persons can, through special resolution, be appointed as Members, with the consent of the Worshipful Company of Haberdashers.

The governance of the Trust is defined in its Memorandum and Articles of Association together with the funding agreement with the Department for Education ("DfE").

The Trust adopted new Articles of Association on 1st January 2022.

The Board of the Trust must include no fewer than three Directors. There is no maximum number of Directors. The Board comprises:

- up to 9 Directors appointed by the Members;
- the Chief Executive Officer of the Trust, appointed by the Members;
- up to two Directors appointed by Temple Grove Schools Trust Limited; and,
- any number of co-opted Directors appointed by the Member nominated and Appointed Directors.

The total number of co-opted Directors who are also employees of the Trust cannot exceed one third of the total number of Directors.

The names of those Directors who served during the year, or who are in office at the date of this report, are on page 3.

##### MEMBERS' LIABILITY

Each member of the Trust undertakes to contribute a sum, not exceeding £10, to the assets of the Trust in the event of it being wound up while he or she is a member of the Trust or within one year of him or her ceasing to be a member, in respect of undischarged debts and liabilities incurred by the Trust before the date that he or she ceased to be a member.

# Haberdashers' Aske's Federation Trust

## DIRECTORS' REPORT

### 31 August 2022

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#### GOVERNING DOCUMENT

The principal governing documents of the Trust, which was formed on 28 August 1990, are its Memorandum, Articles of Association and funding agreements. The company, being a company limited by guarantee, does not have a share capital. The Secretary of State for Education has the power to direct the directors of the Trust in certain limited circumstances where the quality of education is deemed to be unsatisfactory.

#### METHOD OF RECRUITMENT AND APPOINTMENT OF DIRECTORS

Directors are recruited based on the skills and experience that they will bring to the Trust board. Directors are appointed under the terms of clauses 45 to 58 of the Company's Articles of Association. There are no parent directors since parent governors are entitled to be appointed on each of the local governing bodies (LGB) of the academies (clauses 53 to 56 of the Articles of Association). Candidates for the position of director are identified through national advertising and on the recommendation of suitably qualified individuals, by current Directors, by the Members, by the Worshipful Company of Haberdashers and by the Temple Grove Schools Trust. The Trust's People Committee oversees this process.

#### POLICIES AND PROCEDURES ADOPTED FOR THE INDUCTION AND TRAINING OF DIRECTORS

On appointment, Directors receive extensive information relating to the Trust and attend an induction covering their role and the general responsibilities of directors. During the year, Directors are offered training, both face-to-face and online, by the Trust and by the Worshipful Company of Haberdashers. A Trust Governor Conference is planned annually to appraise and update Trustees, Committee and LGB Members of changes to the Trust and compliance framework. In March 2022, The Worshipful Company of Haberdashers held a Symposium for the benefit of all Governors at schools and colleges in which they have an interest. The Trust has secured Trustees' and Officers' insurance, as set out in Note 12 to the Accounts.

#### ORGANISATIONAL MANAGEMENT

There are currently four school clusters:

- (1) Haberdashers' Hatcham College and primary schools Haberdashers' Hatcham Free School and Haberdashers' Hatcham Primary School at New Cross, London;
- (2) Haberdashers' Knights Academy and primary school, Haberdashers' Knights Primary, at Grove Park, Lewisham;
- (3) Haberdashers' Crayford Academy and primary schools, Haberdashers' Crayford Primary and Haberdashers' Slade Green Primary in Crayford, Kent and;
- (4) Haberdashers' Borough Academy at Borough in Southwark.

Each of the nine schools is designated as an Academy within the meaning of the Education Act 2002. Haberdashers' Crayford Academy, Haberdashers' Hatcham College and Haberdashers' Knights Academy offer education for children aged eleven to eighteen years, and Haberdashers' Borough Academy will do the same once all its year groups are open. Haberdashers' Hatcham Primary, Haberdashers' Knights Primary, Haberdashers' Crayford Primary, and Haberdashers' Slade Green Primary offer education to children aged three to eleven years, Haberdashers' Hatcham Free School offers education to children aged four to eleven years.

The committees of the Trust Board ('Committees') the terms of reference of which are published on the Trust website are:

- (1) The Finance Committee, which reports to the Board on finance, central services and premises related issues including estate capital spending;
- (2) The Standards Committee, which has responsibility for monitoring academic standards and school improvement;

# Haberdashers' Aske's Federation Trust

## DIRECTORS' REPORT

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- (3) The Audit & Risk Committee, which has the remit to oversee risk management and audit processes; and,
- (4) The People Committee, which deals with all human resources matters, approves pay recommendations and the pay of key management executives.

In addition, each of the Academies has its own Local Governing Body committee. These committees comprise a Chair and a number of local governors who are representatives of the local community, elected parents, and other individuals. Governors are appointed by the Trust Board, in the case of parent governors after selection by the parents and carers of students at the school. The Local Governing Body committees ensure that the school improvement cycle is correctly monitored and evaluated and provide challenge and support to the Academy Principals and their leadership teams.

The day to day running of each school is delegated to the Principal supported by the local leadership within each school and the Central Trust Team. The Trust is led, overall, by the Chief Executive Officer, who is also a Director and the Accounting Officer.

#### **ARRANGEMENTS FOR SETTING THE REMUNERATION OF THE KEY MANAGEMENT PERSONNEL**

The remuneration (comprising salary, pension contributions and employee benefits) of the Key Management Personnel, as disclosed on page 5, is reviewed annually. The Trust's CEO makes recommendations (on all except her own remuneration) having regard to established national leadership scales, the range of compensation arrangements pertaining in education establishments, of comparable size within the broad geographic area covered by the Trust, performance and complexity. These recommendations are considered by the Trust's People Committee, which currently comprises four Directors and an independent member with the CEO in attendance (except when her own remuneration is under consideration). The members of the People Committee consider the CEO's remuneration and seek external advice in doing so, when appropriate. The Committee sets the annual salaries of the Key Management Personnel at a level that, individually and in aggregate, it believes, is both affordable, and a just and proper compensation for the work undertaken and responsibilities assumed.

#### **TRADE UNION & FACILITY TIME**

No employee acted as trade union representative and no facility was used by a trade union representative in the relevant period. The Trust does not recognise trade unions for the purpose of collective bargaining.

#### **RELATED PARTIES AND OTHER CONNECTED CHARITIES**

The Trust is generously sponsored, financially and to a significantly greater degree in the provision of guidance and support in relation to the setting of its ethical, social and educational aspirations, by the Worshipful Company of Haberdashers, one of the Great Twelve City of London Livery Companies, tracing its origins back to medieval times, having been incorporated by Royal Charter in 1448 during the reign of Henry VI. The Worshipful Company of Haberdashers has a long and committed association with the provision of education for young people.

During 2022, charities of which the Worshipful Company of Haberdashers is a trustee provided cash donations of £899k (2021: £551k), of which £858k was unrestricted and £41k was restricted. A total of £519k is reflected in the income and expenditure with £380k being deferred to the 2022-23 academic year.

The Trust is further supported by the Temple Grove Schools Trust, which was founded in 1956 when it assumed responsibility for Temple Grove, one of the country's oldest preparatory schools. After the closure of Temple Grove in 2004, the Temple Grove Schools Trust began to support primary education in challenging areas of the country. In addition to its special interest in the primary schools within the Trust, the Temple Grove Schools Trust is responsible for the governance of the Temple Grove Academy in Tunbridge Wells, Kent. During 2022, the Temple Grove Schools Trust made a cash donation of £68k (2021: £71k) to the Trust of which £19k was deferred to the 2022-23 academic year.

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#### **GROUP STRUCTURE**

The Trust has one active subsidiary company. HAHC Trading Limited, engaged in the letting of school premises on behalf of Trust schools. HAHC Education Ltd, a former subsidiary that had been dormant since incorporation, was dissolved on 12 July 2022.

#### **EMPLOYEE ENGAGEMENT**

The People Committee has responsibility to challenge and reflect upon the welfare, pay, benefits, development and HR policies affecting all staff members. In September 2022, the Trust followed the recommendations of the School Teachers Pay Review Body. Further, pay progression continued to be applied at all appropriate levels.

Staff engagement was sought by a follow up pulse survey in March 2022. Schools and the Central Team have been developing actions to address the challenges that were identified as the sector emerges from the limitations imposed by Covid-19 and we return to more normal teaching, learning and examination routines.

The Trust encourages staff contributions at all levels and close collaboration between the academies in teaching and back office services. Continuing professional development is critical to the success of employees and the Trust. Two of the five inset days bring staff together from the whole of the Trust schools to share their knowledge and experience and receive training and development according to their need and/or specialisation. Academies hold regular staff meetings and staff induction is undertaken for new joiners. The staff intranet provides a wealth of information including policies, guidance notes and handbooks.

#### **EQUAL OPPORTUNITIES POLICY**

The Directors recognise that equality of opportunity is an integral part of good practice within the workplace. The Trust has established equal opportunities policies covering all aspects of its activities, including a working environment in which the contributions of all are fully valued and where the needs of each individual are, as far as possible, fully met. Within the context of the Trust's code of conduct, it encourages each member of the Trust to be proud of their race, culture, religion, ability, secularity, sexuality and everything that makes up their individuality.

#### **ENGAGEMENT WITH SUPPLIERS, AND OTHERS IN A BUSINESS RELATIONSHIP WITH THE TRUST**

The Directors encourage the Central Trust Team and School Principals to establish effective community engagement by way of parental meetings, access to policies together with engaging and effective websites. Each school has its own admission policy, which is reviewed annually, to ensure it meets the need of the communities they serve. The Local Governing Body committees draw representation from local parents and the wider business communities. Member deputation days to visit schools are conducted annually. Pupils entering year 7 undertake a visit to the Haberdashers Hall. Supplementary funding is available to support extra-curricular activities and outcomes are communicated to all stakeholders.

The Trust conducts business with its suppliers in a professional way seeking the best value for its needs. The procurement policy is published on the Trust website and suppliers can request information on larger supplier payments to gain an understanding of the types of purchases made by the Trust. Supplier payment performance reports are produced and published every 6 months and action has been taken to speed up the Trust's payment processes. The management of expenditure budgets is devolved to each academy, however, some services that are common are purchased centrally from a single supplier to obtain economies of scale and consistency of service.

# Haberdashers' Aske's Federation Trust

## DIRECTORS' REPORT

31 August 2022

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### OBJECTIVES AND ACTIVITIES

#### CHARITABLE OBJECTS

The Trust's objective is to advance, for the public benefit, primary and secondary education in the United Kingdom in accordance with the principles of the Christian religion in particular, but without prejudice to the generality of the foregoing, by establishing, maintaining, carrying on and developing one or more primary and secondary schools or colleges offering a broad curriculum, with a strong emphasis in particular areas determined by the Board of Directors in consultation with the Secretary of State for Education in England and Wales.

#### AIMS AND INTENDED IMPACT

The Directors' vision is built upon the values of aspiration and achievement, personal responsibility, self-discipline and mutual respect. The Trust is forward looking and values innovation but always within the context of its long tradition of providing excellent education. Based upon these values, the Trust aims to ensure that all the children and young people who come to its schools:

- Are happy and safe at school and are able to learn successfully within a supportive environment
- Are able to achieve their full potential personally, academically and socially
- Develop and grow as independent, resourceful and resilient individuals
- Are equipped with the skills, qualifications and the love of learning that they will need in order to be successful in the world, which they will join as adults.

Our mission is to support pupils to succeed at school so that they can succeed in their lives and flourish.

#### OBJECTIVES FOR THE YEAR

The strategic objectives of the Trust are set out in its development plan. It is focused upon the key areas of curriculum, teaching, leadership and it is driven by our strategies – School Improvement, People incorporating Equality, Diversity, Inclusion and Well-Being and finally Business Sustainability.

The Trust places equal importance on maintaining its estates and infrastructure, the integrity of its financial systems, support provided to staff through the human resources services and the underpinning of each by information technology, now encompassed in the Business Sustainability strategy.

#### STRATEGIES TO ACHIEVE THE YEAR'S OBJECTIVES

The Trust produces detailed development plans each year, including for the year ended 31 August 2022. These are the Trust Development Plan and the Academy Development Plans for individual schools. The CEO, working with Principals and Central Team Directors, develop the Trust's Five Year Strategy and priorities, for review and approval by the Trust Board.

The CEO reports on relevant Key Performance Indicators ("KPIs") at each Trust Board meeting. The main KPIs reported for each school are pupil attainment and progress – including both how many children achieve the nationally expected standards and how many achieve higher standards (e.g. top grades at GCSE or A level) – attendance, quality of teaching, behaviour, admissions and data related to staff recruitment and retention. The Principals of each Academy report on the same KPIs, as they apply to their own school, at each Local Governing Body meeting.

#### PUBLIC BENEFIT

The Directors have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Trust's aims and objectives and in planning future activities for the year. The Directors consider that the Trust's aims are demonstrably to the public benefit.

# Haberdashers' Aske's Federation Trust

## DIRECTORS' REPORT

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The key public benefit delivered by the Trust is the maintenance and development of a high-quality education delivered to the young people of the community that each school serves. The Trust aims to provide local young people with a broad and balanced curriculum with schools specialising in selected subject areas. The Trust works specifically to improve the career aspirations of the young people and has grown the total numbers of pupils in the 6th forms to increase the number of young people educated by the Trust entering further and higher education.

## STRATEGIC REPORT

### ACHIEVEMENTS AND PERFORMANCE

On behalf of the Board of Directors, Jan Shadick, Chief Executive and Accounting Officer sets out the Trust's strategic objectives within the Trust Development Plan. The Trust has completed the first year of its 5 year strategy to 2026.

