

Annual Report & Accounts
for the year ended 31 August 2023



Haileybury

Haileybury and Imperial Service College

Annual Report for the Year Ended 31 August 2023

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Review of the Year Ended 31 August 2023

Introduction

Measured in almost any way, the academic year 2022-23 was a very successful one for our pupils and the School as a whole. Perhaps the broadest indication of the strength of our collective performance came from the outcome of the whole school inspection. In October 2022, a team of inspectors from the Independent School Inspectorate (ISI) performed a no-notice inspection. The inspection team judged us “excellent” (the highest standard) in terms of the quality of education the School provides. This judgement encompasses academic, pastoral and co-curricular educational quality provision as well as the personal development of the pupils. We were all greatly buoyed by the inspectors’ written and oral feedback. A copy of the inspection report can be found [here](#).

Our partnerships with various schools have continued to develop throughout the year; we greatly value our community of Haileybury schools for the opportunities for collaboration and the sharing of educational practice. We were delighted that Haileybury Turnford followed up their own inspection success last year with the award of a substantial government grant to rebuild the majority of their school.

Our flagship estates development project, SciTech, was close to completion by the end of the summer and pupils attended their first lessons in the new facility from the start of November 2023. This first project from our Estates Masterplan, use of which will be shared with Haileybury Turnford, emphasises our ambition for pupils to be intellectually curious as well as academically successful.

Public benefit

Haileybury is committed to providing public benefit by widening access to education. As part of this commitment, the School sponsors a local Single Academy Trust, Haileybury Turnford (HT), and offers means-tested bursaries to our pupils. Haileybury has continued to provide significant financial and practical support to HT, including professional expertise in governance. Our Deputy Head (Pastoral), Dr Laura Pugsley, serves as HT’s Vice Chair of Governors and Chair of the Education Committee. Other senior colleagues, including the Master, also sit on HT’s Governing Body and Education Committee.

We have implemented several initiatives for HT throughout the academic year, including Latin lessons at Haileybury for Year 7 and Year 9 HT pupils. Other projects included a Year 7 online maths and coding course, a maths and computer science coding day and participation in the Model United Nations conference. Haileybury has also provided support for Year 12 and Year 13 pupils in their UCAS and Oxbridge applications, and an increasing number of HT pupils have been offered places at Russell Group universities. HT pupils are members of the Haileybury Combined Cadet Force. We also offer operational assistance and advice, and our Grounds and Gardens staff help with maintenance of the site at HT.

Community activities and service

Haileybury’s strong commitment to community action and charitable work continued this year with a breadth of volunteering opportunities and, notably, the inaugural Hearts and Wings Holiday. In collaboration with Green Frog Holidays, the School provided a week-long residential holiday for 21 children with disabilities, run by a team of volunteers made up of current and former pupils, staff and more experienced helpers. The holiday provided respite for families, an exciting and enjoyable experience for our guests, and a life-changing opportunity for the volunteers.

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All three services in the Combined Cadet Force participated in the annual Ministry of Defence summer camps for the first time since the pandemic.

Safeguarding and wellbeing

The safeguarding of pupils remains the School's foremost priority. The in-house counselling service has been a great asset again this year, and the School has continued to benefit from the NHS educational mental health practitioner service one day a week.

The ISI inspectors found the School's safeguarding and pupil wellbeing policies and procedures to be compliant; the Wellbeing programme (PSHE/RSE) was also judged compliant. Additionally, the success of the Wellbeing Award for Schools (gained in May 2022) was reflected in the School's nomination for, and commendation in, the TES Pupil Mental Health and Wellbeing Initiative Award 2023.

In September 2022, Dr Laura Pugsley was appointed Deputy Head (Pastoral) (a change from Deputy Head (Safeguarding and Wellbeing)), and charged with developing the pastoral strategy for the School. She has chaired a sub-committee of the Senior Leadership Team (SLT) and formulated a specific pastoral strategy, with an emphasis on developing the role of the tutor, and the design of a complementary professional development programme for all pastoral pathways. A significant part of safeguarding pupils is proactive intervention before issues become more serious; in September 2023 the School will launch the use of a new evidence-based wellbeing measurement tool called STEER tracking, as a means of providing tutors and House teams with insightful data and informed strategies to support pupils on an individualised basis.

Academic

The School's (I)GCSE results were excellent, with 55% of grades awarded at the highest level of 9/8 (A*) and 80% of grades at 9/8/7 (A*-A). Additionally, one fifth of all (I)GCSE pupils achieved straight 9/8 (A*) grades. Notably, the proportion of grades awarded at 9-7 or equivalent is 15% higher than in 2019 (the last 'normal' year for examination results before the Covid pandemic), while many competitors are only achieving 2019-level results. These outstanding academic outcomes are the highest in the School's history (pandemic years notwithstanding), demonstrating significant progression.

Haileybury pupils achieved an average score of 39 in the International Baccalaureate Diploma Programme, equivalent to A*AAA at A level. This average points score is the joint highest in the School's history and is particularly notable given the national average points score has decreased by nearly two points in recent years to 34.67.

A-level pupils were awarded the School's best grades, with 44% achieving A* or A and 78% achieving A*-B. As a result, 56% of all Sixth Form grades achieved this year were at A or A* level or equivalent, with 86% of all Sixth Form grades at A*-B. These impressive grades have enabled nearly 100% of pupils to enrol in pathways beyond school, with 90% enrolled in universities of their choice, including Oxford and Cambridge. The remaining pupils have either taken gap years or progressed into apprenticeships or the world of work.

The School's commitment to promoting dialogic learning through work with Oracy Cambridge has resulted in the publication of the first Journal of the Haileybury Institute for Educational Research. This journal has empowered teachers to define themselves as reflective, evidence-informed practitioners, and has changed the way initiatives are developed within the School. The School's focus on curriculum deliberation now centres on ensuring that new teaching spaces support learning for all pupils, whether through design thinking, innovation courses, or projects similar to StanX. The

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School collaborated with MIT and NuVu innovation school in Cambridge, MA, in preparation for the opening of the new SciTech Centre.

Sport

It has been a memorable year for sport both in terms of participation and opportunity as well as performance at the highest level. The girls' hockey 1st XI enjoyed a successful campaign culminating in the U18 National Cup Final. The girls' football squad had success in the national football cup reaching the last 16 schools in the country. The girls' senior swimming squad defended their Hertfordshire County League crown for a third successive season over a series of highly competitive galas, before reaching the top 10 in the England Schools' Championships in November. Four of these pupils went on to win the National Medley Relay Crown at the London Olympic Aquatic Centre.

The boys' rugby 1st XV enjoyed a good season and reached the National Plate semi-final. Amongst the 19 rugby squads across the School, the U15A reached the last 16 in the national cup. On an individual level, one pupil was selected to play in South Africa for the England U18 team.

The U15A netball squad successfully took on the Saracens Mavericks Academy sides, with B teams successfully competing against opposition schools' A sides. The lacrosse U15 girls meanwhile successfully claimed the title in the national championship.

The boys' skiing squad reached the national final in October. Haileybury pupils won the U16 National Singles and Doubles Rackets Championships and the boys' golf team won the inaugural East of England Golf Championships. In National Schools' Fencing, a Haileybury pupil won the girls' foil national schools' championships and was selected for the British World Cup squad.

Boys' football in the spring term offered opportunities for 24 squads across the School and the U16A triumphed in their league. The boys' U16 hockey team won the East round of the National Cup. In cricket, 40 teams played across both boys' and girls' programmes. The boys' and girls' U15 both reached the quarter final stages of their respective cups and the U17 girls likewise.

A memorable year in terms of both participation and top-end performance, the School has fielded 180 different teams over the year with over 1,100 fixtures across 16 different sports. In so doing, Haileybury has won five national titles, in addition to four national final appearances and 17 county or regional successes.

Music

For the first time in recent history, over 40% of the pupil body studied a musical instrument in the academic year 2022-23. The success of the trial lessons scheme in the Lower School is now in evidence in the Senior School, where over 50% of Removes pupils study at least one instrument.

Numerous ensembles enjoyed a successful and high-profile year. In March, the Chamber Choir sang at a Memorial Service at Sandhurst for the Late Field Marshal Sir John Chapple (OH), and ended the academic year with a tour of Malaysia and Australia in July. In an historic first, the joint choirs of Haileybury and Haileybury Melbourne sang a recital in the Chapel at Melbourne. The Symphony Orchestra gave a performance of Dvořák's Symphony No. 8 at a Spring Concert dedicated to the memory of another notable Old Haileyburian, Michael Freegard. The Big Band, Concert Band and Contemporary Choir led the School's Jazz and Pop events, with a successful Charity Gala in aid of the new Hearts and Wings Holiday. Notable performances of other large works included John Rutter's Requiem and Poulenc's Gloria.

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The School also introduced the Young Musician of the Year Competition in February, attracting over 200 participating pupils.

Drama and dance

The Drama department had an outstanding year with the production of three shows of exceptional quality. A powerful interpretation of Macbeth was staged beneath a giant golden crown in the Ayckbourn Theatre, followed in February by a popular production of Les Miserables. In the Spring term Haileybury made its debut entry to the Coram Schools' Shakespeare Festival, with a production of Twelfth Night. In the Summer term, 74 Lower School pupils charmed audiences with their version of Matilda.

HTV film club produced their first creative short film 'Breaded Chicken Chateau', completely shot, written and performed by the pupils. The film will be submitted to festivals during the 2023-24 academic year. The annual Dance Show continues to be a popular favourite with pupils and staff.

