



31 March 2023

Company Number: 3879854

Registered Charity Number: 1078330

AGP

Chartered Accountants and Statutory Auditors
Sutton Quays Business Park
Sutton Weaver
Runcorn
WA7 3EH



Year Ended 31 March 2023

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Annual Report 2022-23

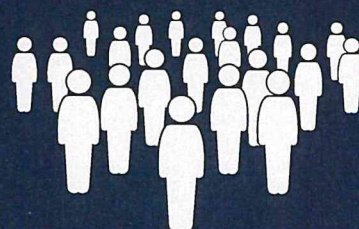
We placed 2,046 volunteers onto 1,654 school boards across England and Wales

○ **4% increase in volunteers appointed**

○ **31% of volunteers are from an ethnic minority**

○ **68% are under 45**

○ **53% are female, 46% are male,**
and 1% are non-binary, transgender, or preferred not to say



2,029 eLearning course completions by volunteers

Our three most popular modules were

- An Introduction to School Governance
- Finance for School Governors
- Driving School Improvement

Over 7,000 governors watched or attended our webinars

Our three most popular webinars were

- Is your governance ready for Ofsted?
- Monitoring the impact of Pupil Premium funding
- Safeguarding: 2022 update



Legal and administrative information

Board of Trustees	Dominic McGonigal (Chair) Ian Armitage Jane Higgins Adrian McLean Anne Punter Anita Ralli David Rowsell Mark Twigg Linda Wilding (resigned 31st January 2023)
Company Secretary	Tara Hill
Chief Executive	Hannah Stolton
Registered Office	Sycamore House Sutton Quays Business Park Sutton Weaver Runcorn England WA7 3EH
Company Registration number	3879854
Charity Registration number	1078330
Auditors	AGP Chartered Accountants Sutton Quays Business Park Sutton Weaver Runcorn WA7 3EH
Bankers	Lloyds Bank PO Box 1000 Andover BX1 1LT
Solicitors	Allen & Overy LLP One Bishops Square London

Who are we?

Governors for Schools is a national education charity that finds and places skilled people on governing boards across England and Wales. We have over 20 years' experience recruiting high-calibre volunteers from a range of backgrounds, allowing them to bring their knowledge to school and trust boards – and make a difference to how schools are run.

We're part of our volunteers' journeys and are committed to playing an active role in their development as governors. We believe that placing skilled volunteers from diverse backgrounds on governing boards contributes to effective governance. A strong and diverse board enables schools and trusts to provide pupils with the best education possible, helping children and young people reach their full potential.

Our mission

We're committed to providing those responsible for governance appointments with the best governor and trustee recruitment service in the sector.

Our vision

We're working to ensure that every school and trust in England and Wales has excellent governance, driving improved educational outcomes for all children and young people.

Our objectives

We facilitate the recruitment and placement of people with business and management skills who are willing to act as governors with the aim of strengthening the governing boards of schools. We believe this is of benefit to the public through the advancement of education by making available advice and assistance to all schools. The company reviews its aims, objectives and activities each year ensuring they remain focused on the stated purpose of the charity. The Trustees refer to the guidance given by the Charity Commission on public benefit during this process and assess how successful each activity has been and what benefits have been brought to the groups of people the charity is set up to help.

Our values

Excellence

- Attention to detail and a desire to continually improve by seeking and using feedback
- A 'can do' attitude and sense of pride in delivering high-quality work at all times.

Integrity

- Know when to challenge assumptions and suggest better approaches.
- Question actions inconsistent with our values.

Collaboration

- Work with other organisations to provide the best service possible to all our stakeholders.
- Encourage agile, cross-team working to use all available skills and resources.

Pioneering

- Take initiative, finding creative and efficient ways to get things done.

Annual report foreword

There are how many vacancies? 20,000 on school boards across England alone. With so many gaps around the board table, headteachers and other staff members lack the board-level support necessary to help them drive pupil success.

To help fill these gaps, we've been encouraging a diverse range of people to take on governance roles in their communities. While we understand that pro bono volunteering can be tricky for busy professionals, we also know that governance can generate fantastic benefits for both volunteers and schools.

In fact, after 15 years as a governor – mostly as a chair – I can safely say it's one of the most rewarding things I do. There's a real joy in knowing you've played a part in brightening thousands of children's futures. If that weren't enough, governance also allows volunteers to develop sought-after professional skills and apply their business know-how and life skills to an educational context.

We estimate that the added value of each governor is around £1,500 every year in terms of freely given professional expertise. However, I can attest that the real value is far greater when a good governing board is able to provide vision, integrity, and drive to bring the best out of the headteacher and school staff.

This year, we exceeded our targets by placing more high-quality governors in schools. This achievement was only possible because more and more volunteers are signing up. We are also actively recruiting and training governors from under-represented groups to fill existing gaps and increase much-needed diversity in our governing boards. We launched our Pathway To Governance programme, supported by Amazon, and started the process of training young governors in this important role.

We also launched our Trustee Recruitment Service, following the closure of Academy Ambassadors. More than half the schools in England are academies and need good trustees for their boards, as well as strong governors at local level.

I know from personal experience that the chair is often responsible for recruiting governors and trustees and, in many cases, their successors. Finding skilled and enthusiastic non-execs is no small feat, and I would like to thank all those who dedicate their time to the job and make it seem easy – the staff at Governors for Schools, our corporate partners, and the many individuals, trusts, councils, and organisations who support us in the sector.

But my biggest thanks is reserved for the 3,800 volunteers who have put themselves forward in the past year. You offer time out of your busy professional lives for the future of our children and we see the difference this makes every day in schools across the country.