Our vision for 2026:

**"Every School an excellent school"**

- Excellent outcomes for **ALL** children and young people so that they can be successful in their next steps and future lives;
- A great employer, attracting, retaining and developing the best staff;
- The Trust of choice and a welcome presence in our communities.

The vision is accompanied by the Trust's conditions for success which have been embedded through extensive consultation with the leadership teams. They are:

- To be secure in what we teach – the curriculum – and how we teach it – our pedagogy – so that we can be confident that every teacher in every classroom is as good as they can be. In this way the experience of our pupils is high quality within and across all of our schools;
- To increase our collaborative working so that we can build our collective knowledge and expertise. Not only does this support our practice to be as good as it can be but it enables us to secure a talent pipeline;
- To support all children to achieve well, including our Pupil premium (PP) and Special educational needs or disability (SEND) children, alongside identified cohorts of underachieving children in individual schools; given their progress is more variable and the impact of the pandemic may have been felt more strongly by them;
- To create a sense of belonging which builds trust, supports collaboration and enables our children and young people to develop a sense of community. In doing this it is important that we address any issues that arise from our engagement surveys;
- To support schools well by strengthening the Trust team, through our business, professional learning and school improvement functions, ensuring a focus on our priorities and supported by a deep understanding of school improvement and the needs of our school.

By focusing on the conditions for success we will enable the delivery of our 5 key priorities:

- Priority 1** – To implement a high-quality curriculum for all subjects which supports all pupils to be successful;
- Priority 2** – To embed the Haberdashers' Principles so that all teaching promotes strong progress;
- Priority 3** – To support the development of strong leadership at every level so that a culture of high expectation and ambition is driven across the Trust, underpinned by our values;
- Priority 4** – To establish an effective and well-regarded central Trust team focused through our business, professional learning and school improvement functions;
- Priority 5** – To build the brand of Haberdashers synonymous with excellence, understood and supported by everyone.

# Haberdashers' Aske's Federation Trust

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Underpinning these priorities are the Trust's strategies. They are:

- School Improvement
- People incorporating human resources (HR)/ equality, diversity and inclusion (EDI)/Mental Health and well-being
- Business Sustainability

Changes in the composition of the Central Trust Team has delivered greater emphasis applied to HR support and school improvement resources. This commenced with the appointment of a Director of HR and two Directors of School Improvement, one each for Secondary and Primary Phases respectively. As the year progressed, business cases were presented for the appointment of two HR Business Partners and two part time Deputy Directors of School Improvement and a cohort of Trust leaders from within the Trust's existing ranks that can be deployed to support core subjects or functions at specific schools in the Trust as needs demand.

The Trust has changed its operating name to Haberdashers' Academies Trust South, whilst retaining its legal title. The school names are now as follows:

Haberdashers' Hatcham College  
 Haberdashers' Knights Academy  
 Haberdashers' Crayford Academy  
 Haberdashers' Borough Academy  
 Haberdashers' Hatcham Primary  
 Haberdashers' Hatcham Free School  
 Haberdashers' Knights Primary  
 Haberdashers' Crayford Primary  
 Haberdashers' Slade Green Primary

## OPERATIONAL PERFORMANCE OF THE SCHOOLS AND KEY INDICATORS

At the beginning of the academic year 2022/23, of the Trust's nine schools, one was judged outstanding by Ofsted, two were judged to be good and one was judged to require improvement. Five had not yet been inspected. The Trust has a robust process for driving School improvement, which includes regular evaluation and monitoring cycles with the Senior Leadership and Governance of each school to ensure sufficient progress is being made towards the agreed school improvement priorities.

The Trust's policy is to set targets for pupil progress, which would put it in the top performing multi-academy trusts for key stage 2, key stage 4 and the sixth form. The Trust's five year strategy focuses on improving progress and attainment at each key stage. The Trust uses a basket of Key Performance Indicators (KPIs), which focus principally on progress and attainment. The KPIs draw extensively on the national school performance measures published by the Department for Education (DfE).

## PROGRESS SCORES - SUMMER 2022

### KEY STAGE 2

	Cohort	Pupils in measure	Reading	Writing	Maths
Crayford	30	30	-0.9	0.2	-2.0
Hatcham	60	58	4.4	0.7	4.7
Free School	58	56	3.0	4.7	3.8
Knights	34	30	-1.3	0.8	-0.7
Slade Green	46	42	2.3	1.4	4.1
<b>Trust</b>	<b>228</b>	<b>216</b>	<b>2.1</b>	<b>1.8</b>	<b>2.3</b>
Trust 2019			0.8	1.1	2.2
National 2019			0.0	0.0	0.0

# Haberdashers' Aske's Federation Trust

## DIRECTORS' REPORT

### 31 August 2022

#### Key to Red/Amber/Green colours

Dark green is significantly above average / Green above average (positive progress) / amber is just below average (if there were a red it would mean that progress is below -3)

#### KEY STAGE 4

The DfE released provisional Progress scores to schools on 7th October 2022. These results are subject to modification (e.g. schools can make late application for grade changes/re-marks) and will be finalised in January 2023. From the 20th October, these results will have provisional weighting (which means they will be published in provisional performance tables and they will be shared with Ofsted).

#### All pupils

	Cohort	Pupils in measure	Progress 8	P8 English	P8 Maths	P8 Ebacc	P8 Open	DfE Band
Crayford	163	154	0.36	0.09	0.63	0.27	0.47	Above average
Hatcham	207	202	0.28	0.24	0.32	0.29	0.27	Above average
Knights	187	165	-0.03	-0.07	0	0.11	-0.17	Average
<b>Trust</b>	<b>557</b>	<b>521</b>	<b>0.21</b>	<b>0.10</b>	<b>0.31</b>	<b>0.23</b>	<b>0.19</b>	<b>Above average</b>
Trust 2019			-0.21	-0.19	-0.05	-0.18	-0.38	
National 2019			-0.03	-0.03	-0.04	-0.02	-0.04	

#### Disadvantaged pupils: There are no national comparisons for 2022.

	Cohort	Pupils in measure	Progress 8	P8 English	P8 Maths	P8 Ebacc	P8 Open
Crayford	48	44	0.28	-0.05	0.48	0.13	0.5
Hatcham	67	65	-0.14	-0.06	-0.19	-0.13	-0.16
Knights	93	81	-0.24	-0.3	-0.27	-0.07	-0.34
<b>Trust</b>	<b>208</b>	<b>190</b>	<b>-0.09</b>	<b>-0.16</b>	<b>-0.07</b>	<b>-0.04</b>	<b>-0.08</b>
Trust 2019			-0.48	-0.45	-0.33	-0.46	-0.61
National 2019			-0.45	-0.50	-0.44	-0.39	-0.48

#### POST 16

The DfE have confirmed they will not be providing progress scores (value-added) for Sixth Form this year because of the difficulty working with 2020 Centre-Assessed Grades.

#### SUBSIDIARY COMPANY PERFORMANCE

HAHC Trading Ltd has continued to operate its lettings business. It has two Directors, Jan Shadick (Trust CEO) and Paul Atkinson (Trust Director of Finance). In the last 2 years, the Covid-19 virus control measures limited its ability to let out school facilities. However, third party lettings are starting to recover but the value of rental income received in the year remains subdued in comparison to pre Covid-19 years. The Directors reflect upon the need for reserves to be retained within the subsidiary and will where appropriate pay any excess by way of a gift to the Trust, within 9 months of the year end.

HAHC Education Ltd, having not undertaken any projects since incorporation, was dissolved on 12 July 2022.

The Trustees regard the result of the trading subsidiary, shown in Note 26 as satisfactory under the circumstances.

#### GOING CONCERN

Funding agreements are in place with the DfE in respect of all of the academies managed by the Trust. This funding is agreed annually in advance for each school. The Directors consider that these arrangements deliver sufficient length of notice to provide reasonable surety of continuing income support from central government. The Trust uses the predictability of the annual grant to prepare financial forecasts. Based upon pupils on roll in

# Haberdashers' Aske's Federation Trust

## DIRECTORS' REPORT

### 31 August 2022

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October 2022 the Trust has produced revenue forecasts to 31 August 2024 to ensure a period of at least 12 months from the date of approval of the financial statements is considered for going concern purposes. Longer term forecasts are also produced to support a longer term strategic plan through to 2026. The financial forecasts to 31 August 2024 give assurance that these accounts should be prepared on a going concern basis.

Further, the Directors are of the view that the net liability on the restricted pension reserve determined in the London Pensions Fund Authority Scheme ("LPFA") will not crystallise within the foreseeable future. Changes to the employee and employer pension contribution rates and variations in the assumptions underlying the computation of pension liabilities may arise over time so as to offset the deficits arising on the schemes, but the funding agreements in place with the DfE provide for any deficit to be met by government in the event that the government terminates its funding agreement. Accordingly, the Directors believe that it is appropriate to prepare the accounts on a going concern basis.

#### PROMOTING THE SUCCESS OF THE COMPANY

The Directors of the Company have established a formal structure to delegate responsibility for the operation of the Trust to the Chief Executive Officer, together with school Principals and the Central Team Directors. Other financial and operational controls, where appropriate, report actions, gain additional consents and report performance to specific committees and Local Governing Bodies. The Board of Directors review the most recent minutes of Committee meetings and Local Governing Body meetings. Mechanisms exist to feedback the outcomes of Board decisions to the Chairs of the relevant committees and governing bodies.

The Company is committed to high standards of conduct and transparency in its business dealings. Annually the Trust's reporting cycle requires the committees and governing bodies to complete and report upon their own performance to the Board and, as appropriate, their membership is reviewed and revised. At the start of each meeting, Board and Committee Members are reminded of the need to declare any conflict under the approved Code of Conduct and each year formal written declarations of business interest are provided to the Clerk to the Board.

#### FINANCIAL REVIEW

In 2022, unrestricted and restricted general revenue funds recorded a surplus of £975k before charging additional non-cash pension costs of £2,388k through the income and expenditure account. This surplus is determined after transferring £621k to the capital account to meet other capital spending. Restricted revenue reserves have increased by £803k to £2,834k (2021: £2,031) and unrestricted funds have increased by £172k to £2,602k (2021: £2,430k).

The impact of COVID-19 has again had a further smaller temporary distorting effect on the finances of the Trust in the last 12 months. Schools have received the School led National Tutoring grants to ameliorate the extra burdens and provide resources for pupil catch up activities. Some £282k of income has been received which was used in the year together with the £232k of catch up grant held in reserves from 2021.

In addition, £242k of Pupil Premium recovery grants have supported all the schools in the trust, proportionate to their pupil premium receipts.

Lewisham and Southwark local authorities additionally asked schools to purchase and distribute free school meal vouchers during school holidays, for which the schools' received full reimbursement, for a total of £227k (2021: £155k).

All schools were awarded supplementary grants in April 2022, in place for 17 months, to mitigate the rising cost of utilities and other support costs, plus the pay increases in September 2022. The supplementary grant for 2021-22 amounted to £444k.

# Haberdashers' Aske's Federation Trust

## DIRECTORS' REPORT

### 31 August 2022

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Our contracts for utilities renewed on 1<sup>st</sup> October 2022. The increase in the rates per kilowatt-hour (KWH) are material, however, there was no financial impact until the 2022-23 academic year.

The Trust qualifies for School Condition Allocation grant (SCA). This year the Trust received some £789k (2021: £731k). It also benefitted from the release of capital grants deferred from previous years totalling £41k. Borough Academy received £467k from the DfE for fixtures, fittings, equipment and IT installed as the school continued to grow. In addition, the schools received £125k of devolved formula capital directly.

To support the programme of capital works over the next 10 years, Trustees agreed upon an annual contribution of £140k to be transferred from central revenue reserves to the capital reserves.

The Trust completed a programme of works during the summer vacation to install light-emitting diode (LED) lighting throughout all of the schools. The cost of these works at £444k has utilised all available central SCA reserves and more, leaving a temporary deficit of £48k. To re-balance the capital reserves Trustees have agreed to increase the annual transfer from revenue to capital by a further £160k per annum for the next 3 years.

The deficit on the two local government defined benefit pension schemes operated by the Trust has decreased significantly. Indeed, on the Local Government Pension Scheme (LGPS) scheme the change in the assumptions alone has identified that the scheme is in surplus. Trustees have reassessed the value of the pension scheme obligations so that neither a surplus nor deficit is accounted on that scheme. The deficit on the London Pension Fund Authority (LPFA) scheme has fallen from £330k to £66k. These changes are primarily a result of the change in the discount factor applied this year.

More importantly, the LGPS has completed its latest triannual actuarial valuation, effective April 2022, used to determine funding rates from April 2023. The outcome has not materially changed the cash contributions to the schemes, in respect of past liability top up payments and ongoing employer contributions.

#### **RESERVES POLICY**

The Trust's Reserves Policy is to use all available uncommitted reserves as dynamic and flexible resources to help the Trust meet its current and future needs and offer financial resources to address its identified risks. The use of reserves needs to be flexible in order to manage the risks to which the Trust is exposed and dynamic to support the future plans of the Trust and its academies. Each school is expected to contribute a minimum of 2% of its annual operating budget to reserves and may be able to draw down from the Trust's reserves where there are timing differences on the receipt of grants and payment of expenditure or to help with opportunities and risks, including those arising unexpectedly.

The target level of uncommitted, unrestricted and restricted general revenue reserves, excluding the pension scheme and fixed asset reserve, for the Trust is set at 10.5% of the GAG budgeted for the following year. This equates to approximately 150% of gross monthly payroll for all Trust employees. At the end of August 2022, these reserves amount to 13.4% of recurring GAG funding for 2022-23. The Trust anticipates further investments, in the current year, will draw down from these reserves.