LAMDA continues to flourish, with two successful showcase events and four rounds of examinations, many of which were passed at distinction level. The new LAMDA block and dance studio have provided improved facilities and LAMDA numbers currently stand at 165 pupils.

Noteworthy pupil achievements included a pupil being accepted into the prestigious National Youth Theatre and another's appearance in Netflix's Matilda. Additionally, a script writing module for Middle School pupils, delivered by BBC scriptwriter Paul McKenna, received excellent feedback.

Art

The Art School has maintained its provision of regular workshops to develop and refine pupil skills from Lower School 1 to Upper Sixth. The Art School increased the co-curricular offering last year and it has been pleasing to see more pupils attending the department outside of lesson time to consolidate their learning.

The new ceramics area has been a huge success; pupils across all year groups have made excellent use of the facilities and it has allowed the department to offer ceramics for staff also which has proved a popular wellbeing initiative.

The wider contextual understanding of pupils has been enhanced by trips to the William Kentridge exhibition at the Royal Academy of Arts, the Courtauld Gallery and the National Gallery.

The year has seen a return to physical exhibitions. The investment in purpose-built exhibition boards has allowed the exhibition spaces to be tailored for each exhibition, creating a new experience for each year group.

Combined Cadet Force (CCF)

The appointment of a new and experienced Staff Sergeant Instructor in October 2022 made an instant impact. Numbers of recruits are high. The development of adventurous training (AT) was a focus, culminating in an AT Easter camp for Haileybury Turnford cadets and a summer AT week for the RAF Middles. The purchase of four canoes is an exciting addition for future expeditions and the acquisition of four Xboxes and linked screens have created a new 'flight simulator' suite to enhance training opportunities for the RAF cadets. A 'training in a built-up area' (TIBUA) installation was also built and used for the first time.

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Duke of Edinburgh Scheme

The Duke of Edinburgh's Award programme continues successfully and during the year had 258 pupils enrolled in the scheme across four year groups.

Sustainability and conservation

The School has worked with consultants, Re-Energise, to devise its provisional Net Zero Strategy. The School continues to work on its decarbonisation, waste and water plans with the ambition of achieving net zero within 20 years, i.e. by 2043.

Pupil sustainability initiatives this year have included the receipt of 400 trees from the Woodland Trust and the award of Bronze and Silver Green School Awards. The pupils have participated enthusiastically again this year in the upkeep of the bee hives and apiary.

Haileybury estate

Construction of the new SciTech centre continued throughout the year with completion in late October 2023. SciTech represents the School's commitment to the very best academic facilities for pupils. In addition to new classrooms and laboratories, SciTech includes a research centre which is the formal base for the StanX partnership (with Stanford University), and areas for robotics and design. The facility links science, research and design technology by a cloistered quad, which is in sympathy with the brickwork of the Baker building and the two existing quad areas in the School.

A number of other projects were completed in 2023, including a new outdoor cricket net facility, refurbishment of the economics classrooms and a new parking area adjacent to Alban's.

International schools

Haileybury's two partner schools in Kazakhstan continue to thrive with these schools achieving academic success and growing in pupil numbers. A new Haileybury school in Malta opened in September 2023. Haileybury Bhaluka in Bangladesh is scheduled to open in September 2024.

Conclusion

There have been many highlights this year, not least the outstanding ISI inspection report, resounding success in our public examination results and the completion of our state-of-the-art SciTech project. We remain a school dedicated to service, and the education of the individual in the broadest possible sense, and these remain at the core of everything we do. At the end of the academic year 2023-'24, Martin Collier will retire as Master, after a distinguished career in education. Eugene du Toit has been appointed as his successor. The School looks forward with confidence as our pupils, and those of Haileybury Turnford, enjoy our new facilities and the enhanced opportunities these will bring.

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Council's Report of the Year Ended 31 August 2023

Objects and aims

The objects of the Charity are to carry on and maintain the School, provided that Council may, without limitation, pursue these objects by carrying on one or more colleges or schools on one or more sites, and by making grants in support of one or more colleges or schools provided that any such college or school shall in their opinion be connected or associated with the School and further such other exclusively charitable objects in the opinion of Council associated with the School.

It is the aim of the School to ensure that every pupil maximises their academic potential. In addition, the School provides an exceptionally diverse co-curricular programme that aims to promote self-discipline, resilience, self-confidence, a desire to contribute to the local community, concern for others and to instil in pupils the importance of service. The School supports the pupils' wellbeing through a clear pastoral framework and dedicated resources.

The future plans of the School are referred to throughout the Review of the Year and Council's Report.

Structure

Haileybury and Imperial Service College was established under a Royal Charter of Incorporation dated 30 August 1864, together with later Supplemental Charters, to run as a place of education. It is registered as a charity, number 310013.

The School has been in the process of seeking a new, updated, Supplemental Royal Charter. The Supplemental Charter was sealed on 7 September 2023 and changed the name of the charity to "Haileybury College". As at the year-end however, the formal legal name of the charity was still Haileybury and Imperial Service College. Under the new Charter, the charity will continue to be known informally as "Haileybury".

Haileybury Enterprises Limited (HEL) is a subsidiary wholly owned by Haileybury, which is responsible for the management of trading activities which are undertaken for the ultimate benefit of the School. The principal activities of the company are the running of an international English language school in holiday periods; residential and sports complex lettings; and the provision of educational consultancy services and brand licencing for the operation of international schools under the Haileybury name.

Governance

Under the Charter which applied at the year-end, the School had a two-tier structure of governance comprising a full Board of Governors, who are the members of the Corporation, and an elected Council.

The members of Council were elected by the Governors. By the terms of the Charter, the affairs and property of the corporation were under the conduct, management and control of Council, whose members are the Charity Trustees within the meaning of section 97(1) Charities Act 2011, namely "the persons having the general control and management of the administration of a charity". The members of Council are listed on page 40.

The members of the Council give very generously of their time and efforts to help guide the School. Their varied and relevant professional expertise is wide ranging.

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The President is the Bishop of the St Albans Diocese, within which the School is situated. The Chairman of Governors and the Chairman of the Nominations and Governance Committee are elected by the Governors and hold office for a period of three years. The Treasurer is appointed by Council and is ex-officio Chairman of the Finance and General Purposes Committee. Candidates for election to Council are identified by the Nominations and Governance Committee set up for this purpose.

New members of Council are introduced to the workings of the School during an induction visit involving the Master, the Bursar (see below), the Chief Operating Officer and other senior staff relevant to their particular area of expertise. An induction training session is also provided to new members. Members of Council attend external and internal training courses and seminars on an ongoing basis.

Meetings and committees

The Supplemental Charter in force at the year-end delegated oversight of the School to the members of Council, who in turn delegated the day-to-day management to the Master who is supported by the Senior Leadership Team. A Chief Operating Officer was appointed in May (with responsibility for the operational areas of the School) ahead of the departure of the Bursar at the end of the financial year and a forthcoming restructuring of the School's finance function. Day-to-day matters concerning the administration of the charity were delegated to the Bursar during the year and Chief Operating Officer from September 2023. The Master and the Bursar/Chief Operating Officer were the key management personnel during the year in question.

The Board of Governors meets annually. Council meets four times a year in addition to attending an annual Strategy Day. Council has appointed a number of committees as set out below (all committees and Council meet additionally as required):

- Nominations and Governance Committee – meets termly
- Finance and General Purposes Committee – meets four times a year
- Education Committee – meets termly
- Safeguarding and Wellbeing Committee – meets termly
- Estate Committee – meets termly
- Investment Committee – meets twice a year
- Audit and Risk Committee – meets termly
- Development Committee – meets termly
- International Committee – meets termly
- HR and Remuneration Committee – meets termly

Membership of these committees is given on page 40. Other committees are formed by Council from time to time for specific purposes and disband on completion of their work.

In addition to the committees listed above the following Governors have special responsibilities:

- Rev Canon S Harvey - Safeguarding Lead Governor
- Dr A Drewett - Health and Safety Liaison Governor
- Mr G Ellison - Policies Liaison Governor
- Mr C Sherwood - Teaching Staff Liaison Governor
- Mr N Gilbert - Support Staff Liaison Governor
- Mr S Westley - Haileybury Turnford Liaison Governor
- Rev P Hunt - Equality, Diversity and Inclusion (EDI) Liaison Governor

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- Ms T Pandya - EDI Liaison Governor

Remuneration for senior staff and any whole staff pay award is agreed by Council, with the objective of providing appropriate incentives to encourage enhanced performance and of rewarding fairly and responsibly individual contributions to the School's success. Due regard is also given to the external market.

Advisers to the School are all specialists in the education and charity sector and give advice as required. The Advisers are set out on page 41.

Financial review of the year and future plans

The Consolidated Statement of Financial Activities shows a net surplus from operations of £1.1m (2022 surplus £1.2m). After realised and unrealised losses on investments the net movement in funds for the year was a surplus of £0.8 (2022 deficit £1.0m). As a result, consolidated total funds increased to £62.3 (2022 £61.5m).

Haileybury takes its public benefit responsibilities seriously. In addition to the direct and indirect financial support provided to Haileybury Turnford, means-tested fees assistance for Haileybury pupils of £1.0m was provided (2022 £1.0m).

Demand for places remains high and fee income is correspondingly strong. The Governors' strategy to increase income from other sources has led to a focus on developing the School's commercial revenue streams, such as the establishment of a residential language school run in the holidays and managed in-house. There is also an aim to raise development funding income. The intention is to create more consistency in terms of income expectation.