#### **INVESTMENT POLICY AND OBJECTIVES**

The Trust has a low appetite for financial risk. All surplus funds are invested in cash deposits at market rates with creditworthy institutions. The Finance Director is responsible for arranging short-term deposits of the Trust's funds having due regard to policy parameters set out by the Finance Committee. Currently, permitted investments are deposits of up to 12 months' term with approved banks and building societies.

## **COMMUNICATION WITH EMPLOYEES**

The Trust ensures that employees are regularly consulted and informed about its activities by means of regular staff meetings, emails and events, including consultation within the planning process.

## **PRINCIPAL FINANCIAL RISKS AND UNCERTAINTIES**

The Directors acknowledge their overall responsibility for ensuring that the Trust has an effective and appropriate system of financial, operational and management control. The control processes are formally reviewed annually by the Audit & Risk Committee and the results of the risk review process are reported throughout the year to the Trust Board. Significant financial risks and uncertainties arising throughout the year are reported to the Audit & Risk Committee and subsequently the Trust Board.

The Audit & Risk Committee comprises two Directors and one independent co-opted member with extensive governance experience and/or professional accounting qualifications. It has oversight of both the internal and external audit processes and is responsible for oversight of the Trust's risk management policies and procedures.

Each of the Academies' senior leadership teams draws up its own risk register, including an action plan for the mitigation of those risks so identified. The risks assessed as having potentially the greatest detrimental impact on the Trust are a regular item on the agenda of the school leadership team meetings.

Each year the Audit & Risk Committee reviews the need to examine particular systems and controls and commissions appropriate internal audits. Recommendations for improvements to controls and processes, and the steps taken by management to implement them, are reviewed by the Committee.

The principal risks identified by the Trust and the measures taken to mitigate them are as follows:

1. The risk that the Trust fails to attract sufficient capital funding from government to maintain the ageing Hatcham estate to the required standard. In mitigation, the Trust has in the past successfully bid for Priority school building programme 2 (PSBP2) and Condition Improvement Fund (CIF) funding. The Trust remains entitled to School Condition Allocation grants and is in a position to direct those funds to the most pressing projects, as identified by the school condition surveys.
2. The risk that the internal financial control systems are compromised in such a way that results in a financial loss to the Trust. In mitigation the controls are reviewed on an annual basis, internal and external audits are undertaken, clearly written procedures are designed with the objective to ensure that there is no single point of failure, new staff recruitment, induction and training is effective, segregation of duties are maintained and there is little risk that management override would not be challenged.
3. The risk that there is a breach of the Trust's IT network resulting in loss, damage or corruption to data or software that inhibits the effective operation of schools within the Trust. In mitigation, firewalls and user access controls are operational, monitored and tested. The Trust ensures that Cyber training is undertaken by all members of staff in line with the requirements of the Risk Protection Arrangement (RPA).
4. The risk that a failure in the safeguarding control system results in harm to a pupil. In mitigation, the Trust regularly carries out external audits and the effectiveness of safeguarding is reviewed frequently at Local Governing Board and at Trust Board level. Appropriate insurances are maintained through the RPA.
5. The risk that a security breach occurs at a school which results in severe danger to persons and/or loss or damage to property. In mitigation, all sites have a range of robust security systems including entry intercoms. In addition, emergency plans for dealing with critical incidents have been tested and are being refined. Appropriate insurance is maintained through the RPA.

# Haberdashers' Aske's Federation Trust

## DIRECTORS' REPORT

### 31 August 2022

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6. The risk that the funding for schools is reduced in real terms over the next 3-5 years which, combined with the challenge of meeting the strategic objectives, draws disproportionately upon cumulative reserves and affects the financial viability of the Trust. In mitigation, the Finance Committee and Audit and Risk Committee each receive regular financial updates and challenge the executive over proposed spending plans.

## FUNDRAISING

The Trust held small fundraising events during the year such as tombola and bake sales, to fundraise for both the Trust and 3<sup>rd</sup> party charities. COVID-19 reduced the number of events that were able to be held. The Trust does not work with professional fundraisers or companies who carry out fundraising on its behalf. During the year, no complaints or issues have arisen as a result of the fundraising events.

## STREAMLINED ENERGY AND CARBON REPORTING

This is the second year that the Trust is obliged to publish this data so there is now comparative information. The report covers the academic year to 31 August 2022 and the prior year.

STREAMLINED ENERGY AND CARBON REPORTING		
UK Greenhouse gas emissions and energy use data for the period 1 September 2021 to 31 August 2022	2021/22	2020/21
Energy consumption used to calculate emissions (kWh)	6,762,669	6,940,474
Energy consumption break down (kWh):		
• gas	3,581,129	3,865,567
• electricity	3,164,219	3,060,502
• transport fuel	17,321	14,405
<b>Scope 1 emissions in metric tonnes CO2e</b>		
Gas consumption	651.87	708.02
Owned transport – mini-buses	3.21	2.36
<b>Total Scope 1</b>	<b>655.08</b>	<b>710.37</b>
<b>Scope 2 emissions in metric tonnes CO2e</b>		
Purchased electricity	611.90	649.84
<b>Scope 3 emissions in metric tonnes CO2e</b>		
Business travel in employee owned vehicles	1.13	1.13
<b>Total gross emissions in metric tonnes CO2e</b>	<b>1268.11</b>	<b>1361.34</b>
<b>Intensity ratio Tonnes CO2e per pupil</b>	<b>0.22</b>	<b>0.24</b>

## Quantification and reporting methodologies

The Trust followed the 2019 HM Government Environmental Reporting Guidelines. It has also used the GHG Reporting Protocol – Corporate Standard and used the 2022 UK Government's Conversion Factors for Company Reporting.

# Haberdashers' Aske's Federation Trust

## DIRECTORS' REPORT

### 31 August 2022

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#### **Intensity measurement**

The chosen intensity measurement ratio is total gross emissions in metric tonnes CO<sub>2</sub>e per pupil, the recommended ratio for the sector.

#### **Measures taken to improve energy efficiency**

During the year, as a Covid-19 preventative measure schools have again been required to maintain enhanced ventilation of classrooms. The current year sees a 9% reduction in the gas kWh required to maintain a suitable ambient temperature. Electricity usage is 4% higher as Haberdashers' Borough Academy moved completely to its new school and continued its expansion of year groups. Following a pilot installation of LED lighting at Haberdashers' Hatcham Primary and with the ever-increasing cost of electricity, the Trust has installed LED lighting throughout all schools.

#### **PLANS FOR FUTURE PERIODS**

The Trust maintains its aim of providing approximately 50% of the intake into each secondary school from its own primary phases. This objective is largely being achieved at Haberdashers' Hatcham College. In due course, the Trust would consider securing, in the event of suitable opportunities arising, additional primary schools, to secure 50% of Haberdashers' Crayford, Haberdashers' Knights and Haberdashers' Borough Academies' secondary intake from its own primary feeders.

Haberdashers' Crayford and Haberdashers' Hatcham are each a cluster of three schools (a secondary and two feeder primaries) and Haberdashers' Knights is a cluster of two schools (a secondary and a feeder primary), Haberdashers' Borough remains a stand-alone secondary school at this time.

The Trust's plans for the future are founded on a clear understanding that its structure adds value as a result first of its size and secondly the fact that all of its schools are geographically close. These factors enable the close collaborative working that takes place between the schools. Any future expansion of the Trust by the addition of new schools is likely to build on the benefits that accrue from the Trust's closely integrated structure and collaborative approach. Such growth would therefore be within a manageable travelling distance of existing schools. Haberdashers' Borough Academy now has 4 year groups being taught at a single site on Southwark Bridge Road, London.

The Trust Executive and the Directors are committed to the principle of all-through education and to the power of delivering it through a multi academy trust. The growth in the number of 6<sup>th</sup> form pupils in all schools during the 2021-2022 academic year has been marked and particularly so at Haberdashers' Knights Academy which was the beneficiary of investment in an earlier year. There is currently further consideration of future investment at Haberdashers' Crayford Academy to assist delivery of a sustainably higher cohort of pupils.

The Trust has now established Local Governing Bodies (LGB) for each school to enable greater focus on the achievement and progress of our pupils. These new LGBs are in their early stages of constitution and will be supporting their respective Principal during the current academic year.

Haberdashers' Aske's Federation Trust  
DIRECTORS' REPORT  
31 August 2022

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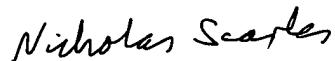
AUDITOR

Insofar as the Directors are aware:

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

Buzzacott LLP completed the annual external audit of the Trust's accounts for the year ended 31 August 2022 and have indicated their willingness to continue this role.

The Directors' report, incorporating a strategic report, was approved by order of the board of Directors on 13 December 2022 and signed on the Board's behalf by:



Nicholas Scarles  
Chair  
13 December 2022

# Haberdashers' Aske's Federation Trust

## GOVERNANCE STATEMENT

31 August 2022

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### SCOPE OF RESPONSIBILITY

As Directors, we acknowledge that we have overall responsibility for ensuring that Haberdashers' Aske's Federation 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.

The Directors have paid regard to the DfE's Governance Handbook and competency framework for governance. The guidance is introduced to Directors and Local Governors through the induction training sessions and material.

The governing body has delegated the day-to-day responsibility to the Chief Executive Officer ("CEO"), as Accounting Officer, for ensuring that financial controls conform to the requirements of both propriety and good financial management and are in accordance with the requirements and the responsibilities assigned to it in the funding agreement between the Trust and the Secretary of State for Education. The Trust's CEO is also responsible for the reporting to the governing body of any material weaknesses or breakdowns in internal control.

### GOVERNANCE

The information on governance included here supplements that described in the Directors' Report and in the Statement of Directors' Responsibilities. The Trust Board met formally four times during the year and considers this number of meetings sufficient to discharge its responsibilities. The Board reflects upon the recommendations of Committee meetings detailed later in this statement. The Trustees consider this approach provided adequate challenge, supervision and control during the last academic year.

The Terms of Reference for each Committee are reviewed annually and agreed by the Trust Board then published on the Trust website. Each Committee undertakes a self-review of their performance against the terms of reference annually and reports accordingly to the Trust Board. Members of the Trust are invited to attend Trust Board meetings together with the Annual General Meeting. No independent review of Governance was undertaken in the last academic year. Clerking of Board and Committee meetings will be brought in-house from January 2023.

Attendance during the year at meetings of the Trust Board and Committees was as follows:

MEMBER	Meetings attended	Out of a possible
Ade Adetosoye	2	4
Anthony Cann	4	4
Sally Dyson	1	1
John Fernau	3	4
Christopher Hardie	3	3
Adam Glossop	3	4
Oliver Harrison	3	4
Sue John	4	4
Simon Lough	4	4
William Macpherson	2	4
Rupert McNeil	4	4
Nicholas Scarles ( <i>Chair</i> )	4	4
Jan Shadick	4	4
Sheridan Swallow	3	4
Nicola Trott	2	3

# Haberdashers' Aske's Federation Trust

## GOVERNANCE STATEMENT

### 31 August 2022

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**The Finance Committee** is a sub-committee of the main governing body. Its purpose is to assist the decision making of the governing body by enabling more detailed consideration to be given of the best means of fulfilling the governing body's responsibility of ensuring sound management of the academy's finances and resources, including proper planning, monitoring and probity. Attendance at meetings in the year was as follows:

MEMBER	Meetings attended	Out of a possible
John Fernau	2	4
Adam Glossop ( <i>Chair</i> )	4	4
Christopher (Ludo) Hashemi ( <i>co-opted member</i> )	3	4
Simon Lough	4	4
Nicholas Scarles	4	4
Jan Shadick	4	4
Sheridan Swallow	4	4

**The Standards Committee** is a sub-committee of the main governing body. Its purpose is to monitor overall academic standards across the Trust, to support the local governing bodies and also to support the Trust Board in holding the Local Governing Bodies to account, to take strategic decisions about cross-Trust curriculum and assessment matters.

MEMBER	Meetings attended	Out of a possible
Cassandra Buchanan ( <i>co-opted member</i> )	1	3
Sue John	3	3
Oliver Harrison ( <i>Chair</i> )	3	3
Jan Shadick	3	3
Nicola Trott	1	3

**The Audit & Risk Committee** is a sub-committee of the main governing body. Its purpose is to oversee the effectiveness of the Trust's risk management, financial accounting, reporting, systems and policies. Attendance at meetings in the year was as follows:

MEMBER	Meetings attended	Out of a possible
Mark Cornelius ( <i>co-opted member</i> )	1	1
Simon Lough	3	3
John Shuffrey	3	3
Sheridan Swallow ( <i>Chair</i> )	3	3

**The People Committee** is a sub-committee of the main governing body. Its purpose is to advise and report to the Trust Board on certain matters relating to appointments, remuneration, terms and conditions, training, development, including the Habs Professional Institute, retention, diversity, inclusion and social mobility of the Trust staff and governors. Attendance at meetings in the year was as follows:

MEMBER	Meetings attended	Out of a possible
Chris Achiampong ( <i>co-opted member</i> )	2	2
Rupert McNeil ( <i>Chair</i> )	3	3
Oliver Harrison	3	3
Sue John	3	3
Nicholas Scarles	3	3

# Haberdashers' Aske's Federation Trust

## GOVERNANCE STATEMENT

### 31 August 2022

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#### POTENTIAL CONFLICTS OF INTEREST

The Trust maintains a Conflicts of interest policy that is accessible to all Trustees and staff from the Trust website. The Trust maintains a register of Trustees' business interests which is reviewed and updated annually or more frequently where necessary. This is similarly published on the Trust website. Trustees, Committee Members and Governors at schools, with full advance knowledge of the agenda items, are encouraged to declare any potential conflict of interest at the start of any Board, Committee or Local Governing Body meeting and to excuse themselves from the debate or vote on such conflicted items.

#### VALUE FOR MONEY

I accept that as Accounting Officer of Haberdashers' Aske's Federation Trust, I am responsible and accountable for ensuring that the Academy Trust delivers good value in the use of public resources. I am aware of the guide to academy value for money statements published by the ESFA and I understand that value for money refers to the educational and wider societal outcomes achieved in return for the taxpayer resources received.

I set out below how I have ensured that the Academy Trust's use of its resources has provided good value for money during the academic year.

Given our expectation that, over the coming years, we must continue to try to achieve more with less money, our focus on value for money remains as sharp as ever. We have made some important advances in a range of areas in our stewardship of the resources entrusted to us, particularly in the following areas:

- We assess the staffing structure suggested at each school and challenge the proposals against template models for both primary and secondary, including the use of cluster support services where appropriate.
- We have completed a review of Central Services Teams and adopted the independent recommendations to improve support to the schools.
- We have reviewed performance against contract specifications and terminated mid contract an independent service provider, appointing an alternate to deliver services.
- Our catering function remains outsourced and our provider is pursuing cost saving measures that reduce the overall financial support required from the Trust.
- Our procurement procedures have been significantly tightened over the last few years and remain subject to regular review. Frameworks are now used more often for purchases that impact all schools in the Trust.

#### THE PURPOSE OF THE SYSTEM OF INTERNAL CONTROL

The system of internal control is designed to manage the avoidance, mitigation or transfer of risk to a level at which, were the risk to become an event, its impact would not have a materially detrimental impact on the operations or the finances of the Trust. By their very nature, risk management systems cannot eliminate all risks (some of which at the date of the adoption of the policy must be unknowable) of failure to achieve policies, aims and objectives; therefore, they can only provide reasonable, but not absolute assurance of effectiveness. The system of internal control is based on a continuously evolving process which is designed to identify and prioritise those risks which have been assessed as potential impediments to the achievement of Trust policies, aims and objectives. The system is not purely mechanistic nor programme driven. Due weight is given to the probability of the occurrence of an event, the consequences for the Trust of the happening of that event and the financial and other costs to the Trust of mitigating that risk at various levels of confidence, having in mind that, in the spending of public money, the potential benefit must always equal or outweigh the cost. The system of internal control has been in place in Haberdashers' Aske's Federation Trust for the year ended 31 August 2022 and up to, and including, the date of approval of the annual report and financial statements.

# Haberdashers' Aske's Federation Trust

## GOVERNANCE STATEMENT

### 31 August 2022

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#### **CAPACITY TO HANDLE RISK**

The Trust has agreed a Risk Management Policy, under which each of the Academies draws up its own risk register, including an action plan for the mitigation of its top risks. The Trust Executive draws up a similar register of top level risks, which is reviewed by the Audit & Risk Committee and Board each year.

The governing body is of the view that there is a formal, continuing process for the identification, evaluation and management of the Trust's significant risks, that this process has been in place and working effectively throughout the year ended 31 August 2022 and to the date of this report, and that this process is regularly reviewed and monitored.

#### **THE RISK AND CONTROL FRAMEWORK**

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

- Comprehensive budgeting and monitoring systems with an annual budget reviewed and agreed by the governing body and periodic financial reports which are scrutinised by the Finance Committee and examined and endorsed by the Trust Board;
- Scrutiny of the high level three year forecasts including the assumptions contained therein;
- Regular reviews by the Finance Committee of reports which indicate financial performance against the forecasts and of major plans, capital works and expenditure programmes;
- Setting targets against which 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;
- Dual signatories on all bank transactions.

In compliance with the Academy Trust Handbook 2021, the Trust's Audit & Risk Committee has oversight of both internal and external audit and is responsible for the supervision of its risk management policy and procedures. The Board latterly adopted a revised risk management methodology, a risk map which:

- Identifies responsibility or risk management activities at each level of the organisation.
- Provides a framework for effective coordination of risk management activities across the organisation.
- Provides a basis of risk management training programmes across the organisation.
- Ensures timely reporting on risks and risk management activities throughout the organisation.
- Ensures that no significant new projects are initiated, commitments are made or undertakings are commenced without due consideration of the risks that may arise from those projects, commitments or undertakings.
- The Audit & Risk Committee considers that risk identification, management and mitigation is working satisfactorily at the Trust board.

The Audit and Risk Committee agree a programme of work annually with MHA MacIntyre Hudson internal auditors. In 2021-22 two audit areas were reviewed – Supplier Payments were tested and received Adequate Assurance. For Early Years and Special Educational Needs and Disabilities (SEND) funding, an advisory report was commissioned to support improvements in the way the schools and central team manage the liaison with the Local Authorities to secure the necessary and appropriate funding. Further control work was commissioned from Strictly Education in respect of Health and Safety compliance at each of our schools and Crowe on Cyber Security including internal and external vulnerabilities. Recommendations to tighten controls are being applied and follow up work will be commissioned in 2022-23.

# Haberdashers' Aske's Federation Trust

## GOVERNANCE STATEMENT

### 31 August 2022

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#### FINANCIAL GOVERNANCE AND OVERSIGHT

The scheme of delegation is reviewed annually in order to ensure tight controls. In addition, the finance policies and procedures are properly monitored and continue to operate well.

The Trust Executive Team reviews the Trust's monthly management accounts, balance sheet and cash flow in order to monitor performance against budget and to ensure value for money.

Both our Audit & Risk and our Finance committees have members that hold professional accountancy qualifications and, with a number of other governors having significant commercial experience, financial governance and oversight remains good.

#### REVIEW OF EFFECTIVENESS

As Accounting Officer, the Chief Executive Officer (CEO) is personally responsible to Parliament, and to the accounting officer of the Education and Skills Funding Agency, for the resources under their control. The CEO must be able to assure Parliament and the public of high standards of probity in the management of public funds. The CEO has the responsibility for reviewing the effectiveness of the system of internal control. During the year ending 31 August 2022 this review has been informed by:

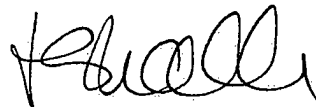
- The work of the internal and external auditors;
- The financial management and governance self-assessment process;
- The work of the executive leaders within the Trust who have responsibility for the development and maintenance of the internal control framework.

The Accounting Officer takes advice from the Audit & Risk Committee on the implications of the result of the review of the system of internal control and confirms that a plan to address weaknesses and ensure continuous improvement of the system is in place.

Approved by order of the members of the governing body on 13 December 2022 and signed on its behalf by:



Nicholas Scarles  
Chair



Jan Shadick  
Accounting Officer

## Haberdashers' Aske's Federation Trust

### STATEMENT ON REGULARITY, PROPRIETY AND COMPLIANCE

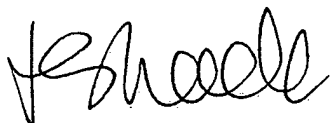
31 August 2022

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As Accounting Officer, of the Haberdashers' Aske's Federation Trust, I have considered my responsibility to notify the Trust Board 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 Federation Trust, under the funding agreement in place between the Trust and the Secretary of State for Education. As part of my consideration I have had due regard to the requirements of the Academy Trust Handbook 2021.

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

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



Jan Shadick  
Accounting Officer

13 December 2022

# Haberdashers' Aske's Federation Trust

## STATEMENT OF DIRECTORS' RESPONSIBILITIES

### 31 August 2022

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The Directors are responsible for preparing the Directors' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, (United Kingdom Generally Accepted Accounting Practice (FRS102) and the Academies Accounts Direction published by the Education and Skills Funding Agency.

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities Statement of Recommended Practice SORP 2019 and the Academies Accounts Direction 2021-2022;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

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

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

Approved by order of the members of the governing body on 13 December 2022 and signed on its behalf by:



Nicholas Scarles  
Chair

# Haberdashers' Aske's Federation Trust

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF HABERDASHERS' ASKE'S  
FEDERATION TRUST

31 August 2022

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## Opinion

We have audited the financial statements of Haberdashers' Aske's Federation Trust (the 'charitable parent company') and its subsidiaries (the 'group') for the year ended 31 August 2022 which comprise the group statement of financial activities, the group and charitable parent company balance sheets, the group statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law, 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), 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) (the Charities SORP 2019) and the Academies Accounts Direction 2021 to 2022.

In our opinion, the financial statements:

- ◆ give a true and fair view of the state of the group's and of the charitable parent company's affairs as at 31 August 2022, and of the group's income and expenditure for the period 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 Academies Accounts Direction 2021 to 2022.

## Basis for opinion

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

## Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' 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 group or charitable parent company'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 trustees with respect to going concern are described in the relevant sections of this report.

## Other information

The governors are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

# Haberdashers' Aske's Federation Trust

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF HABERDASHERS' ASKE'S FEDERATION TRUST

31 August 2022

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In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### **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 trustees' report, which is also the directors' report for the purposes of company law and includes the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- ◆ the trustees' report, which is also the directors' report for the purposes of company law and includes the 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 group and the charitable parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report including the strategic report.

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

- ◆ adequate accounting records have not been kept by the charitable parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- ◆ the charitable parent company financial statements are not in agreement with the accounting records and returns; or
- ◆ certain disclosures of trustees' remuneration specified by law are not made; or
- ◆ we have not received all the information and explanations we require for our audit.

### **Responsibilities of trustees**

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

In preparing the financial statements, the trustees are responsible for assessing the group's and the charitable parent company'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 trustees either intend to liquidate the group or the charitable parent company or to cease operations, or have no realistic alternative but to do so.

# Haberdashers' Aske's Federation Trust

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF HABERDASHERS' ASKE'S FEDERATION TRUST

31 August 2022

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

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

Our 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 group through discussions with management, and from our knowledge of the academy trust sector;
- ◆ the 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 considered the legal and regulatory frameworks that are applicable to the group and determined that the most significant are the Companies Act 2006, the Charities SORP 2019, the Academies Accounts Direction 2021 to 2022, the Academy Trust Handbook 2021, and the academy trust's funding agreement with the ESFA as well as legislation pertaining to safeguarding in the UK;
- ◆ we understood how the group is complying with those legal and regulatory frameworks by making inquiries to management and those responsible for legal, compliance and governance procedures. We corroborated our inquiries through our review of the minutes of trustees' meetings and the subsidiary company directors' meetings and papers provided to the trustees and directors.
- ◆ we planned and carried out a separate limited assurance engagement in respect of regularity, propriety and compliance in accordance with the Framework and Guide for External Auditors and Reporting Accountants of Academy Trusts issued by the ESFA, as set out in our separate independent reporting accountant's assurance report on regularity.

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

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

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;
- ◆ tested the authorisation of expenditure as part of our substantive testing thereon;
- ◆ assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias; and
- ◆ used data analytics to identify any significant or unusual transactions and identify the rationale for them.

# Haberdashers' Aske's Federation Trust

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF HABERDASHERS' ASKE'S FEDERATION TRUST

31 August 2022

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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;
- ◆ reviewing the minutes of trustees' meetings and subsidiary company directors' meetings;
- ◆ enquiring of management and those charged with governance as to actual and potential litigation and claims;
- ◆ reviewing any available correspondence with Ofsted, ESFA and HMRC; and
- ◆ the work undertaken in relation to the limited assurance engagement in respect of regularity, propriety and compliance in accordance with the Framework and Guide for External Auditors and Reporting Accountants of Academy Trusts issued by the ESFA, as set out in our separate independent reporting accountant's assurance report on regularity.

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. International Standards on Auditing also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

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

### Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Catherine Biscoe (Senior Statutory Auditor)  
For and on behalf of Buzzacott LLP, Statutory Auditor  
130 Wood Street  
London  
EC2V 6DL

Date: 20 December 2022

# Haberdashers' Aske's Federation Trust

## INDEPENDENT REPORTING ACCOUNTANTS ASSURANCE REPORT ON REGULARITY TO THE TRUSTEES OF HABERDASHERS' ASKE'S FEDERATION TRUST AND THE EDUCATION AND SKILLS FUNDING AGENCY

31 August 2022

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

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

### **Respective responsibilities of Haberdashers' Aske's Federation Trust's accounting officer and the reporting auditor**

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

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

### **Approach**

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

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

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

# Haberdashers' Aske's Federation Trust

INDEPENDENT REPORTING ACCOUNTANTS ASSURANCE REPORT ON REGULARITY TO THE TRUSTEES OF HABERDASHERS' ASKE'S FEDERATION TRUST AND THE EDUCATION AND SKILLS FUNDING AGENCY

31 August 2022

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## Approach (continued)

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

The work undertaken to draw to our conclusion includes:

- ◆ An assessment of the risk of material irregularity and impropriety across all of the academy trust's activities;
- ◆ Further testing and review of the areas identified through the risk assessment including enquiry, identification of control processes and examination of supporting evidence across all areas identified as well as additional verification work where considered necessary; and
- ◆ Consideration of evidence obtained through the work detailed above and the work completed as part of our financial statements audit in order to support the regularity conclusion.

## 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 from 1 September 2021 to 31 August 2022 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.