Inflation has been a considerable challenge with food inflation running at nearly 20% and the cost of building supplies not far behind. Energy costs are obviously a major overhead for the School and costs have risen sharply by over 100%. Energy subsidies alleviated, to some extent, the significant extra cost of energy during the year although costs will increase in 2023/24 due to the withdrawal of this assistance. Though the School has reduced, and continues to reduce, its energy consumption, usage levels remain significant. As described above, the School has this year worked with an external consultancy to devise a detailed sustainability strategy to (amongst other things) reduce reliance of fossil fuels for both ethical and financial reasons.

Income from the trading subsidiary (Haileybury Enterprises Limited) now comes from two main sources – international partnerships and the new summer language school. Sundry lettings of sports and residential facilities makes up the balance, although this is expected to grow with the appointment of a Commercial Operations Director in 2024.

Partnership income comes mainly from our two partner schools in Kazakhstan as it has done for a number of years. A new school in Malta opened in September 2023 to be followed by Haileybury Bhaluka, Bangladesh (expected September 2024). The second year of the Haileybury run summer language school was a success with turnover increasing from £149k in 2022 to £900k in 2023 and set to increase further in 2023/24 with the addition of an Easter School and greater capacity in the summer.

During 2022/23 our capital investment focus was to progress the SciTech project (which opened to pupils in November 2023). In the face of the inflation challenge described above, the Governors' decision to opt for design and build construction (and hence fixing the cost) rather than the "traditional" construction route (for which the School takes cost escalation risk) reduced the risk of significant cost overruns. See below for further details.

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The Governors recognise the risk posed by the possible imposition of VAT on school fees and are planning accordingly. Cost control remains of paramount importance and the School strives to maximise the value obtained from all expenditure.

The principal funding source for the charity is fee income which amounted to £31.8m (2022 £29.3m).

Assets

Excluding cash held within the investment portfolio, cash at bank at the year-end was £4.8m (2022: £8.0m) after purchase of capital additions of £15.1m (2022: £5.4m). Cash flow is actively managed and debt collection procedures are effective. As in all independent schools receiving fees three times a year, the year-end position represents the highest point in the cash cycle. The lowest point is approximately £5.5m lower than the year-end balance.

During the year the School invested £15.1m in fixed assets of which £13.4m was work-in-progress related to SciTech. Note 15 (pages 35-38) to the accounts shows the allocation of assets to the various funds.

As mentioned above, construction of the SciTech project began in July 2022 and completed in October 2023. The cost of the project shows as work-in-progress at the year-end. It is a £19.5m development to provide cutting edge science teaching and research facilities. The inclusion of research facilities at a school is prestigious, and will provide Haileybury pupils, and those of Haileybury Turnford, with unrivalled opportunities to study at a higher level. The building has run to budget and is financed by unrestricted cash reserves, a five-year Revolving Credit Facility (RCF) from Barclays and the Charity Commission approved use of a proportion of the School's invested endowment (the School has permission from the Charity Commission to draw down £7.5m from the endowment, but has only drawn down £4.5m of this amount as at the year end).

The project to repair and refurbish the Chapel continued through the year and is likely to take another two years in order not to deprive pupils of the space during term-time.

In addition to the usual round of teaching space refurbishment, the School benefitted from six new cricket nets on Hailey Field (made possible by a generous donation from a parent).

Fundraising performance

During the year the School was fortunate to receive voluntary funding of £0.4m (£1.0m in 2022). Unfortunately, the majority of the legacy making up the 2022 result related to a house in London that dropped in value over the intervening 11 months. Therefore a downward adjustment of £300k was made to the accrued legacy value, which impacted this year's result.

The Development Director, reporting to the Master, leads on fundraising activity.

The Trustees recognise the importance of maintaining the highest standards of practice and care in relation to fundraising activities. The School keeps donors informed through regular updates with all fundraising activity carried out by school staff. The School does not actively solicit financial support from members of the general public.

Investment powers, policy and performance

Investment powers are governed by the School's Charter and individual trust deeds. Haileybury aims to balance the needs of current and future pupils for whom the endowed and restricted funds are

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held. As a result, the majority of funds are invested to maximise total return (aggregate of income and capital growth). Income is drawn prudently according to an agreed formula that preserves capital whilst providing sufficient funds for current beneficiaries.

Investment income in 2023 was £0.3m (2022 £0.4m). Realised and unrealised investment losses amounted to £0.3m (2022: loss of £2.2m). The investments liquidated at the end of last year (£5.8m) and utilised during 2023 to fund the SciTech project drove a corresponding reduction in the gross income expected from the portfolio.

The performance of the investment managers is monitored by the Investment Committee with the appropriate indices being used as a benchmark. The performance of the funds over the period has been broadly in line with the relevant benchmark.

The Composition of Fees Scheme, which provides for the payment of fees in advance, is segregated from the other funds of the School. This fund is invested so that the maturation profile is in line with the related liability to provide schooling in future years; the analysis of future liabilities is shown in note 14 (page 34).

Reserves policy

As at August 2023 the School held Unrestricted Funds of £45.7m (see note 15). Free unrestricted reserves (which exclude the value of fixed assets) are negative £10.9m. Negative free reserves are common in the accounts of independent schools where surpluses are used to invest in fixed assets. The Governors have reviewed the level of funds held and have concluded that they are appropriate to meet future plans.

The school holds endowed funds of £14.8m and restricted funds of £1.4m. Please refer to note 15 on pages 35-38 for further information regarding the various funds.

Having reviewed the funding options available to the School together with the expected ongoing demand for places and the School's future projected cash-flows, Council has concluded that the School has adequate resources to continue its activities for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the financial statements as outlined in the Statement of Accounting Policies on pages 19 to 23.

Principal risks and uncertainties

Council is responsible for ensuring there are risk management processes identifying the major risks and ensure that, where possible, they are managed. Council delegates the detailed oversight of risk to the Audit and Risk Committee which, together with the senior leadership of the School, and the other committees, considers and grades risks for the likelihood of their occurrence and the possible impact should they occur. For the risks identified, the existing systems to mitigate those risks are scrutinised. In each case, the individuals responsible for implementing the procedures and for keeping them under review are identified with regular reports back to Council. For the major risks identified, Council has taken steps to ensure these risks are managed.

A reduction in pupil numbers is a principal risk faced by the School. This is actively managed by considering factors which may lead to a reduction in pupil numbers and taking remedial action where necessary. The success of recruitment despite the pandemic highlights the success of this strategy. The governors recognise the potential threat to demand for places from the possible imposition of VAT on school fees and is planning appropriately.

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A risk for all schools to manage is the safeguarding of pupils. There are robust policies in place relating to child protection and there is a sub-committee of Council which has specific oversight of welfare and safeguarding.

Health and safety is also a significant area for risk management and the Head of Health and Safety reports to the Finance and General Purposes Committee on a regular basis. A member of Council takes a special interest in Health and Safety.

Accounting and reporting responsibilities

Council is responsible for preparing Council's Report and the Financial Statements in accordance with applicable law and regulations.

Charity law requires Council to prepare Financial Statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards) and applicable law.

Under charity law, Council must not approve the Financial Statements unless it is satisfied that they give a true and fair view of the state of affairs of the charity and of its net incoming resources for that period. In preparing these Financial Statements, Council is required to:

- Select suitable accounting policies and then apply them consistently.
- Make judgments and estimates that are reasonable and prudent.
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the Financial Statements on the going concern basis unless it is inappropriate to presume that the charity will continue to operate.

Council is responsible for keeping proper accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the Financial Statements comply with the Charities Act 2011.

Council is also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by Council on 13 February 2024 and signed on its behalf by:



M J Rayfield
Chairman of Council



R P Munn
Treasurer

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Report of the Auditors

Opinion

We have audited the financial statements of Haileybury and Imperial Service College for the year ended 31 August 2023 which comprise the Consolidated Statement of Financial Activities, the Group and Charity Balance Sheets, the Consolidated Cash Flow Statement, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charity's affairs as at 31 August 2023 and of the group's net movement in funds for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder. 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'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 Council with respect to going concern are described in the relevant sections of this report.

Other information

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

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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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charity, or returns adequate for our audit have not been received from branches not visited by us; or
- sufficient accounting records have not been kept; or
- the parent charity financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Council for the financial statements

As explained more fully in the Council's responsibilities statement set out on page 12, the Council members 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 Council Members 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 Council members are responsible for assessing the group's and the parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Council either intends to liquidate the group or the parent charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the Charities Act 2011 and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered other factors such as income tax, payroll tax and sales tax.

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We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and concluded that the risk was low. Audit procedures performed by the engagement team included:

- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates; and
- Review of minutes of meetings held in the year.

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. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's Council, as a body, in accordance with section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's Council 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 charity's Council as a body for our audit work, for this report, or for the opinions we have formed.

Haysmacintyre LLP.