*Buzzacott LLP*

Buzzacott LLP  
Chartered Accountants  
130 Wood Street  
London  
EC2V 6DL

Date: 20 December 2022

# Haberdashers' Aske's Federation Trust

## CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES for the year ended 31 August 2022 (including income and expenditure account)

	Notes	Unrestricted funds £'000	Restricted funds		Total 2022 £'000	Total 2021 £'000
			General £'000	Fixed asset £'000		
<b>Income and endowment from:</b>						
Donations and capital grants	2	655	186	1,422	2,263	5,827
Charitable activities:						
. Funding for educational operations	3	—	41,964	—	41,964	38,852
. Teaching school	3	—	—	—	—	108
Other trading activities	4	1,385	—	—	1,385	766
Investments	5	34	—	—	34	10
<b>Total income and endowments</b>		<b>2,074</b>	<b>42,150</b>	<b>1,422</b>	<b>45,646</b>	<b>45,563</b>
<b>Expenditure on:</b>						
Raising funds		794	—	—	794	659
Charitable activities:						
. Educational operations	6&7	1,108	43,114	3,434	47,656	41,509
. Teaching school		—	—	—	—	327
<b>Total expenditure</b>	<b>6&amp;7</b>	<b>1,902</b>	<b>43,114</b>	<b>3,434</b>	<b>48,450</b>	<b>42,495</b>
<b>Net (expenditure) income</b>		<b>172</b>	<b>(964)</b>	<b>(2,012)</b>	<b>(2,804)</b>	<b>3,068</b>
Transfers between funds	15	—	(621)	621	—	—
<b>Other recognised gains and losses</b>						
Actuarial gains (losses) on defined benefit pension schemes	23	—	16,702	—	16,702	(3,442)
<b>Net movement in funds</b>		<b>172</b>	<b>15,117</b>	<b>(1,391)</b>	<b>13,898</b>	<b>(374)</b>
<b>Reconciliation of funds</b>						
Total funds brought forward		2,430	(12,349)	81,525	71,606	71,980
<b>Total funds carried forward</b>		<b>2,602</b>	<b>2,768</b>	<b>80,134</b>	<b>85,504</b>	<b>71,606</b>

The Statement of Financial Activities analyses all the income and capital resources and expenditure during the year and reconciles the movement in funds. Accordingly no Statement of Total Recognised Gains and Losses has been prepared. The result for the year for Companies Act purposes comprises the net incoming resource before actuarial gain was a deficit of £2804k, (2021: surplus £3,068k). The result for the year for the Trust as an entity was a deficit of £2911k (2021: surplus £3,044k). For the subsidiary HAHC Trading Ltd, there was a surplus in the year of £107k (2021: surplus £24k).

**Haberdashers' Aske's Federation Trust**  
**CONSOLIDATED AND CHARITY BALANCE SHEETS as at 31 August 2022**  
 Company registration number 2535091

	Notes	Group		Charity	
		2022 £'000	2021 £'000	2022 £'000	2021 £'000
<b>Fixed assets</b>					
Tangible fixed assets	11	79,968	81,011	79,968	81,011
<b>Current assets</b>					
Debtors	12	1,634	2,024	1,736	2,049
Cash at bank and in hand		10,544	9,002	10,328	8,950
		12,178	11,026	12,064	10,999
<b>Liabilities</b>					
Creditors: amounts falling due within one year	13	(6,576)	(6,051)	(6,569)	(6,048)
<b>Net current assets</b>		5,602	4,975	5,495	4,951
<b>Total assets less current liabilities</b>		85,570	85,986	85,463	85,962
Pension scheme liability	23	(66)	(14,380)	(66)	(14,380)
<b>Total net assets</b>		85,504	71,606	85,397	71,582
<b>Funds of the Academy Trust</b>					
Restricted funds					
Fixed assets fund	15	80,134	81,525	80,134	81,525
Restricted general fund					
General annual grant		2,834	1,799	2,834	1,799
Recovery and catch-up premium		—	232	—	232
Pension reserve		(66)	(14,380)	(66)	(14,380)
<b>Total restricted funds</b>		82,902	69,176	82,902	69,176
Unrestricted income funds	15	2,602	2,430	2,495	2,406
<b>Total funds</b>		85,504	71,606	85,397	71,582

The financial statements on pages 34 to 62 were approved by the Board of Trustees on 13 December 2022 and signed on their behalf by:

*Nicholas Scarles*

Nicholas Scarles  
Chair

# Haberdashers' Aske's Federation Trust

## CONSOLIDATED CASHFLOW STATEMENT

For the year ended 31 August 2022

	Notes	2022 £'000	2021 £'000
<b>Cash flows from operating activities</b>	20		
Net cash generated in operating activities		2,477	2,852
<b>Cash flows from investing activities</b>	21		
Interest received		34	10
Capital grants received from DfE group		1,422	5,207
Purchase of tangible fixed assets		(2,391)	(6,784)
Net cash inflow (outflow)		(935)	(1,567)
<b>Change in cash and cash equivalents in the reporting period</b>	22	1,542	1,285
Cash and cash equivalents at 1 September 2021		9,002	7,717
<b>Cash and cash equivalents at 31 August 2022</b>		<b>10,544</b>	<b>9,002</b>

# Haberdashers' Aske's Federation Trust

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 August 2022

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### 1 ACCOUNTING POLICIES

#### Statement of accounting policies: Basis of preparation

##### **Going Concern**

Funding agreements are in place with the Department for Education in respect of all of the academies managed by the Trust. This funding is agreed annually in advance for each school. The Directors consider that this is sufficient length of notice to provide reasonable surety of continuing income support from central government. The Trust uses the predictability of the annual grant to prepare financial forecasts covering a period of at least 12 months from the date of signing these accounts. Longer term forecasts are also produced to support a longer term strategic plan through to 2025. These forecasts give assurance that the accounts should be prepared on a going concern basis.

Further, the Directors are of the view that the net liability on the restricted reserve resulting from the actuarially computed deficit on the London Pensions Fund Authority Scheme ("LPFA") will not crystallise within the foreseeable future. Changes to the employee and employer pension contribution rates and variations in the assumptions underlying the computation of pension liabilities may arise over time so as to offset the deficits arising on the schemes. Accordingly, the Directors believe that it is appropriate to prepare the accounts on a going concern basis.

The principal accounting policies applied in the preparation of the accounts are described below.

##### **Format of accounts**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and in the Republic of Ireland (FRS102), Charities SORP (FRS102), the Companies Act 2006 and the Academies Accounts Direction 2021 to 2022. The financial statements reflect the activities of the Trust.

The consolidated financial statements consolidate the results of the Trust and its subsidiary companies. Advantage has been taken of the exemption available not to prepare a Statement of Financial Activities for the Trust alone, as permitted by section 408 of the Companies Act 2006.

##### **Company status**

The charity is a company limited by guarantee. The members of the company are indicated on page 3. In the event of the charity being wound up and there being an excess of liabilities over realisable assets, the liability in respect of the guarantee is limited to £10 per member of the charity.

##### **Accounting convention**

The financial statements are prepared under the historical cost convention and in accordance with applicable accounting standards in the United Kingdom. The accounts are prepared on a going concern basis in recognition that government grants for academies, or their successors, will continue into the foreseeable future. For the most part, the funding agreements in respect of each of the schools require seven years' notice from either the Trust or the Department for Education ("DfE") in the event of their termination.

##### **Grant income**

Grant income, both revenue and capital, from the Government is recognised on an entitlement basis and is accounted for as restricted funds.

##### **Other income**

Other income, including trading income, investment income, donations, sponsorship, donated facilities and gifts in kind is recognised on a receivable basis where there is reasonable certainty of its receipt at the balance sheet date. The income is recognised as restricted where a restriction exists on its deployment within the Trust. Donated facilities are recognised at their estimated revenue value to the Trust.

##### **Critical accounting estimates and areas of judgement**

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

# Haberdashers' Aske's Federation Trust

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 August 2022

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The Trust makes estimates and assumptions concerning the future. The predicted future, resulting from the application of these accounting estimates and assumptions will, by definition, seldom correspond precisely and in all material detail with events as they unfold as the future becomes the present. The estimates and assumptions that carry a significant risk of causing a material adjustment to the carrying values of assets and liabilities within the next financial year are discussed below.

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions which can, and do, change over time. The assumptions used in determining the net cost for pensions include the discount rate. Any changes to these assumptions, which are disclosed in Note 23, will impact the carrying amount of the pension liability. Further, a roll forward approach which projects results, taking as a base the full actuarial valuation performed as at 31 March 2019, has been used by the actuary in valuing the pension liability as at 31 August 2022. Any differences between the valuations derived from the roll forward approach and a full actuarial valuation would have an impact on the carrying amount of the pension liability.

### **Financial instruments**

The Trust has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost using the effective interest method. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors. Financial liabilities held at amortised cost comprise trade, other creditors and accruals. Trade and other debtors are recognised when amounts are due to the organisation. Creditors and provisions are recognised when the company has a legal obligation to transfer funds as a result of past events that can be readily measured or estimated and will probably result in a transfer of funds.

### **Recognition of liabilities**

Liabilities are recognised upon commitment of resources or where there is a legal or constructive obligation.

### **Allocation of costs between direct provision of education and other expenditure**

In accordance with the Charities SORP, expenditure has been analysed between the costs of generating funds and the Trust's charitable activities. Items of expenditure, which involve more than one cost category, and which cannot be directly allocated, have been apportioned on a reasonable, justifiable and consistent basis for the cost category concerned. These include:

<i>Cost category</i>	<i>Basis of apportionment</i>
Maintenance of premises	Capacity of accommodation utilised/ratio of staff
Other occupancy costs	Capacity of accommodation utilised/ratio of staff
Depreciation	Usage of assets

Costs of generating funds are those costs necessarily incurred in the generation of trading income (e.g. costs of site supervision).

### **Direct costs**

Direct costs are identified as costs arising out of the core business of the Trust in providing primary and secondary education. Direct staff costs are those associated with employees having a direct contact with students on a day to day basis during term time.

### **Support costs**

Support costs are identified as costs arising out of the need to provide statutory and administrative functions to enable the Trust to operate. Support staff costs are those associated with employees not having a direct contact with students on a day to day basis during term time. In accordance with the requirements of FRS 102 and Charities SORP 2019, governance costs form part of support costs. These represent those costs attributable to the Trust's compliance with its statutory and regulatory obligations.

### **Tangible fixed assets**

Tangible fixed assets acquired since the Trust was established are included in the accounts at cost.

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 are depreciated over their expected useful economic life. Where there are specific conditions attached to the funding requiring the continued use of

# Haberdashers' Aske's Federation Trust

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 August 2022

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the asset, the related grants are credited to a restricted fixed asset fund in the Statement of Financial Activities and carried forward to the Balance Sheet.

Individual items of equipment costing less than £5,000 are written off in the year of acquisition. However an IT asset refresh comprising lower cost items but which in aggregate costs more than £5,000 and other equipment over £5,000 is capitalised. All refurbishment costs are written off in the year incurred unless they enhance the value of the building, in which case they are capitalised. Fixed assets that become totally impaired are written off.

### **Depreciation**

The threshold for capitalisation of fixed assets is £5,000. All assets except freehold land and assets under construction are depreciated the month after the date of purchase. Tangible fixed assets are depreciated over their estimated useful lives on a straight line basis at the following rates:

Freehold and long leasehold buildings	2%
IT hardware and Software	25%
Fixtures and fittings	20%
Office and Trust equipment	20%
Motor Vehicles	33%

Freehold land is not depreciated.

### **Leased assets**

Rentals payable under operating leases are charged to the statement of financial activities as incurred.

### **Taxation**

The Trust continues to qualify for the exemptions from corporation tax contained in sections 466 to 493 of the Corporation Tax Act 2010 and no tax liability has arisen in respect of the period. The cost of irrecoverable Value Added Tax incurred by the Trust is included in the Statement of Financial Activities.

### **Agency Arrangements**

The Trust acts as an agent in distributing bursary funds for students aged 16-19 from ESFA. Payments received from ESFA and subsequent disbursements to students are excluded from the statement of financial activities as the Trust does not have control over the charitable application of the funds. The funds received and paid and any balances held are disclosed in note 19.

### **Pension costs**

Full-time and part-time teaching staff who are employed under a contract of service are eligible to contribute to the Teachers' Pension Scheme (TPS). The TPS, a statutory, contributory, final salary scheme is administered by Capita Teachers' Pensions on behalf of the Department for Education. Costs include normal and supplementary contributions. The regular cost is the normal contributions, expressed as a percentage of salary of a teacher providing service, which would defray the cost of benefits payable in respect of that service. Variations from the regular pension cost are met by a supplementary contribution. This occurs if, as a result of the actuarial investigations, it is found that the accumulated liabilities for the benefits to past and present teachers are not fully covered by normal contributions to be paid in the future and by the fund built up from past contributions. The normal and supplementary contributions are charged to the income and expenditure account in the year.

Non-teaching members of staff are offered membership of the Local Government Pension Scheme (LGPS) of the London Borough of Lewisham. The LGPS is a defined benefit scheme, and the requirements of Financial Reporting Standard 102 have been followed.

The Trust's share of the LGPS assets is measured at fair value at each balance sheet date. The liabilities are measured on an actuarial basis using the projected unit method. The net of these two figures is recognised as an asset or liability on the balance sheet. Any movement is reflected in the Statement of Financial Activities. The LGPS surplus is not carried on the balance sheet in accordance with the requirements of FRS 102. Accordingly, a corresponding adjustment against the actuarial gain has been made to bring the net LGPS position to £nil on the balance sheet.

# Haberdashers' Aske's Federation Trust

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 August 2022

Non-teaching members of staff prior to 1991 when the Trust was formed were entitled to remain as members of the London Pension Fund Authority (LPFA). There are no active members of the LPFA employed by the Trust. The LPFA is a defined benefit scheme, and the requirements of Financial Reporting Standard 102 have been followed.

The Trust's share of the LPFA assets is measured at fair value at each balance sheet date. The liabilities are measured on an actuarial basis using the projected unit method. The net of these two figures is recognised as an asset or liability on the balance sheet. Any movement is reflected in the Statement of Financial Activities.

### Funds

The Unrestricted Fund represents monies which may be applied for any purpose within the Trust objectives and arise out of funds earned or donated to the Trust with no restriction. These funds have never been part of government general annual grant income.

Restricted Funds include grants from government and other donors to be used for specific purposes.

## 2 DONATIONS AND CAPITAL GRANTS

	Unrestricted funds £'000	Restricted funds £'000	Restricted fixed asset funds £'000	Total 2022 £'000	Total 2021 £'000
ESFA Capital grant incl. SCA and DFC	—	—	1,422	1,422	894
Donated fixed assets	—	—	—	—	3,705
Other capital grants	—	—	—	—	608
Haberdashers' Company & Charities	—	—	—	—	505
Temple Grove Schools Trust	—	—	—	—	47
Other Charitable grant income	655	186	—	841	68
	655	186	1,422	2,263	5,827

**Haberdashers' Aske's Federation Trust**  
**NOTES TO THE FINANCIAL STATEMENTS**  
For the year ended 31 August 2022

**3 FUNDING FOR THE ACADEMIE'S EDUCATIONAL OPERATIONS**

	Unrestricted funds £'000	Restricted funds £'000	Restricted fixed asset funds £'000	<b>Total 2022 £'000</b>	Total 2021 £'000
<b>DfE/ESFA grants</b>					
General annual grant	—	37,015	—	<b>37,015</b>	33,109
Pupil premium	—	1,838	—	<b>1,838</b>	1,818
Recovery premium	—	242	—	<b>242</b>	—
Primary Sports grant	—	91	—	<b>91</b>	92
School-led tutoring grant	—	249	—	<b>249</b>	—
Pay & Pension grant	—	—	—	<b>—</b>	1,537
School supplementary grant	—	444	—	<b>444</b>	—
Universal Infant Free School Meal (UFSM)	—	188	—	<b>188</b>	316
Other DfE/ESFA	—	424	—	<b>424</b>	292
<b>Local Authority grants</b>					
Special Education Needs grant	—	964	—	<b>964</b>	698
Early Years funding	—	167	—	<b>167</b>	160
<b>Other Government grants</b>					
Other Government grants	—	—	—	<b>—</b>	228
<b>Exceptional Government funding</b>					
Catch-up premium	—	—	—	<b>—</b>	232
Job retention scheme	—	—	—	<b>—</b>	17
Other DfE/ESFA – Covid-19 funding	—	342	—	<b>342</b>	353
<b>Total grant income</b>	<b>—</b>	<b>41,964</b>	<b>—</b>	<b>41,964</b>	<b>38,852</b>
Teaching School income	—	—	—	<b>—</b>	108
<b>Total funding</b>	<b>—</b>	<b>41,964</b>	<b>—</b>	<b>41,964</b>	<b>38,960</b>

The Coronavirus support grant was in respect of catch-up premium, job retention and summer school and national teaching programme grants.

**Haberdashers' Aske's Federation Trust**  
**NOTES TO THE FINANCIAL STATEMENTS**  
For the year ended 31 August 2022

**4 OTHER TRADING ACTIVITIES**

	Unrestricted funds £'000	Restricted funds £'000	Restricted fixed asset funds £'000	<b>Total 2022 £'000</b>	Total 2021 £'000
Catering income paid lunches	395	—	—	<b>395</b>	312
Hire of facilities	157	—	—	<b>157</b>	43
Sundry income	833	—	—	<b>833</b>	411
	<b>1,385</b>	<b>—</b>	<b>—</b>	<b>1,385</b>	766

**5 INVESTMENT INCOME**

	Unrestricted funds £'000	Restricted funds £'000	Restricted fixed asset funds £'000	<b>Total 2022 £'000</b>	Total 2021 £'000
Short term deposits	34	—	—	<b>34</b>	10

# Haberdashers' Aske's Federation Trust

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 August 2022

### 6 EXPENDITURE

	Staff costs £'000	Premises & equipment £'000	Other costs £'000	Total 2022 £'000	Total 2021 £'000
<b>Expenditure on raising funds</b>					
Direct costs	50	—	53	103	19
Allocated support costs	493	58	140	691	640
	543	58	193	794	659
<b>Academy's educational operations</b>					
Direct costs	29,605	5,898	4,369	39,872	35,037
Allocated support costs	4,440	981	2,363	7,784	6,472
	34,045	6,879	6,732	47,656	41,509
Teaching school	—	—	—	—	327
	34,588	6,937	6,925	48,450	42,495

Net income (expenditure) for the year includes:

	Total 2022 £'000	Total 2021 £'000
Fees payable Statutory Auditor		
· Annual audit of accounts	37	32
· Other non-audit services	1	1
Fees payable for Internal Audit	7	6
Operating lease rentals	13	13
Settlements	83	46
Compensation payment	—	10
Depreciation	3,434	2,976

	Teaching & educational support staff costs £'000	Other support staff costs £'000	Direct costs Educational supplies £'000	Other costs excluding depreciation £'000	Total costs 2022 £'000
<b>Expenditure by academy</b>					
Borough Academy	2,572	458	707	831	4,568
Crayford Academy	4,372	789	564	734	6,459
Crayford Primary	817	215	160	183	1,375
Hatcham College	6,108	1,612	790	1,396	9,906
Hatcham Primary	1,641	276	199	391	2,507
Hatcham Free School	1,667	405	167	337	2,576
Knights Academy	5,813	1,097	976	1,250	9,136
Knights Primary	976	197	108	239	1,520
Slade Green Primary	1,009	188	129	169	1,495
Trust Central Services	2,919	1,455	572	528	5,474
<b>Total expenditure</b>	27,894	6,692	4,372	6,058	45,016

# Haberdashers' Aske's Federation Trust

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 August 2022

### 7 CHARITABLE ACTIVITIES – EDUCATIONAL OPERATIONS

	Unrestricted funds £'000	Restricted funds £'000	Total 2022 £'000	Total 2021 £'000
Direct costs – educational operations	1,108	38,764	39,872	35,037
Direct costs – teaching school activities	—	—	—	327
Support costs – educational operations	—	7,784	7,784	7,112
	1,108	46,548	47,656	42,476

#### Charitable activities analysis

	Total 2022 £'000	Total 2021 £'000
<b>Allocated support costs</b>		
Support staff costs (note 8)	4,440	4,959
Depreciation	518	446
Technology costs	316	105
Premises costs	463	146
Legal costs – conversion	1	—
Legal costs -other	141	130
Other support costs	1,860	1,277
Governance costs	45	49
Total educational and teaching school costs	7,784	7,112

	2022 £'000	2021 £'000
<b>Governance costs (included in support costs)</b>		
Fees for external audit of financial statements	37	32
Internal audit fees	7	6
Trustee and Local Governing Body meetings including clerking	1	14
Governance costs	45	52

### 8 STAFF COSTS

#### a. Remuneration

	2022 £'000	2021 £'000
Wages and salaries	23,567	22,190
Apprenticeship levy	102	88
Social security costs	2,341	2,192
Defined benefit pension scheme costs	6,784	5,854
	32,794	30,324
Supply staff costs	1,710	1,331
Restructuring and severance	84	190
	34,588	31,845
Staff restructuring costs comprise:		
Redundancy payments	—	120
Severance payments	84	46
Other restructuring costs	—	30

# Haberdashers' Aske's Federation Trust

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 August 2022

### 8 STAFF COSTS (continued)

#### b. Non-statutory/non-contractual and special staff severance payments

Included in staff restructuring costs are special severance payments totalling £83,492 (2021: £56,018). Individually, the payments were: £44,980, £13,430, £13,182 and £11,900.

	2022 No.
£0 - £25,000	3
£25,001 - £50,000	1
£50,001 - £100,000	—
£100,001 - £150,000	—
£150,000+	—

#### c. Staff numbers

	Gross employee numbers		Full time equivalent	
	2022 Number	2021 Number	2022 Number	2021 Number
Teachers	312	313	282	260
Administration and support	289	305	195	202
Management	71	68	68	63
	672	686	545	525

#### d. Key management personnel

The Trust considers the members of the Trust Executive Team, identified as such on page 5 to these accounts, to be the key management personnel. Total remuneration and benefits (including employer national insurance and pension scheme contributions) accruing to those individuals in respect of the year ended 31 August 2022 amounts to £2,054,569 (2021: £1,694,224).

#### e. Higher paid staff

Employee numbers where remuneration and benefits (excluding pension costs) exceed £60,000:

	2022 Number	2021 Number
£60,001 - £70,000	21	23
£70,001 - £80,000	16	13
£80,001 - £90,000	5	4
£90,001 - £100,000	1	2
£100,001 - £110,000	1	2
£110,001 - £120,000	2	1
£120,001 - £130,000	2	1
£130,001 - £140,000	—	1
£160,001 - £170,000	1	1

# Haberdashers' Aske's Federation Trust

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 August 2022

### 9 RELATED PARTY TRANSACTIONS – Trustees' remuneration and expenses

No Trustees other than the CEO, received any remuneration arising out of, or in connection with, the exercise of his or her duties as a Trustee of the Trust (2021: £nil). The Governors of the academies did not receive any remuneration for their services as governors (2021: £nil). Both Trustees and Governors are entitled to receive reimbursement of their reasonable out of pocket expenses for travelling incurred exclusively in the performance of their duties. In 2022, one Trustee made any claim for expenses of £41 to be reimbursed (2021: £nil).

The Chief Executive Officer, who is an employee of the Trust and by virtue of that role, an ex-officio Trustee of the Company, received remuneration and benefits in kind in the range of £160,001 - £170,000 (2021: £160,001 - £170,000) together with employee pension contributions in the range of £30,001 - £40,001 (2021: £30,001 - £40,000).

### 10 TRUSTEES' & OFFICERS' INSURANCE

The Trust has chosen to join the Risk Protection Arrangement (RPA) through the Department for Education. This scheme protects Trustees and Officers from claims arising from negligent acts, errors and omissions occurring whilst on academy business and provides cover up to £10,000,000. It is not possible to quantify the Trustee and Officer component of cost from the overall amount paid to be a member of the RPA scheme.

### 11 TANGIBLE FIXED ASSETS

Group & Charity	Freehold & leasehold land & buildings £'000	Fixtures & fittings £'000	Plant machinery & equipment £'000	Computer equipment £'000	Motor vehicles £'000	Total £'000
<b>Cost</b>						
At 1 September 2021	103,604	1,917	2,192	3,493	50	111,256
Additions	997	359	479	556	—	2,391
At 31 August 2022	104,601	2,276	2,671	4,049	50	113,647
<b>Depreciation</b>						
At 1 September 2021	26,124	1,139	1,131	1,801	50	30,245
Charge for the year	2,093	266	294	781	—	3,434
At 31 August 2022	28,217	1,405	1,425	2,582	50	33,679
<b>Net book value</b>						
At 31 August 2022	76,384	871	1,246	1,467	—	79,968
At 31 August 2021	77,480	778	1,061	1,692	—	81,011

The costs of freehold land and buildings included above is £542,000, and which has a net book value at August 2022 of £378,519 (2021: £389,360).

**Haberdashers' Aske's Federation Trust**  
**NOTES TO THE FINANCIAL STATEMENTS**  
For the year ended 31 August 2022

**12 DEBTORS**

	Group		Charity	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Trade debtors	330	198	312	182
VAT recoverable	460	279	460	—
Other debtors	189	158	189	158
Prepayments and accrued income	655	1,389	655	1,385
Amounts owed from subsidiary companies	—	—	120	45
	<b>1,634</b>	<b>2,024</b>	<b>1,736</b>	<b>2,049</b>

**13 CREDITORS (amounts falling due within one year)**

	Group		Charity	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Trade creditors	1,007	1,296	1,007	1,296
Other taxation and social security	645	595	645	595
Other creditors	572	535	572	534
Accruals	3,261	2,496	3,261	2,494
Deferred income (note 16)	1,091	1,129	1,084	1,129
	<b>6,576</b>	<b>6,051</b>	<b>6,569</b>	<b>6,048</b>

**14 DEFERRED INCOME**

	Group		Charity	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Deferred income at 1 September	1,129	1,094	1,129	1,094
Released from previous year	(794)	(753)	(794)	(753)
Amounts deferred in current year	756	788	749	788
Deferred income at 31 August	<b>1,091</b>	<b>1,129</b>	<b>1,084</b>	<b>1,129</b>

The deferred income relates to ESFA, Local Authority, Voluntary grants and Trip income received in advance.