Haysmacintyre LLP
Statutory Auditors

Date: 27 February 2024

10 Queen Street Place
London
EC4R 1AG

Haysmacintyre LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

Haileybury and Imperial Service College

Consolidated Statement of Financial Activities

for the Year Ended 31 August 2023

	Notes (pages 24-39)	Unrestricted Funds £'000	Restricted Funds £'000	Endowed Funds £'000	Total 2023 £'000	Total 2022 £'000
Income and Endowments from:						
Charitable Activities						
School fees receivable	1	29,239	-	-	29,239	26,868
Ancillary trading income	2	581	-	-	581	692
Other Trading Activities						
Non-ancillary trading income	3	1,885	-	-	1,885	1,329
Investments						
Investment income		12	12	306	330	362
Bank and other interest		-	1	-	1	3
Voluntary Sources						
Grants and donations	4	160	77	-	237	970
Total Income		31,877	90	306	32,273	30,224
Expenditure on:						
Raising Funds						
Non-ancillary trading	3	666	-	-	666	168
Financing costs		115	-	-	115	15
Investment management		1	3	92	96	116
Fundraising		189	-	-	189	174
Total Cost of Raising Funds		971	3	92	1,066	473
Charitable Activities						
Education		30,089	5	3	30,097	28,572
Total Expenditure	5	31,060	8	95	31,163	29,045
Net Income/(Expenditure) from Operations before Transfers and Investment Gains						
		817	82	211	1,110	1,179
Gains/(Loss) on investments	10	36	(21)	(260)	(245)	(2,225)
Net Income/(Expenditure)		853	61	(49)	865	(1,046)
Transfers between funds	8	5,062	(214)	(4,848)	-	-
Net Movement in Funds for the Period						
		5,915	(153)	(4,897)	865	(1,046)
Fund balances brought forward at 1 September 2022		40,228	1,547	19,730	61,505	62,551
Fund Balances Carried Forward at 31 August 2023	15	46,143	1,394	14,833	62,370	61,505

All of the above income and expenditure relates to continuing activities.

Haileybury and Imperial Service College

Consolidated Balance Sheet

As at 31 August 2023

		Consolidated		Charity	
	Notes (pages 24-39)	2023 £'000	2022 £'000	2023 £'000	2022 £'000
FIXED ASSETS					
Tangible assets	9	56,731	43,394	56,731	43,394
Investments	10 & 14	14,433	20,605	14,434	20,606
		<u>71,164</u>	<u>63,999</u>	<u>71,165</u>	<u>64,000</u>
LONG-TERM ASSETS					
Debtors receivable after one year	11	658	682	658	682
CURRENT ASSETS					
Stocks		220	165	220	165
Debtors	11	1,820	2,784	1,595	2,589
Cash and deposits		4,826	7,994	4,485	7,763
		<u>6,866</u>	<u>10,943</u>	<u>6,300</u>	<u>10,517</u>
CURRENT LIABILITIES					
Creditors payable within one year	12	(14,789)	(13,958)	(14,949)	(13,973)
NET CURRENT ASSETS/(LIABILITIES)		<u>(7,923)</u>	<u>(3,015)</u>	<u>(8,649)</u>	<u>(3,456)</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		63,899	61,666	63,174	61,226
LONG-TERM LIABILITIES					
Creditors payable after one year	13	(1,529)	(161)	(1,529)	(161)
NET ASSETS		<u>62,370</u>	<u>61,505</u>	<u>61,645</u>	<u>61,065</u>
ENDOWED FUNDS	15b	14,833	19,730	14,833	19,730
RESTRICTED FUNDS	15d	1,394	1,547	1,394	1,547
UNRESTRICTED FUNDS	15e				
Designated funds		399	1,796	(326)	1,356
General funds		45,744	38,432	45,744	38,432
TOTAL FUNDS		<u>62,370</u>	<u>61,505</u>	<u>61,645</u>	<u>61,065</u>

Approved by Council on 13 February 2024 and signed on its behalf by:



M J Rayfield
Chairman of Council



R P Munn
Treasurer

Haileybury and Imperial Service College

Consolidated Cash Flow Statement

for the Year Ended 31 August 2023

	Notes (pages 24-39)	2023 £'000	2022 £'000
Net cash inflow from operations			
Net cash provided by operating activities	16	5,920	2,138
Cash flows from investing activities:			
Payments for tangible fixed assets	9	(15,135)	(5,418)
Payments to acquire investments	10	(19,034)	(6,902)
Proceeds from sale of investments	10	18,952	12,298
Investment managers' fees	10	(96)	(116)
Investment income and bank interest received		<u>331</u>	<u>365</u>
Net cash used in investing activities		<u>(14,982)</u>	<u>227</u>
Cash flows from financing activities			
Finance costs paid		(115)	(15)
Finance lease rentals		<u>-</u>	<u>-</u>
Net cash used in financing activities		<u>(115)</u>	<u>(15)</u>
Change in cash and cash equivalents in the reporting period		(9,177)	2,350
Cash and cash equivalents at the beginning of period		14,171	11,821
Cash and cash equivalents at the end of the reporting period	17	<u>4,994</u>	<u>14,171</u>

Haileybury and Imperial Service College

Statement of Accounting Policies

for the Year Ended 31 August 2023

Principal accounting policies

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), The Charities Act 2011 and the 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 (FRS102) (2nd edition) - effective 1 January 2019.

The functional currency of the School is considered to be GBP because that is the currency of the primary economic environment in which the School operates.

Basis of consolidation

The Charity figures in these Financial Statements include the accounts of the College Unrestricted Fund, Other Unrestricted Fund, Scholarships & Bursaries Funds, (including Haileybury Charitable Trust, HCT), Special Fund, Composition of Fees Scheme and the Imperial Service Endowment (ISE). Any interfund balances have been eliminated.

The consolidated Financial Statements incorporate the Financial Statements of the College and its trading subsidiary (HEL). Intra-group sales and profits are eliminated on consolidation.

Haileybury, acting by Council, are the Trustees of the ISE.

Going concern statement

Having reviewed the funds available to the School together with the expected ongoing demand for places and the School's future projected cash flows, Council has reasonable expectation that the school has adequate resources to continue its activities for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the Financial Statements.

Key judgements and sources of estimation uncertainty

In the application of accounting policies, Trustees are required to make judgement, estimates, and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affected current and future periods. In the view of the trustees, no assumptions concerning the future or estimation uncertainty affecting assets or liabilities at the balance sheet date are likely to result in material adjustment to their carrying amounts in the next financial year.

Incoming resources

Tuition fees

School fees receivable represent amounts receivable for educational services provided. Charges for services and use of premises are accounted for in the period in which the service is provided.

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Donations

Donations received for the general purposes of the College are credited to Other Unrestricted Funds, to distinguish them from direct College income. Donations subject to specific wishes of the donors are carried to relevant Restricted Funds or to Endowed Funds where the amount is required to be held as permanent capital.

Trading income

Ancillary and non-ancillary trading arising from the sale of goods or the provision of services is recognised in the period in which the goods are delivered or the service is provided.

Income from other sources

Other income, including investment income, is recognised on a receivable basis.

Resources expended

Expenditure is accounted for on an accruals basis. Certain expenditure not directly attributable to particular functional activity categories are apportioned on the basis of management estimates of the amount attributable to the activity in the year, by reference to staff time or usage. The irrecoverable element of VAT is included with the item of expense to which it relates.

Expenditure on raising funds includes the expenditure of the trading subsidiary Haileybury Enterprises and costs incurred in raising voluntary resources and finance costs.

Charitable Activities include costs related to teaching, welfare, premises, support, awards and prizes. All department costs which assist the primary objective of the college, being the provision of education, are included in the support category.

Governance costs comprise the costs of running the charity, including strategic planning for its future development, audit and any legal advice for the Governors, and all costs of complying with constitutional and statutory requirements.

Unrestricted Funds

Unrestricted Funds are those funds which are freely available for use in accordance with any of the College's objects. They also include funds in the Composition of Fees Scheme but these are segregated to ensure that future obligations can be met.

Designated Funds

Designated Funds represent certain funds set aside from Unrestricted Funds by Council for specific purposes.

Restricted Funds

Restricted funds are monies received on trust for use in furtherance of a specific purpose determine by the donor. Restricted Funds include restricted monies raised from fundraising efforts for specific projects and the Special Fund. The Special Fund is of subsequent creation and ancillary to the main purpose of the

Haileybury and Imperial Service College

College, to provide for a variety of purposes such as improvement in the fabric of a specific area, new equipment or memorial prizes and travel awards.

Investment income arising from the College's endowment funds, other than those funds which are accounted for under Total Return, is credited to restricted funds to be applied in furtherance of the purposes of the endowments.

Endowed Funds

Endowed Funds principally represent the current valuation of the original capital of ISE which was adopted as a special trust of Haileybury on 31 July 2000 under the terms of its existing trust deed. Council, as trustees of ISE, have the income available to make grants in accordance with the existing Trust deed.

In addition, HCT represents funds permanently set aside to provide scholarships and bursaries.

Any investment gains or losses on these funds are applied to the original endowment.

Total return investment accounting ("total return")

A Charity Commission Order dated 21 October 2012 authorises the College to adopt a 'total return' basis for the investment of its permanent endowment. Under the Total Return Order, the College can invest its permanent endowments without regard to the capital/income distinctions of trust law and with discretion to apply any part of the accumulated total return on the investment as income for spending each year. The College has adopted Total Return for the HCT fund and the ISE endowment fund represented by three portfolios held by separate fund managers.

The original endowment was identified on adoption of Total Return and its real value is protected by means of indexation in relation to the Retail Prices Index on an annual basis. The remainder of the fund balance is recognised as unapplied total return. Council has determined that no more than 50% of the unapplied total return should be made available for application in any one year. Funds are transferred from the unapplied total return in furtherance of the College's objects on a case by case basis, with all such transfers approved by Council.

College buildings and equipment

Capitalisation and replacement

The original College land and buildings are carried at original purchase cost together with subsequent improvements as the Council consider it is not appropriate to apply a modern value to such property. The College is responsible for keeping these properties in fit and useful condition and these costs are written off as incurred, except where the expenditure provides an enhancement of the economic benefits of the asset or where a separately depreciating component of a tangible asset is replaced or restored.

Nonmaterial items are written off as expenditure upon acquisition.