**Haberdashers' Aske's Federation Trust**  
**NOTES TO THE FINANCIAL STATEMENTS**  
For the year ended 31 August 2022

**15 STATEMENT OF FUNDS (continued)**

	Balance at 1 September 2021 £'000	Income £'000	Expenditure £'000	Gains, losses and transfers £'000	Balance at 31 August 2022 £'000
<b>Restricted general funds</b>					
General annual grant	1,799	37,708	(36,052)	(621)	<b>2,834</b>
UIFSM	—	188	(188)	—	<b>—</b>
Pupil Premium	—	1,838	(1,838)	—	<b>—</b>
Recovery and Catch-up premium	232	242	(474)	—	<b>—</b>
Other grants and donations	—	2,174	(2,174)	—	<b>—</b>
Funds excluding pensions	2,031	42,150	(40,726)	(621)	<b>2,834</b>
Pension reserve	(14,380)	—	(2,388)	16,702	<b>(66)</b>
<b>Restricted general funds</b>	<b>(12,349)</b>	<b>42,150</b>	<b>(43,114)</b>	<b>16,081</b>	<b>2,768</b>
<b>Restricted fixed asset funds</b>					
DfE/ESFA capital grants	514	1,422	—	(1,770)	<b>166</b>
Fixed assets	81,011	—	(3,434)	2,391	<b>79,968</b>
	<b>81,525</b>	<b>1,422</b>	<b>(3,434)</b>	<b>621</b>	<b>80,134</b>
<b>Total restricted funds</b>	<b>69,176</b>	<b>43,572</b>	<b>(46,548)</b>	<b>16,702</b>	<b>82,902</b>
<b>Unrestricted funds</b>					
General funds	2,430	2,074	(1,902)	—	<b>2,602</b>
<b>Total funds</b>	<b>71,606</b>	<b>45,646</b>	<b>(48,450)</b>	<b>16,702</b>	<b>85,504</b>
		<b>2022 Income £'000</b>	<b>2022 Capital £'000</b>	<b>2022 Total £'000</b>	2021 Total £'000
<b>Total fund analysis by school</b>					
Borough Academy	—	17	17	6	
Crayford Academy	—	23	23	—	
Crayford Primary	—	10	10	3	
Hatcham College	—	71	71	—	
Hatcham Primary	—	36	36	27	
Hatcham Free School	—	2	2	42	
Knights Academy	—	23	23	(2)	
Knights Primary	—	20	20	14	
Slade Green Primary	—	12	12	4	
Central reserves	5,436	(48)	5,388	4,881	
Total excluding fixed assets and pension reserve	5,436	166	5,602	4,975	
Total income fund held in central reserves	5,436	—	5,436	4,461	
Total fixed asset fund including capital grant income	—	80,134	80,134	81,525	
Pension reserve	(66)	—	(66)	(14,380)	
<b>Total funds</b>	<b>5,370</b>	<b>80,134</b>	<b>85,504</b>	<b>71,606</b>	

# Haberdashers' Aske's Federation Trust

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 August 2022

### 15 STATEMENT OF FUNDS (continued)

	Balance at 1 September 2020 £'000	Income £'000	Expenditure £'000	Gains, losses and transfers £'000	Balance at 31 August 2021 £'000
<b>2021 comparative note</b>					
<b>Restricted general funds</b>					
General annual grant	1,182	32,353	(30,262)	(1,474)	1,799
UIFSM	—	316	(316)	—	—
Pupil Premium	—	1,818	(1,818)	—	—
Catch-up premium	—	386	(154)	—	232
Job retention scheme	—	17	(17)	—	—
Other DfE/ESFA – Covid-19	—	353	(353)	—	—
Other grants	—	3,609	(3,609)	—	—
Voluntary income	—	194	(194)	—	—
Teaching school	—	108	(265)	157	—
Funds excluding pensions	1,182	39,154	(36,988)	(1,317)	2,031
Pension reserve	(9,606)	—	(1,332)	(3,442)	(14,380)
<b>Restricted general funds</b>	<b>(8,424)</b>	<b>39,154</b>	<b>(38,320)</b>	<b>(4,759)</b>	<b>(12,349)</b>
<b>Restricted fixed asset funds</b>					
DfE/ESFA capital grants	774	1,502	—	(1,762)	514
Fixed assets	77,203	3,705	(2,976)	3,079	81,011
	77,977	5,207	(2,976)	1,317	81,525
<b>Total restricted funds</b>	<b>69,553</b>	<b>44,361</b>	<b>(41,296)</b>	<b>(3,442)</b>	<b>69,176</b>
<b>Unrestricted funds</b>					
General funds	2,427	1,202	(1,199)	—	2,430
<b>Total funds</b>	<b>71,980</b>	<b>45,563</b>	<b>(42,495)</b>	<b>(3,442)</b>	<b>71,606</b>

### Purpose of funds

General annual grant represents the principal source of funds, derived from central government, to support the education activities of the Trust. Voluntary income represents non-contractual, non-governmental income which is received under conditions as to the purposes for which it may be spent. Pension scheme reserves are the actuarial valuation of the aggregate present value of the net defined benefit pension scheme liabilities of the Trust.

Where expenditure charged against a restricted fund would exhaust that fund and where there is no realistic foreseeable means of replenishing it from its usual source of funding, a transfer is made from the general reserve of an amount which will eliminate the shortfall.

**Haberdashers' Aske's Federation Trust**  
**NOTES TO THE FINANCIAL STATEMENTS**  
For the year ended 31 August 2022

**16 ANALYSIS OF NET ASSETS BY FUND**

**GROUP**

	Unrestricted funds £'000	Restricted funds		2022 Total £'000
		General £'000	Fixed asset £'000	
<b>Fund balances at 31 August 2022 are represented by:</b>				
Tangible fixed assets	—	—	79,968	<b>79,968</b>
Current assets	2,602	9,410	166	<b>12,178</b>
Creditors falling due within one year	—	(6,576)	—	<b>(6,576)</b>
Defined benefit pension liability	—	(66)	—	<b>(66)</b>
	<b>2,602</b>	<b>2,768</b>	<b>80,134</b>	<b>85,504</b>

	Unrestricted funds £'000	Restricted funds		2021 Total £'000
		General £'000	Fixed asset £'000	
<b>Fund balances at 31 August 2021 are represented by:</b>				
Tangible fixed assets	—	—	81,011	<b>81,011</b>
Current assets	2,430	8,082	514	<b>11,026</b>
Creditors falling due within one year	—	(6,051)	—	<b>(6,051)</b>
Defined benefit pension liability	—	(14,380)	—	<b>(14,380)</b>
	<b>2,430</b>	<b>(12,349)</b>	<b>81,525</b>	<b>71,606</b>

**ACADEMY TRUST**

	Unrestricted funds £'000	Restricted funds		2022 Total £'000
		General £'000	Fixed asset £'000	
<b>Fund balances at 31 August 2022 are represented by:</b>				
Tangible fixed assets	—	—	79,968	<b>79,968</b>
Current assets	2,495	9,403	166	<b>12,064</b>
Creditors falling due within one year	—	(6,569)	—	<b>(6,569)</b>
Defined benefit pension liability	—	(66)	—	<b>(66)</b>
	<b>2,495</b>	<b>2,768</b>	<b>80,134</b>	<b>85,291</b>

	Unrestricted funds £'000	Restricted funds		2021 Total £'000
		General £'000	Fixed asset £'000	
<b>Fund balances at 31 August 2021 are represented by:</b>				
Tangible fixed assets	—	—	81,011	<b>81,011</b>
Current assets	2,406	8,079	514	<b>10,999</b>
Creditors falling due within one year	—	(6,048)	—	<b>(6,048)</b>
Defined benefit pension liability	—	(14,380)	—	<b>(14,380)</b>
	<b>2,406</b>	<b>(12,349)</b>	<b>81,525</b>	<b>71,582</b>

# Haberdashers' Aske's Federation Trust

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 August 2022

### 17 COMMITMENTS UNDER OPERATING LEASES

At 31 August, the Federation's total commitment under operating leases for equipment was:

	2022 £'000	2021 £'000
Amounts due within one year	5	5
Amounts due between one and five years	14	19
Amounts due after five years	—	—
	<b>19</b>	<b>24</b>

### 18 CAPITAL COMMITMENTS

	2022 £'000	2021 £'000
Expenditure contracted for but not provided in the financial statements	<b>49</b>	<b>137</b>

### 19 AGENCY ARRANGMENTS

The Trust receives and distributes bursary funds to students as agent for the ESFA.

	2022 £'000	2021 £'000
Bursaries brought forward from prior years	14	13
16-19 bursaries received from ESFA in the year	57	56
16-19 bursaries distributed in the year	(52)	(55)
Amount of unspent bursaries reported in creditors due within one year	<b>19</b>	<b>14</b>

The Trust distributes 16-19 bursary funds to students as an agent for ESFA. In the accounting period ending 31 August 2022 the academy trust received £56,844 (2021: £56,015) and disbursed £52,028 (2021: £51,335) from the fund. An amount of £18,855 (2021: £14,039) is included in other creditors relating to undistributed funds that is repayable to ESFA.

**Haberdashers' Aske's Federation Trust**  
**NOTES TO THE FINANCIAL STATEMENTS**  
For the year ended 31 August 2022

**20 RECONCILIATION OF NET INCOME TO NET INFLOW FROM OPERATING ACTIVITIES**

	<b>2022</b>	<b>2021</b>
	<b>£'000</b>	<b>£'000</b>
Net movement in funds	<b>(2,804)</b>	<b>(374)</b>
Depreciation	<b>3,434</b>	<b>2,976</b>
Capital grants from the DfE group	<b>(1,422)</b>	<b>(5,207)</b>
Interest receivable	<b>(34)</b>	<b>(10)</b>
FRS 102 Pension costs less contributions payable	<b>2,388</b>	<b>4,774</b>
(Increase) decrease in debtors	<b>390</b>	<b>(451)</b>
Increase (decrease) in creditors	<b>525</b>	<b>1,144</b>
Net cash provided by operating activities	<b>2,477</b>	<b>2,852</b>

**21 CASH FLOWS FROM INVESTING ACTIVITIES**

	<b>2022</b>	<b>2021</b>
	<b>£'000</b>	<b>£'000</b>
Interest received	<b>34</b>	<b>10</b>
Capital grants received from DfE group	<b>1,422</b>	<b>5,207</b>
Purchase of tangible fixed assets	<b>(2,391)</b>	<b>(6,784)</b>
Net cash outflow	<b>(935)</b>	<b>(1,567)</b>

**22 ANALYSIS OF CASH AND CASH EQUIVALENTS**

	<b>2022</b>	<b>2021</b>
	<b>£'000</b>	<b>£'000</b>
Cash in hand and at bank	<b>3,430</b>	<b>2,919</b>
Notice deposits (less than 95 days)	<b>7,114</b>	<b>6,083</b>
	<b>10,544</b>	<b>9,002</b>

# Haberdashers' Aske's Federation Trust

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 August 2022

### 23 PENSION COSTS & LIABILITIES

	2022 £'000	2021 £'000
<b>Other pension costs included in staff costs comprise:</b>		
Defined benefit scheme – TPS contributions	3,443	3,282
Defined benefit scheme LGPS/LPFA service costs	3,339	2,570
Defined contribution scheme	2	2
<b>Total pension costs</b>	<b>6,784</b>	<b>5,854</b>
	2022 £'000	2021 £'000
<b>Defined benefit scheme liabilities comprise:</b>		
Local Government Pension Scheme liability (London Borough of Lewisham)	—	14,050
London Pension Fund Authority liability	66	330
	<b>66</b>	<b>14,380</b>

The Trust participates in four pension schemes. These comprise: The Teachers' Pension Scheme (TPS); The Haberdashers' Aske's Hatcham College Trust Retirement Benefits Scheme; The Local Government Pension Scheme (LGPS) administered by the London Borough of Lewisham and the London Pension Fund Authority (LPFA).

The valuation of the net Trust obligation within the London Borough of Lewisham Local Government Pension Scheme identified a net asset of £4,496,000. Such amounts are recognised to the extent that the Trust considers recoverable, either through reduced contributions in the future or through refunds from the plan.

As the Trust does not anticipate being able to recover the surplus in the aforementioned manner, the surplus is not recognised on the balance sheet, and a corresponding adjustment is made within other recognised gains and losses on the statement of financial activities (as an actuarial loss) to bring the net LGPS position for this Local Authority to £nil, as detailed within the reconciliation of opening and closing deficit on page 55.

#### Teachers' Pension Scheme

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

The employer's pension cost paid to TPS was £3,443k (2021: £3,282k) and at the end of the year a total of £406k (2021: £233k) was accrued in respect of annual contributions and owing to the scheme.

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.

# Haberdashers' Aske's Federation Trust

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 August 2022

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### 23 PENSION COSTS & LIABILITIES (continued)

#### Valuation of the Teachers' Pension Scheme

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

- employer contribution rates set at 23.68% of pensionable pay (including a 0.08% administration levy)
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £218,100 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £196,100 million, giving a notional past service deficit of £22,000 million.
- the SCAPE rate, set by HMT, is used to determine the notional investment return. The current SCAPE rate is 2.4% above the rate of CPI. 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 Haberdashers' Aske's Hatcham College Trust Retirement Benefit Scheme

The Trust has arranged a Money Purchase Scheme administered by Aviva. The assets of the scheme are held separately from those of the Trust in an independently administered fund. This scheme is a defined contribution scheme. The Trust contribution rate has been 10% since 1 January 2004.

#### Local Government Pension Scheme (LGPS)

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee administered funds. The total contribution made for the year ended 31 August 2022 was £1,510k (2021: £1,395k), of which the employer's contributions totalled £1,153k (2021: £1,077k) and employees' contributions totalled £357k (2021: £318k). The agreed contribution rates for future years are 17.9% for employers and between 5.5% and 12.5% for employees. Parliament has agreed, at the request of the Secretary of State for Education, to a guarantee that, in the event of an academy trust closure, outstanding Local Government Pension Scheme liabilities would be met by the Department for Education. The guarantee came into force on 18 July 2013.

#### London Pension Funds Authority (LPFA)

Non-teaching members of staff prior to 1991 were offered membership of the London Pension Funds Authority Scheme. All contributors are deceased, deferred or pensioners. There are no active contributors to the fund. The LPFA is a defined benefit pension scheme which is able to identify the Trust's share of assets and liabilities, the requirements of FRS 102 have therefore been followed. The Trust's share of the LPFA assets is measured at fair value at each balance sheet date. Liabilities are measured on an actuarial basis using the projected unit method. The net of these two figures is recognised as an asset or liability on the balance sheet. Any movement in the asset or liability between balance sheet dates is reflected in the Statement of Financial Activities.