Depreciation

Depreciation is applied to all of the College's fixed assets apart from land, which is considered to have an indefinite useful life. Depreciation is provided at rates to write off the excess of cost over estimated residual amount over their estimated useful lives as follows:

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Freehold buildings	50 or 100 years
Organ and piano (included in equipment and machinery)	50 years
Fixtures and fittings	5 - 10 years
Equipment and machinery	4 to 10 years
Vehicles	4 or 5 years
Educational equipment	5 years
Electronic equipment	4 years
IT and computers	3 - 5 years

An impairment review has been carried out on those assets with an estimated useful life of over 50 years and the Council is satisfied that having considered both realisable value and value in use their value has not been materially impaired.

The current threshold for the capitalisation of expenditure is £1,500.

Investments

Financial investments are stated at fair value, which is the bid price at the balance sheet date.

The College's investment in its subsidiary company is stated at cost.

Financial instruments

Basic financial instruments are initially recognised at transaction value and subsequently measured as amortised with the exception of investments which are held at fair value.

Financial assets held at amortised cost comprise cash at bank and in hand together with trade and other debtors. A specific provision is made for debts for which recoverability is in doubt. Cash at bank and in hand is defined as all cash held in instant access bank accounts and used as working capital.

Financial liabilities held at amortised cost comprise all creditors except social security and other taxes and provisions, Assets and liabilities held in foreign currency are translated to GBP at the balance sheet date at an appropriate year end and exchange rate.

Composition of fees

In preparation of these accounts the benefit to parents is assumed to accrue on a straight line basis evenly over the period between receipt of the capital sum and the payment of the final liability.

Pension schemes

The College contributes to the Teachers' Pension Scheme at rates set by the Scheme Actuary and advised to the College by the Scheme Administrator. The scheme is a multi-employer scheme and has been accounted for as a defined contribution scheme because the College's share of the overall scheme assets and liabilities cannot be reliably determined.

The College also contributes to a money purchase pension scheme, administered by the Pensions Trust, for support staff at between 5% and 10% of annual basic pay depending on their role. The College also contributes to some personal pension schemes.

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Finance and operating leases

Costs in respect of operating leases are charged on a straight line basis over the lease term. Benefits received and receivable as an incentive to sign operating lease are similarly spread on a straight line basis over the lease term.

Leasing agreements, which transfer to the College substantially all the benefits and risks of ownership of an asset, are treated as if the asset had been purchased outright. The assets are included in fixed assets and the capital element of the leasing commitments is shown as obligations under finance leases. The lease rentals are treated as consisting of capital and interest elements. The capital element is applied to reduce the outstanding obligations and the interest element is charged against profit in proportion to the reducing capital element outstanding. Assets held under finance leases are depreciated over their lease term to their expected residual values.

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Notes to the Accounts

For the Year Ended 31 August 2023

1 Charitable Activities - School Fees Receivable

	2023 £'000	2022 £'000
School fees receivable comprised:		
School fees	31,760	29,350
Less total scholarships, bursaries and allowances	(2,591)	(2,588)
	<u>29,169</u>	<u>26,762</u>
Add back: scholarships and bursaries paid for by designated funds	44	50
Add back: scholarships and bursaries paid for by restricted funds - note 5(b)	26	56
	<u>29,239</u>	<u>26,868</u>

Scholarships, bursaries and other awards and allowances were awarded to 295 pupils (2022: 253). Within this means-tested bursaries totalling £993,015. were awarded to 56 pupils (2022: £1,055,679 to 59 pupils).

2 Ancillary Trading

	2023 £'000	2022 £'000
Deposits retained	92	210
Pupil transport charges	269	234
Registration fees	129	72
Other	91	176
	<u>581</u>	<u>692</u>

3 Non-Ancillary Trading

	2023 £'000	2022 £'000
HEL trading income (Note 10a)	1,567	820
Property income	18	50
Sundry sales and recovered costs	289	448
Miscellaneous income	11	11
Total non-ancillary trading income	<u>1,885</u>	<u>1,329</u>

	2023 £'000	2022 £'000
Expenditure of HEL (including gift aid) (note 10a)	1,213	1,484
Less: intra-group turnover, eliminated on consolidation	(392)	(1,093)
	<u>821</u>	<u>391</u>
Less HEL expenditure included in other expenditure	(155)	(224)
Non-ancillary trading expenditure	<u>666</u>	<u>167</u>

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4 Grants and Donations

	2023 £'000	2022 £'000
Legacies	(300)	650
Other grants and donations	390	76
Withdrawal from investments under Total Return	<u>147</u>	<u>244</u>
	<u>237</u>	<u>970</u>

5 Analysis of Expenditure

(a) Expenditure on

	Staff costs £'000	Other costs £'000	Depreciation £'000	2023 £'000
Raising funds				
Non-ancillary trading	308	358	-	666
Financing costs	-	115	-	115
Investment management	-	96	-	96
Fundraising	176	13	-	189
Total costs of raising funds	<u>484</u>	<u>582</u>	<u>-</u>	<u>1,066</u>
Charitable activities				
Education				
Teaching	11,582	1,546	-	13,128
Welfare	839	2,899	-	3,738
Premises repair and maintenance	2,528	3,824	1,798	8,150
Support costs and governance	2,580	2,431	-	5,011
Awards and prizes	-	70	-	70
Total charitable activities	<u>17,529</u>	<u>10,770</u>	<u>1,798</u>	<u>30,097</u>
Total expenditure	<u>18,013</u>	<u>11,352</u>	<u>1,798</u>	<u>31,163</u>
Comparative figures				
	Staff costs £'000	Other costs £'000	Depreciation £'000	2022 £'000
Raising funds				
Non-ancillary trading	96	72	-	168
Financing costs	-	15	-	15
Investment management	-	116	-	116
Fundraising	152	22	-	174
Total costs of raising funds	<u>248</u>	<u>225</u>	<u>-</u>	<u>473</u>
Charitable activities				
Education				
Teaching	10,717	1,480	-	12,197
Welfare	762	3,024	-	3,786
Premises repair and maintenance	2,360	3,359	1,675	7,394
Support costs and governance	2,764	2,303	-	5,067
Awards and prizes	-	128	-	128
Total charitable activities	<u>16,603</u>	<u>10,294</u>	<u>1,675</u>	<u>28,572</u>
Total expenditure	<u>16,851</u>	<u>10,519</u>	<u>1,675</u>	<u>29,045</u>

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5 Analysis of Expenditure (continued)

(b) Awards and prizes

	2023 £'000	2022 £'000
From restricted funds:		
Bursaries and scholarships	26	56
From unrestricted/designated funds:		
Bursaries and scholarships	40	50
Prizes and leaving awards	4	13
Other awards	-	9
	<u>70</u>	<u>128</u>

(c) Governance included in support costs

	2023 £'000	2022 £'000
Auditors' remuneration:		
For audit	29	27
Other services	10	16
	<u>39</u>	<u>43</u>

Expenses were reimbursed to trustees, as follows:

	2023 No.	2023 £'000	2022 No.	2022 £'000
Travel	11	5	11	4

6 Employees' Remuneration

The total staff costs, charged as an expense in the income and expenditure account, are:

	2023 £'000	2022 £'000
Wages and salaries	13,972	13,192
Social security costs	1,527	1,344
Pension contributions	2,162	1,875
	<u>17,661</u>	<u>16,411</u>
Other staff costs	353	440
	<u>18,014</u>	<u>16,851</u>
	<u>£</u>	<u>£</u>
Aggregate employee-benefits of key management personnel	<u>590,376</u>	<u>381,647</u>

The average number of employees in the period on a headcount was 436 (2022:432).

The average full-time equivalent (FTE) number of employees in the period was 336 (2022: 329) out of which the number of teaching employees (FTE) in the period was 129 (2022: 128).

Staff by area

	2023	2022
Teaching	237	235
Welfare	30	29
Premises	102	106
Support	67	62
Total	<u>436</u>	<u>432</u>

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6 Employees' Remuneration (continued)

The number of employees whose emoluments, as defined for taxation purposes (basic pay and benefits in kind), amounted to over £60,000 in the period was as follows:

	2023 No.	2022 No.
£60,001 - £70,000	16	16
£70,001 - £80,000	7	6
£80,001 - £90,000	3	2
£90,001 - £100,000	2	3
£100,001 - £110,000	2	2
£140,001 - £150,000	1	1
£150,001 - £160,000	1	-
£230,001 - £240,000	1	1

Pension contributions in respect of employees whose emoluments amounted to more than £60,000 were paid as follows:

- £419,554 (2022: £398,090) to the Teacher's Pension Agency in respect of 24 employees (2022: 22 employees).
- £10,634 (2022: £25,645) to personal pension schemes in respect of 1 employee (2022: 2 employees).
- £83,423 (2022: £39,963) to TPT Retirement Solutions, a company pension scheme, in respect of 8 employees (2022: 6 employees).

During the period there were redundancy or termination payments made which amounted to £8,410 (2022 £34,360). There were no amounts outstanding at the period end.

No trustees received remuneration during the year.

7 Pension Schemes

(a) Teachers' Defined Benefit Scheme

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £1.8m (2022: £1.7m).

The TPS is an unfunded multi-employer defined benefits pension scheme governed by The Teachers' Pensions Regulations 2010 (as amended) and The Teachers' Pension Scheme Regulations 2014 (as amended). Members contribute on a "pay as you go" basis with contributions from members and the employer being credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2020 and the Valuation Report, which was published in October 2023.

Following the McCloud judgement, the remedy proposed that when benefits become payable, eligible members can select to receive them from either the reformed or legacy schemes for the period 1 April 2015 to 31 March 2022. The actuaries have assumed that members are likely to choose the option that provides them with the greater benefits, and in preparing the 2020 valuation have valued the 'greater value' benefits for groups of relevant members.

The valuation confirmed that the employer contribution rate for the TPS would increase from 23.6% to 28.6% from 1 April 2024. Employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 28.68%.

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7 Pension Schemes (continued)

(b) The Pensions Trust's Growth Plan

The School participates in the scheme, a multi-employer scheme which provides benefits to some 638 non-associated participating employers. The scheme is a defined benefit scheme in the UK. It is not possible for the School to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore it accounts for the scheme as a defined contribution scheme.

The scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The scheme is classified as a 'last-man standing arrangement'. Therefore the School is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

A full actuarial valuation for the scheme was carried out at 30 September 2020. This valuation showed assets of £800.3m, liabilities of £831.9m and a deficit of £31.6m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme as follows:

Deficit contributions

From 1 April 2022 to 31 January 2025:	£3,312,000 per annum (payable monthly)
---------------------------------------	--

Unless a concession has been agreed with the Trustee the term to 31 January 2025 applies.

Note that the scheme's previous valuation was carried out with an effective date of 30 September 2017. This valuation showed assets of £794.9m, liabilities of £926.4m and a deficit of £131.5m. To eliminate this funding shortfall, the Trustee asked the participating employers to pay additional contributions to the scheme as follows:

Deficit contributions

From 1 April 2019 to 30 September 2025:	£11,243,000 per annum (payable monthly and increasing by 3% each on 1st April)
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The recovery plan contributions are allocated to each participating employer in line with their estimated share of the Series 1 and Series 2 scheme liabilities.

Where the scheme is in deficit and where the School has agreed to a deficit funding arrangement the School recognises a liability for this obligation. The amount recognised is the net present value of the deficit reduction contributions payable under the agreement that relates to the deficit. The present value is calculated using the discount rate detailed in these disclosures. The unwinding of the discount rate is recognised as a finance cost.

Present values of provision

	31 August 2023 (£s)	31 August 2022 (£s)	31 August 2021 (£s)
Present value of provision	28,887	48,707	232,966

Haileybury and Imperial Service College

7 Pension Schemes (continued)

Reconciliation of opening and closing provisions

	Period Ending 31 August 2023 (£s)	Period Ending 31 August 2022 (£s)
Provision at start of period	48,707	232,966
Unwinding of the discount factor (interest expense)	1,664	1,319
Deficit contribution paid	(21,197)	(47,146)
Remeasurements - impact of any change in assumptions	(287)	(2,147)
Remeasurements - amendments to the contribution schedule	-	(136,285)
Provision at end of period	28,887	48,707

Income and expenditure impact

	Period Ending 31 August 2023 (£s)	Period Ending 31 August 2022 (£s)
Interest expense	1,664	1,319
Remeasurements – impact of any change in assumptions	(287)	(2,147)
Remeasurements – amendments to the contribution schedule	-	(136,285)
Contributions paid in respect of future service*	*	*
Costs recognised in income and expenditure account	*	*

* includes defined contribution schemes and future service contributions (i.e. excluding any deficit reduction payments) to defined benefit schemes which are treated as defined contribution schemes. To be completed by the School.

Assumptions

	31 August 2023 % per annum	31 August 2022 % per annum	31 August 2021 % per annum
Rate of discount	6.04	4.46	0.63

The discount rates shown above are the equivalent single discount rates which, when used to discount the future recovery plan contributions due, would give the same results as using a full AA corporate bond yield curve to discount the same recovery plan contributions.

Haileybury and Imperial Service College

7 Pension Schemes (continued)

Additional information

The following schedule details the deficit contributions agreed between the School and the scheme at each year end period:

Deficit contributions schedule

Year ending	31 August 2023 (£s)	31 August 2022 (£s)	31 August 2021 (£s)
Year 1	21,197	21,197	66,502
Year 2	8,832	21,197	68,497
Year 3		8,832	70,552
Year 4		-	29,905
Year 5		-	-
Year 6		-	-

The School must recognise a liability measured as the present value of the contributions payable that arise from the deficit recovery agreement and the resulting expense in the income and expenditure account i.e. the unwinding of the discount rate as a finance cost in the period in which it arises.

It is these contributions that have been used to derive the School's balance sheet liability.

8 Transfers

	Unrestricted Funds £'000	Restricted Funds £'000	Endowed Funds £'000
Charity Commission loan repayments	(173)	-	173
Amounts drawn from endowments to fund SciTech	4,513	-	(4,513)
ISE dividend income	251	-	(251)
ISE UTR	76	-	(76)
HCT dividend income	55	-	(55)
HCT UTR	71	-	(71)
Scholarship and bursary awards	26	(26)	-
Capital projects funded by donations SciTech	150	(150)	-
Capital projects funded by donations Other	26	(26)	-
Transfers from special funds to unrestricted funds	12	(12)	-
Reclassification of funds	55	-	(55)
Total transfer	5,062	(214)	(4,848)

Loan repayments relate to loans drawn between 2000 and 2002 from Endowed Investments, with the approval of the Charity Commission, for the purpose of constructing two boarding houses, Colvin and Melvill, repayable over 50 years.

Haileybury and Imperial Service College

9 Tangible Fixed Assets - Consolidated and Charity

	Land and buildings £'000	Fixtures and fittings £'000	Equipment and machinery £'000	Vehicles £'000	Total £'000
Consolidated					
Cost					
At 1 September 2022	46,078	6,561	7,939	690	61,268
Additions	14,230	59	800	46	15,135
Disposals	-	-	-	-	-
At 31 August 2023	60,308	6,620	8,739	736	76,403
Accumulated depreciation					
At 1 September 2022	(10,529)	(1,743)	(5,089)	(513)	(17,874)
Charge for period	(750)	(371)	(610)	(67)	(1,798)
Disposals	-	-	-	-	-
At 31 August 2023	(11,279)	(2,114)	(5,699)	(580)	(19,672)
Net book value at 31 August 2023	49,029	4,506	3,040	156	56,731
Net book value at 31 August 2022	35,549	4,818	2,850	177	43,394
Charity					
	£'000	£'000	£'000	£'000	£'000
Cost					
At 1 September 2022	46,078	6,561	7,939	690	61,268
Additions	14,230	59	800	46	15,135
Disposals	-	-	-	-	-
At 31 August 2023	60,308	6,620	8,739	736	76,403
Accumulated depreciation					
At 1 September 2022	(10,529)	(1,743)	(5,089)	(513)	(17,874)
Charge for period	(750)	(371)	(610)	(67)	(1,798)
Disposals	-	-	-	-	-
At 31 August 2023	(11,279)	(2,114)	(5,699)	(580)	(19,672)
Net Book Value at 31 August 2023	49,029	4,506	3,040	156	56,731
Net book value at 31 August 2022	35,549	4,818	2,850	177	43,394

Fixed assets under construction included in land and buildings is £16,041,565 (2021/22: £3,096,850), in fixtures and fittings is £nil (2021/22: £166,253), and in equipment and machinery is £nil (2021/22: £52,557).

The current valuation of buildings for insurance purposes is £282,163,742 (2022: £282,163,742).

Included in land and buildings above is land of approx. 2 acres, in relation to which Haileybury has entered into a lessor agreement with Legends Tennis Academy. This agreement has a 65-year term of which 14.6 years have lapsed.

Haileybury and Imperial Service College

10 Investments – Consolidated and Charity

	2023 £'000	2022 £'000
Group investments		
Balance at 1 September 2022	20,605	22,736
New money invested	173	-
Payments to acquire investments (includes cash held by Fund Managers – see “Investments comprise” below)	(18,803)	(11,750)
Proceeds from sale of investments	18,952	12,298
Reinvested income	-	24
Amounts extracted	(6,153)	(362)
Investment management fees	(96)	(116)
(Decrease)/increase in value of investments	(245)	(2,225)
Group investments at 31 August 2023	14,433	20,605
Investments in subsidiaries	1	1
College investments at 31 August 2023	14,434	20,606
Investments comprise		
Fixed interest	1,905	1,221
Equities	11,559	11,671
Alternative assets	401	746
Commercial property funds	177	376
Commodities	-	192
Infrastructure	-	222
Other	223	-
Cash	168	6,177
Group investments	14,433	20,605
Investment in subsidiaries	1	1
College investments	14,434	20,606

The main investments and Fees in Advance Scheme investment deposits were managed for the College by Rathbones, Rothschild and Sarasins Investment Managers. The investments are actively managed and the performance is reviewed by the Investment Committee.

The investment management costs are charged to the endowed funds where they relate to the management of the endowed portfolio. The income arising from the endowed portfolio, other than the investments accounted for under Total Return, forms part of the restricted funds.