# Haberdashers' Aske's Federation Trust

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 August 2022

### 23 PENSION COSTS & LIABILITIES (continued)

#### London Pension Funds Authority (LPFA) (continued)

The contributions to be paid by the Trust are recalculated every three years; the review as at 31 March 2016 determined contributions for the period from 1 April 2018 to 31 March 2020. Trustees are confident that a satisfactory run off arrangement can be reached and that no liability has crystallised as at the balance sheet date. All costs arising to date on the LPFA scheme have been accounted for in the Statement of Financial Activities for this and prior years.

	2022 £'000	2021 £'000
<b>Employer LGPS &amp; LPFA membership statistics</b>		
As at 31 March 2019		
Active members	254	254
Deferred pensioners	323	323
Pensioners	66	66
	<b>643</b>	<b>643</b>

	2022 £'000	2021 £'000
<b>LGPS &amp; LPFA amounts recognised in the statement of financial activities</b>		
Employer service costs	3,339	2,327
Interest cost on pension scheme obligations	801	625
Expected return on employers share of scheme assets	(545)	(458)
	<b>3,595</b>	<b>2,494</b>

	2022 %	2021 %
<b>Principal actuarial assumptions LGPS Scheme</b>		
Rate of increase in salaries	3.75	3.60
Rate of increase for pensions in payment	3.05	2.90
Discount rate	4.25	1.65
Rate of CPI inflation	3.05	2.90

The current mortality assumptions include sufficient allowance for future improvements in mortality rates.

The assumed life expectancy on retirement aged 65 are:

	2022 Years	2021 years
Retiring today		
. Males	21.2	21.4
. Females	23.8	24.0
Retiring in 20 years		
. Males	22.5	22.8
. Females	25.5	25.8

**Haberdashers' Aske's Federation Trust**  
**NOTES TO THE FINANCIAL STATEMENTS**  
For the year ended 31 August 2022

**23 PENSION COSTS & LIABILITIES (continued)**

	2022 Fair value £'000	2021 Fair value £'000
<b>The Trust's share of the net assets in the LGPS scheme</b>		
Equities	20,159	20,258
Other bonds	6,080	7,717
Cash / liquidity	3,520	2,252
Property	2,239	1,929
	<b>31,998</b>	<b>32,156</b>
<b>Actual return on scheme assets – gains (losses)</b>	<b>(1,248)</b>	<b>3,464</b>
	2022 £'000	2021 £'000
<b>Changes in the present value of LGPS defined benefit obligations</b>		
Obligations as at 1 September	46,206	35,630
Current service cost	3,339	2,327
Interest cost	789	625
Employee contributions	357	318
Actuarial (gain) loss	(22,791)	7,649
Benefits paid	(398)	(343)
Obligations as at 31 August	<b>27,502</b>	<b>46,206</b>
	2022 £'000	2021 £'000
<b>Changes in the fair value of the Trust's share of LGPS scheme assets</b>		
Assets as at 1 September	32,156	26,440
Return on plan assets – actuarial (loss) gain	(1,809)	4,206
Expected return on employers share of net assets	539	458
Employer contributions	1,153	1,077
Employee contributions	357	318
Benefits paid	(398)	(343)
Assets as at 31 August	<b>31,998</b>	<b>32,156</b>
	2022 £'000	2021 £'000
<b>Reconciliation of opening and closing LGPS deficit</b>		
Opening deficit at 1 September	(14,050)	(9,190)
Current service cost	(3,339)	(2,327)
Net interest cost	(250)	(167)
Contributions by employer	1,153	1,077
Changes in actuarial value gains (losses)	20,982	(3,443)
Value of closing deficit at 31 August per actuarial report	4,496	(14,050)
Actuarial adjustment to cap value of net position at £nil	(4,496)	—
Value of closing deficit at 31 August per financial statements	—	(14,050)

**Haberdashers' Aske's Federation Trust**  
**NOTES TO THE FINANCIAL STATEMENTS**  
For the year ended 31 August 2022

**23 PENSION COSTS & LIABILITIES (continued)**

**LGPS Sensitivity analysis**

The impact on the net present value of pension scheme obligations and hence the scheme deficit from changes to the assumptions is detailed below:

	2022 £'000	2021 £'000
Discount rate reduced by 0.1% increases the liability by	661	1,138
1 year increase in life expectancy increases the liability by	1,100	1,848
CPI rate increases by 0.1% increases liability by	625	1,050

LPFA amounts recognised in the statement of financial activities	2022 £'000	2021 £'000
Employer service costs	—	—
Interest cost on pension scheme obligations	(12)	11
Expected return on employers share of scheme assets	6	(43)
Net interest cost	(6)	(32)

Principal actuarial assumptions LPFA Scheme	2022 %	2021 %
Rate of increases in salaries	4.20	3.90
Rate on increase for pensions in payment	3.20	2.90
Discount rate	4.25	1.60
Rate of RPI inflation	3.20	3.40

The current mortality assumptions include sufficient allowance for future improvements in mortality rates.

The assumed life expectancy on retirement aged 65 are:

	2022 Years	2021 years
Retiring today		
. Males	20.8	20.7
. Females	23.2	23.1
Retiring in 20 years		
. Males	22.1	22.0
. Females	24.7	24.7

**Haberdashers' Aske's Federation Trust**  
**NOTES TO THE FINANCIAL STATEMENTS**  
For the year ended 31 August 2022

**23 PENSION COSTS & LIABILITIES (continued)**

	<b>2022</b>	<b>2021</b>
	<b>Fair value</b>	<b>Fair value</b>
	<b>£'000</b>	<b>£'000</b>
<b>The Trust's share of the net assets in the LPFA scheme</b>		
Equities	257	227
Target return portfolio	99	87
Alternative assets	93	69
Cash	6	21
	<b>455</b>	<b>404</b>
Actual return on scheme assets – gains (losses)	<b>28</b>	<b>43</b>
	<b>2022</b>	<b>2021</b>
	<b>£'000</b>	<b>£'000</b>
<b>Changes in the present value of LPFA defined benefit obligations</b>		
Obligations as at 1 September	734	753
Current service cost	—	—
Interest cost	12	11
Employee contributions	—	—
Actuarial gain	(196)	(1)
Benefits paid	(29)	(29)
Obligations as at 31 August	<b>521</b>	<b>734</b>
	<b>2022</b>	<b>2021</b>
	<b>£'000</b>	<b>£'000</b>
<b>Changes in the fair value of the Trust's share of scheme assets</b>		
Assets as at 1 September	404	337
Actuarial gain	20	—
Expected return on employers share of net assets	6	43
Employer contributions	54	53
Employee contributions	—	—
Benefits paid	(29)	(29)
Assets as at 31 August	<b>455</b>	<b>404</b>
	<b>2022</b>	<b>2021</b>
	<b>£'000</b>	<b>£'000</b>
<b>Reconciliation of opening and closing deficit</b>		
Opening deficit as at 1 September	(330)	(416)
Current service cost	—	—
Net interest cost	(6)	32
Contributions by employer	54	53
Changes in actuarial value gains (losses)	216	1
	<b>(66)</b>	<b>(330)</b>

# Haberdashers' Aske's Federation Trust

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 August 2022

### 23 PENSION COSTS & LIABILITIES (continued)

#### Sensitivity analysis

The impact on the net present value of pension scheme obligations and hence the scheme deficit from changes to the assumptions is details below:

	2022 £'000	2021 £'000
Discount rate reduced by 0.1% increases the liability by	7	10
1 year increase in life expectancy increases the liability by	29	49
CPI rate increases by 0.1% increases the liability by	7	10

### 24 CENTRAL SERVICES CONTRIBUTIONS

The Trust has provided the following central services to its schools during the year:

- Financial services including payroll
- Legal services
- Governance services
- Estates management support

The Trust charges each of its schools for these services on the following basis:

- Year ended 31 August 2022: 5.5% of GAG income of the school.
- Year ended 31 August 2021: 5% of total income of the school excluding trips and capital grants income.

The actual amounts charged during the year were as follows:

	2022 £'000	2021 £'000
Borough Academy	254	181
Crayford Academy	353	353
Crayford Temple Grove	57	66
Hatcham College	515	509
Hatcham Temple Grove	116	131
Hatcham T G Free School	119	125
Knights Academy	480	458
Knights Temple Grove	68	85
Slade Green Temple Grove	77	86
<b>Total</b>	<b>2,039</b>	<b>1,994</b>

# Haberdashers' Aske's Federation Trust

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 August 2022

### 25 SUBSIDIARY COMPANIES

The Charity is the ultimate parent undertaking, having 100% control of HAHC Trading Ltd, a company limited by guarantee and registered in England.

The subsidiary is operated for trading activities that fall outside the primary purpose of the charity. All activities have been consolidated in the statement of financial activities. The total net profit of the subsidiary will be gifted to the charity within the first 9 months of the new financial year.

A summary of the trading results of the subsidiary company is shown below:

	2022 £'000	2021 £'000
<b>Profit and loss account</b>		
Turnover	157	43
Other operating expenses	(50)	(19)
<b>Net profit</b>	<b>107</b>	<b>24</b>
<b>Profit and loss brought forward</b>	<b>24</b>	<b>73</b>
Amount gifted to the charity	(24)	(73)
<b>Profit and loss carried forward</b>	<b>107</b>	<b>24</b>

	2022 £'000	2021 £'000
<b>Balance sheet</b>		
Assets	233	72
Liabilities	(126)	(48)
<b>Net funds</b>	<b>107</b>	<b>24</b>

The Charity is the ultimate parent undertaking, having 100% control of HAHC Education Ltd, a company limited by guarantee and registered in England. The subsidiary is used for construction activities.

The company did not trade in either this or the previous year. The company has no net assets and the balance sheet dates.

# Haberdashers' Aske's Federation Trust

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 August 2022

### 26 COMPARATIVE ANALYSIS

Consolidated statement of financial activities for the year ended 31 August 2021.

		Unrestricted funds £'000	Restricted funds		Total 2021 £'000
	Notes		General £'000	Fixed asset £'000	
<b>Income and endowment from:</b>					
Donations and capital grants	2	—	—	5,207	5,207
Charitable activities:					
. Funding for educational operations	3	—	38,852	—	38,852
. Teaching school	3	—	108	—	108
. Voluntary income	4	426	194	—	620
Other trading activities	5	43	—	—	43
Other income	6	723	—	—	723
Investments	7	10	—	—	10
<b>Total income and endowments</b>		<b>1,202</b>	<b>39,154</b>	<b>5,207</b>	<b>45,563</b>
<b>Expenditure on:</b>					
Raising funds:					
Charitable activities:					
. Educational operations	8&9	960	38,213	2,976	42,149
. Teaching school		220	107	—	327
. Other trading activities		19	—	—	19
<b>Total expenditure</b>	<b>8&amp;9</b>	<b>1,199</b>	<b>38,320</b>	<b>2,976</b>	<b>42,495</b>
<b>Net income (expenditure)</b>		<b>3</b>	<b>834</b>	<b>2,231</b>	<b>3,068</b>
Transfers between funds	17	—	(1,317)	1,317	—
<b>Other recognised gains and losses</b>					
Actuarial gains (losses) on defined benefit pension schemes	23	—	(3,442)	—	(3,442)
<b>Net movement in funds</b>		<b>3</b>	<b>(3,925)</b>	<b>3,548</b>	<b>(374)</b>
<b>Reconciliation of funds</b>					
Total funds brought forward		2,427	(8,424)	77,977	71,980
<b>Total funds carried forward</b>		<b>2,430</b>	<b>(12,349)</b>	<b>81,525</b>	<b>71,606</b>

# Haberdashers' Aske's Federation Trust

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 August 2022

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### 27. RELATED PARTY TRANSACTIONS

The Worshipful Company of Haberdashers has appointed 6 Nominated Directors to the Board of Trustees. The Worshipful Company of Haberdasher and its charities donated £553,480 during the year (2021: £551,000), the amount of £381,976 has been deferred at the year end and included in creditors for release in 2022-23.

The Temple Grove Schools Trust has appointed one Nominated Director to the Board of Trustees. It holds endowment funds for the benefit of pupils in the primary phase of education. Temple Grove Schools Trust donated £67,500 during the year (2021: £71,000). A total of £28,284 of the current year donation was deferred at the year end and included in creditors for release in 2022-23.

A Director of HAHC Trading Ltd, a wholly owned subsidiary of the Trust, is also a Director of the Trust. During the year, the Trust charged a total of £49,672 (2021: £44,514) to HAHC Trading Ltd for the services it provided to enable trading. At the end of the year, HAHC Trading owed the Trust £119,874 (2021: £44,514). The profit for the year of £107,108 (2021: £24,000) will be paid out within nine months as a donation under gift aid regulations.

Dame Sue John of the Board served as an Executive Director of Challenge Partners. The Trust made payments of £46,476 to Challenge Partners as an annual subscription for professional learning. The contract was in place before Dame Sue John joined the Trust Board.

### 28. POST BALANCE SHEET EVENTS

Practical completion of the new school at Borough has not yet taken place. The Trust expects Practical completion will occur during the year ending 31 August 2023, at which point the Department for Education will grant the Trust a long lease over the main school site and the sports centre.

Following practical completion, a full valuation of the assets will be completed to determine an appropriate valuation of the site, for inclusion in the financial statements at 31 August 2023.