Haileybury and Imperial Service College

10a Summary of Activities of Haileybury Enterprises Limited

Haileybury Enterprises Limited (Registered No. 2880179) is a company wholly owned by Haileybury, which continues to supply services to the College and to carry out residential lettings, sports complex lettings, international educational advice and consultancy, construction and property dealing. The results of HEL for the year and a summary of its balance sheet position are as follows:

	2023 £'000	2022 £'000
Summary statement of financial activities		
Turnover	1,567	820
Cost of sales	(666)	(164)
Gross profit	901	656
Other operating income	-	-
Administrative expenses	(253)	(338)
Operating profit	648	318
Interest payable and similar charges	(5)	(1)
Profit on ordinary activities before tax	643	317
Tax on profit on ordinary activities		(4)
Profit on ordinary activities after tax	643	313
Amount donated by gift aid to Haileybury relating to prior year	(289)	(977)
Retained profit for the year after tax and gift aid	354	(664)
Retained profit brought forward at 1 September 2022	372	1,036
Retained profit carried forward at 31 August 2023	726	372
	2023 £'000	2022 £'000
Summary balance sheet		
Current assets	893	426
Current liabilities	(167)	(53)
Nets assets of HEL at 31 August 2023 were	726	373

11 Debtors

	Consolidated		Charity	
	2023 £'000	2022 £'000	2023 £'000	2022 £'000
School fees	51	32	51	32
Trade debtors	137	90	-	2
Sundry debtors	137	518	57	468
Amount due from Lambrook	25	25	25	25
Prepayments and accrued income	1,470	2,119	1,462	2,062
Due within one year	1,820	2,784	1,595	2,589
Amount due from Lambrook	658	682	658	682
Due after more than one year	658	682	658	682
Total debtors	2,478	3,466	2,253	3,271

The amounts due to Haileybury represent interest free Charity Commission approved loans to Lambrook School. There is security with a charge over property at Lambrook. The repayment terms were 50 years of which there are 30 and 28 years left respectively.

Haileybury and Imperial Service College

12 Creditors Payable Within One Year

	Consolidated		Charity	
	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Trade creditors	3,322	3,235	3,252	3,257
Amount due to Haileybury Enterprises Ltd	-	-	327	-
Finance lease liability	58	195	58	195
Fees paid in advance	7,115	6,086	7,115	6,086
Taxation and social security	380	339	380	339
Other creditors and accruals	1,166	2,037	1,069	2,030
Composition of fees due (note 14)	48	55	48	55
Pupil fee deposits held	2,700	2,011	2,700	2,011
	<u>14,789</u>	<u>13,958</u>	<u>14,949</u>	<u>13,973</u>

13 Creditors Payable After One Year

	Consolidated		Charity	
	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Finance lease liability	-	65	-	65
Other creditors and accruals	29	48	29	48
Revolving credit facility	1,500	-	1,500	-
Composition of fees due (note 14)	-	48	-	48
	<u>1,529</u>	<u>161</u>	<u>1,529</u>	<u>161</u>

Revolving credit facility refers to the amount due to Barclays Bank PLC under a five-year revolving credit facility agreement signed in November 2022.

14 Composition of Fees Scheme

Parents may pay to the College up to seven years' fees in advance, which may be refunded subject to specific conditions on the receipt of one term's notice, assuming pupils remain in the College. Advance fees will be applied as follows:

	2023 £'000	2022 £'000
Within 2 to 5 years	-	48
Within 1 to 2 years	-	-
	<u>-</u>	<u>48</u>
Within 1 year (see note 15 below)	48	55
	<u>48</u>	<u>103</u>

The balance represents the accrued liability under the contracts with parents. The capital movements during the year were:

	Total £'000
Balance at 1 September 2022	103
New contracts	-
Amounts accrued to contracts	-
	<u>103</u>
Amounts utilised in payment of fees to the College	(55)
Balance at 31 August 2023	<u>48</u>

Haileybury and Imperial Service College

15 Funds

15a Allocation of the Group Net Assets

2023	Fixed assets £'000	Investments £'000	Net current assets £'000	Long term liabilities £'000	Fund Balances £'000
Endowed funds (note 15b)	266	13,800	767	-	14,833
Restricted funds (note 15d)	-	433	961	-	1,394
Unrestricted funds (note 15e)	-	-	-	-	-
Designated funds	-	-	399	-	399
General funds	56,465	199	(9,391)	(1,529)	45,744
	<u>56,731</u>	<u>14,432</u>	<u>(7,264)</u>	<u>(1,529)</u>	<u>62,370</u>

2022	Fixed assets	Investments	Net current assets	Long term liabilities	Fund Balances
Endowed funds	268	18,522	940	-	19,730
Restricted funds	-	490	1,057	-	1,547
Unrestricted funds	-	-	-	-	-
Designated funds	-	1,356	440	-	1,796
General funds	43,125	237	(4,769)	(161)	38,432
	<u>43,393</u>	<u>20,605</u>	<u>(2,332)</u>	<u>(161)</u>	<u>61,505</u>

Note: General funds includes the Fees in Advance Scheme.

15b Endowed Funds – Consolidated and Charity

	Balance 1 September 2022 £'000	Incoming resources £'000	Resources expended £'000	Transfers & investment gains/(losses) £'000	Balance 31 August 2023 £'000
HCT – Total Return	-	55	(13)	2,065	2,107
HCT - Other	2,509	-	(2)	(2,227)	280
ISE – Total Return (note 15c)	16,191	251	(79)	(4,692)	11,671
ISE – Other	1,030	-	(0)	(255)	775
	<u>19,730</u>	<u>306</u>	<u>(94)</u>	<u>(5,109)</u>	<u>14,833</u>

	Balance 1 September 2021 £'000	Incoming resources £'000	Resources expended £'000	Transfers & investment gains/(losses) £'000	Balance 31 August 2022 £'000
HCT	2,814	50	(67)	(288)	2,509
ISE	11,410	78	(54)	4,757	16,191
ISE total return transfer	7,372	(78)	(42)	(6,222)	1,030
	<u>21,596</u>	<u>50</u>	<u>(163)</u>	<u>(1,753)</u>	<u>19,730</u>

HCT represents funds permanently invested to provide scholarships and bursaries. ISE funds are principally the current valuation of the original capital which was transferred to H&ISC on July 2000. All investment gains and losses on these funds are applied to the endowment.

Haileybury and Imperial Service College

15 Funds (continued)

15c Total Return accounting for investments

The Governors have adopted a policy of total return accounting for the ISE No 1, ISE No 3 & HCT Funds. This permits part of the capital gain to be drawn as income to meet the needs of current beneficiaries while protecting the capital and so future calls on the funds. The annual increase of the protected sum is calculated with reference to the CPI and the total return from endowment is calculated by reference to the FTSE all share yield. In addition, any amount of return to be drawn from invested funds is limited to 50% of the amount above the protected increase.

	ISE Funds Trust for Investment £'000	ISE Funds Unapplied Total Return £'000	ISE Funds Total £'000
Balance at 31 August 2022	14,230	1,961	16,191
Recoupment of loan	173	-	173
Investment income	-	251	251
Investment gains/(losses)	-	(25)	(25)
Investment management costs	-	(79)	(79)
Net movement in the reporting period	173	147	320
Allocation to Trust for Investment (at CPI inflation)	948	(948)	-
SciTech capital drawdown	(4,513)	-	(4,513)
Transfer to income funds for application	-	(327)	(327)
Balance at 31 August 2023	10,838	833	11,671

	HCT Funds Trust for Investment £'000	HCT Funds Unapplied Total Return £'000	HCT Funds Total £'000
Balance at 31 August 2022	-	-	-
HCT Fund balances on initial adoption of Total Return	1,492	731	2,223
Recoupment of loan	-	-	-
Investment income	-	55	55
Investment gains/(losses)	-	(87)	(87)
Investment management costs	-	(13)	(13)
Net movement in the reporting period	-	(45)	(45)
Allocation to Trust for Investment (at CPI inflation)	99	(99)	-
SciTech capital drawdown	-	-	-
Transfer to income funds for application	-	(126)	(126)
Balance at 31 August 2023	1,591	461	2,052

Haileybury and Imperial Service College

15 Funds (continued)

	Total Funds Trust for Investment £'000	Total Funds Unapplied Total Return £'000	Total Funds Total £'000
Balance at 31 August 2022	14,230	1,961	16,191
HCT Fund balances on initial adoption of Total Return	1,492	731	2,223
Recoupmnt of loan	173	-	173
Investment income	-	306	306
Investment gains/(losses)	-	(112)	(112)
Investment management costs	-	(92)	(92)
Net movement in the reporting period	173	102	275
Allocation to Trust for Investment (at CPI inflation)	1,047	(1,047)	-
SciTech capital drawdown	(4,513)	-	(4,513)
Transfer to income funds for application	-	(453)	(453)
Balance at 31 August 2023	12,429	1,294	13,723

Repayment refers to interest free Charity Commission approved loans.

The transfer to income funds for application represents £306k of investment income received in the year and £147k of previously accrued unapplied total return released by the Governors.

The Governors took the decision to apply Total Return accounting for the HCT investments with effect from 01 September 2022. The balances on initial adoption of Total Return accounting have been determined by reference to the original amounts on the inception of the fund, indexed for CPI inflation on the same basis as the ISE Funds.

15d Restricted Funds – Consolidated and Charity

	Balance 1 September 2022 £'000	Incoming resources £'000	Resources expended £'000	Transfers & investment gains/(losses) £'000	Balance 31 August 2023 £'000
Scholarships, bursaries and allowances	1,463	89	(8)	(150)	1,394
HCT	32	-	-	(32)	-
ISE	52	1	-	(53)	-
	<u>1,547</u>	<u>90</u>	<u>(8)</u>	<u>(235)</u>	<u>1,394</u>
	Balance 1 September 2021 £'000	Incoming resources £'000	Resources expended £'000	Transfers & investment gains/(losses) £'000	Balance 31 August 2022 £'000
Scholarships, bursaries and allowances	1,260	675	(3)	(469)	1,463
HCT	(58)	33	-	57	32
ISE	51	252	-	(251)	52
	<u>1,253</u>	<u>960</u>	<u>(3)</u>	<u>(663)</u>	<u>1,547</u>

Grants and allowances include restricted monies raised from development efforts for specific projects, and also represent the Special Fund, set aside to provide books for the library, memorial prizes and travel grants.

Haileybury and Imperial Service College

15 Funds (continued)

15e Unrestricted Funds – Consolidated and Charity

	Balance 1 September 2022	Incoming resources	Resources expended	Transfers & investment gains/(losses)	Balance 31 August 2023
General fund	38,432	30,300	(30,240)	7,252	45,744
	<u>38,432</u>	<u>30,300</u>	<u>(30,240)</u>	<u>7,252</u>	<u>45,744</u>
Designated funds	1,356	10	-	(1,366)	-
HEL	440	1,567	(821)	(787)	399
	<u>1,796</u>	<u>1,577</u>	<u>(821)</u>	<u>(2,153)</u>	<u>399</u>
	Balance 1 September 2021	Incoming resources	Resources expended	Transfers & investment gains/(losses)	Balance 31 August 2022
General fund	37,322	28,345	(28,482)	1,247	38,432
	<u>37,322</u>	<u>28,345</u>	<u>(28,482)</u>	<u>1,247</u>	<u>38,432</u>
Designated funds	1,344	50	(7)	(31)	1,356
HEL	1,036	815	(386)	(1,025)	440
	<u>2,380</u>	<u>865</u>	<u>(393)</u>	<u>(1,056)</u>	<u>1,796</u>

Unrestricted funds are held in accordance with the Charter of the College allowing the capital and revenue to be used as deemed appropriate.

Designated Funds represent an amount set aside historically from Unrestricted Funds and separately invested to fund scholarships and bursaries. HEL represents the reserves of Haileybury Enterprises Ltd, the trading subsidiary of Haileybury to reflect the fact that profits in HEL are covenanted as donations to the Charity.

16 Reconciliation of Net Income to Net Cash Flow from Operating Activities

	2023 £'000	2023 £'000	2022 £'000	2022 £'000
Net income/(expenditure) from operations		1,110		1,179
Investment income and interest received	(331)		(365)	
Finance costs	115		15	
Investment management charges	96		116	
Depreciation charges	1,798		1,675	
Decrease/ (increase) in stocks	(55)		(9)	
Increase/(decrease) in RCF	1,500		-	
(Increase)/decrease in debtors	988		(772)	
Increase/(decrease) in creditors	699		299	
		<u>4,810</u>		<u>959</u>
Net cash inflow from operating activities		<u>5,920</u>		<u>2,138</u>

Haileybury and Imperial Service College

17 Analysis of Cash and Cash Equivalents

	2023 £'000	2022 £'000
Cash at bank	4,826	7,994
Cash held within investment portfolio	168	6,177
	<u>4,994</u>	<u>14,171</u>

18 Analysis of Net Debt

	At 1 Sept 2022 £'000	Cash flows £'000	Other movements £'000	At 31 August 2023 £'000
Cash and cash equivalents	14,171	(9,177)	-	4,994
Sub-total	14,171	(9,177)	-	4,994
Finance lease	(260)	202		(58)
Revolving credit facility	-	(1,500)		(1,500)
Net funds	<u>13,911</u>	<u>(10,475)</u>	-	<u>3,436</u>

19 Capital Commitments

Capital commitments amounting to £3,649,000 (2022: £17,458,309) existed at 31 August 2023, representing contracts entered into but not yet complete.

20 Operating and Finance Leases

At 31 August 2023 Haileybury has future minimum lease commitments under non-cancellable operating lease, as follows:

	2023 £'000	2022 £'000
Hire of land and buildings		
Due within 1 year	1	1
Due within years 2 to 5	1	1
	<u>2</u>	<u>2</u>

At 31 August 2023 there were obligations under finance leases included in creditors as follows:

	2023 £'000	2022 £'000
Due within 1 year	58	195
Due within years 2 to 5	-	65
Total	<u>58</u>	<u>260</u>

21 Related Party Transactions

In the period, the College charged £103,300 (2022: £116,604) to HEL for the provision of staff and the administrative services.

At 31 August 2023 the College owed HEL £327,222 (2022 HEL owed the College £66,823) on an intercompany loan. Apart from Governors' reimbursed expenses disclosed in note 5, there were no other related party transactions in the period (2022: £nil).

Haileybury and Imperial Service College

Governing Board

for the Year Ended 31 August 2023

Visitor The Most Revd and Rt Hon The Lord
Archbishop of Canterbury

President The Rt Revd The Bishop of St Albans

Trustees and Members of Council

7	Mrs C F Avery MA (Oxon) PGCE NPQH
7	Mr A D Brown MA (Cantab) PGCE (<i>stood down June 2023</i>)
6, 12, +	Dr A Drewett JP BSc PhD
5, 6, 10, 14	Mr G A Ellison MA (Oxon)
13	Mr N D Gilbert BA
13, 14	Mrs J Gough OBE MA (Cantab) ACA
6, 10	Mrs H Grimberg LLB
11	The Revd Canon S Harvey MA (Oxon) PGCE NPQH
9, 11, 12	The Revd P Hunt BA MA MTh Mr R J G Madden MA (Cantab) ACA
4, 5, 6, 8, 10, 12	Mr R P Munn MA (Cantab) FRGS
11	Dr R Olowookere MRCGP
14	Mr T I Page-Ratcliff FNAEA
11	Ms T Pandya BSc
7	The Revd D Peters BA MA (Oxon) DipTh (Oxon)
9	Ms R Phelps KC BA (Oxon) BCL (Oxon)
12	Ms C Phillips BSc
1, 9, 10, 12, +	Mr A J T Pilgrim BSc FCA
5, 6	Mr M Rayfield BSc ACA
6, 13	Dr N P V Richardson MA (Cantab) PhD, PGCE
7, 10, 12	Mr S C Roberts MA (Oxon) PGCE (Oxon)
2, 3, 10	Mr C N C Sherwood MA (Cantab) MBA MSc
8,	Mr W D Walker-Arnott BA
7	Mr S A Westley MA (Oxon)

Non-Council Governors

	Mr R M Abel Smith
	Dr C B Challacombe MB BS MRCS LRCP
	Lord Clement-Jones CBE
	Dr E S Cleobury MA PhD
	Mrs M Evans BA
5, 8, 12, +	Mr M R B Gatenby MA FCA
	The Revd Dr A A Macintosh DD
	Mr D F Macleod FCA
	Sir Bruce MacPhail MA MBA FCA
	Mr C G Macpherson
	Sir Clive Martin OBE TD DL
	Mr I H McCorquodale MA (<i>deceased February 2023</i>)
	General The Lord Ramsbotham GCB CBE (<i>deceased December 2022</i>)
	Mr G C Smith MA DipEd
	Mr G W Staple CB KC
	The Revd A J Templeman MA DipTh
	The Revd The Hon P M Templeman MA BTh
	Mr J D Thornton BSc MA CEng MICE MCIOB
	Major General T P Toyne Sewell DL
	The Rt Hon Lord Trefgarne PC
	Mr J C G Trower MA
	Mr E I Walker-Arnott KC (Hon) LLM

Master Mr M A R Collier MA (Oxon)

**Bursar and
Clerk to the
Governors** + Mr R M Schofield BA FCA

Denotes:

1	Chairman of Council
2	Chairman of Nominations and Governance Committee
3	Deputy Chairman
4	Treasurer
5	Member of Audit and Risk Committee
6	Member of Finance and General Purposes Committee
7	Member of Education Committee
8	Member of Investment Committee and Trustee of Haileybury Charitable Trust
9	Member of Nominations and Governance Committee
10	Member of HR and Remuneration Committee
11	Member of Safeguarding and Wellbeing Committee
12	Member of the International Committee
13	Member of the Development Committee
14	Member of the Estate Committee
+	Director of Haileybury Enterprises Ltd

Haileybury and Imperial Service College

Advisers for the Year Ended 31 August 2023

Bankers	<i>Not for Profit & Education, Commercial & Private Banking, NatWest</i> 2nd floor, Argyll House, 246 Regent Street, London, W1B 3PB <i>Education and Public Sector, Barclays</i> Abacus House, Castle Park, Castle Hill, Cambridge, CB3 0AN
Investment Managers	<i>Rathbone Investment Management</i> 8 Finsbury Circus, London EC2M 7AZ <i>Rothschild and Co</i> New Court, St Swithin's Lane, London EC4N 8AL <i>Sarasin & Partners LLP</i> Juxon House, 100 St Paul's Churchyard, London EC4M 8BU
Solicitors	<i>Bird and Bird LLP</i> 12 New Fetter Lane, London EC4A 1JP <i>Fragomen LLP</i> 1st Floor, 95 Gresham St, London EC2V 7NA <i>HCR Hewitsons</i> 50 - 60 Station Rd, Cambridge CB1 2JH <i>Veale Wasbrough Vizards LLP</i> Narrow Quay House, Narrow Quay, Bristol BS1 4QA <i>Kate Hollyer - BSA group</i> 167-169 Great Portland Street, 5th Floor, London, W1W 5PF
Pension Advisers	<i>Lane Clark & Peacock</i> 95 Wigmore Street London W1U 1DQ
Auditors	<i>Haysmacintyre LLP</i> 10 Queen Street Place, London EC4R 1AG
Insurance Brokers	<i>Endsleigh Insurance</i> Unit 21, Dean House Farm, Church Road, Newdigate, Surrey, RH5 5DL <i>Marsh</i> 1 Tower Place West, Tower Place, London, EC3R 5BU