Dominic McGonigal
Chair of Trustee
Board, Governors for
Schools

CEO report

It has been an absolute privilege to lead the Governors for Schools team over the last 12 months. It's been a time of rapid growth and change, and we are delighted with what we have achieved. Thanks to the dedication of my team and trustees, we have continued to deliver on our central aim of recruiting and placing a diverse group of volunteers into governance roles.

Our primary ambition for the year was to successfully match over 2,000 of our volunteers with schools and see them appointed onto boards. The governor recruitment team fulfilled this goal by working diligently with the thousands of volunteers who applied to give their time and skills to support schools.

We could not have achieved such a fantastic result without the enthusiasm of each volunteer. Thank you for taking up this essential role and encouraging others to do the same. Our outreach events have been well-attended and continued to develop the diversity of volunteers stepping up.

Our employer partners have also played a vital role in supporting us to achieve our goal. By encouraging their staff to volunteer as governors, we have seen an increase in the skilled professionals coming forward. What's more, we could not continue to function without their financial support. We have been delighted to welcome several new partners this year, including Atkins, Citi, and Admiral, and to continue building on the foundations set with current supporters.

We continue to receive huge financial support from the 80:20 Foundation, and have been able to run our conference, campaigns, and development of eLearning thanks to sponsorship and promotion from a variety of organisations. Thank you for recognising the value of our work and for enabling us to provide our service.

We have also been working behind the scenes to improve our procedures and tech platforms. Over the coming year, service users will see improvements in how they access our services, which we hope will be more intuitive and enable a more streamlined navigation process.

Finally, we set up our Trustee Recruitment Service this year. Following the closure of Academy Ambassadors, we recognised the need for trustee recruitment support within the sector, quickly recruiting from their talented staff to set up a team to support trusts in finding the volunteers they need at board level. We've already made placements across England and have set ambitious targets for the year ahead. We very much look forward to seeing this area of our business grow over 2023-24.



Hannah Stolton
Chief Executive
Officer, Governors
for Schools

Testimonials

"The team were super supportive and communicative through the entire process and helped me land a governor position at a local school that aligned with my personal values."

Frank de Souza (and Daisy)

Appointed at the Bridge Short Stay School, Cheshire



"I am pleased that I took a chance on contacting Governors for Schools, as I was feeling pretty strange in the early months of my retirement. I feel really excited about the prospect of supporting in my new role."



Alison Campbell

Appointed at Lodge Farm Education, Leicestershire

"A really great service - I was surprised at how quickly I was matched with a local secondary school (considering there aren't as many as primary!) and the communication has been fantastic."

I was a bit nervous when I first started as a governor, but I have felt supported all the way. There are many useful resources and training modules available online and I've definitely grown in confidence in my role as a school governor."



Annie Wong

Placed at Cleeve Park School, South East London

Key achievements of the year

We supported

- 32% more volunteers, receiving the highest number of applications in five years.
- Over 2,000 people onto boards in 2022-23, supporting 1,654 different schools.
- 25% more volunteers from our corporate partners onto boards, supporting schools with their skills.

We reached

- Our conference saw 3,600 total session views.
- 7,000 people accessed our training webinars.
- 2,029 people completed one of our eLearning modules.

We launched

- Governor Induction training, providing a comprehensive induction for governors.
- Our Welsh Language eLearning module in conjunction with Cardiff University and Governors Cymru.
- Headteacher recruitment training materials.
- Our Boards against Bullying campaign, highlighting the roles and responsibilities of governing boards.
- National School Governors' Awareness Day, helping to deliver the programme and elevate the importance of the governor role.

Our work in Wales

In 2022-23, we have continued to build on our impact in Wales.

Some key highlights from the past 12 months include:

- 93 governors appointed, representing a 22% increase on 2021-22.
- 191 volunteers recruited across 20 Local Authority areas.
- One new corporate partnership in Wales.

The charity has also:

- Launched a bilingual eLearning module for new and prospective governors in Wales, co-produced with Governors Cymru Services and funded by Cardiff University.
- Hosted a successful university event with attendees from five Welsh universities.
- Successfully engaged with more schools in Wales through a concerted school engagement effort, leading to more co-opted governor placements.

Our work on the Trustee Recruitment Service (TRS)

In 2022-23, we successfully launched our Trustee Recruitment Service (TRS) and laid the foundations for growth in 2023-24 and beyond. Our TRS provides a dedicated, high-quality service for the academy trustee sector. The service launched in September and, in its first phase, focused on generating interest, demonstrating 'proof of concept', and refining processes.

The service was provided free of charge on a pilot basis to a number of trusts to demonstrate effectiveness and help identify areas for adjustment or improvement. The service received strong endorsements, including:

"We used Governors for Schools' Trustee Recruitment Service as it was recommended to us by a chair who had had success in using the service. We had exhausted our other recruitment initiatives and found the service easy to use. The process started with a conversation with a TRS team member to outline our requirements, who subsequently contacted us with a list of potential trustees. All communication with the team has been prompt and clear. The service identified two potential trustees who fit our requirements in a relatively short period of time."

Great Learners Trust, Buckinghamshire, 9 schools

"We had been looking for a trustee with financial experience who could join our Finance Committee. We had tried routes such as contacting local companies but had had no success. The Governors for Schools' TRS came along at the right time, assessing our requirements and discussing them with the Chair of Trustees. TRS rapidly provided the CV of a potential trustee with relevant skills and we were able to meet him soon after. The outcome is that we have a keen new trustee with expertise which will be valuable to our board."

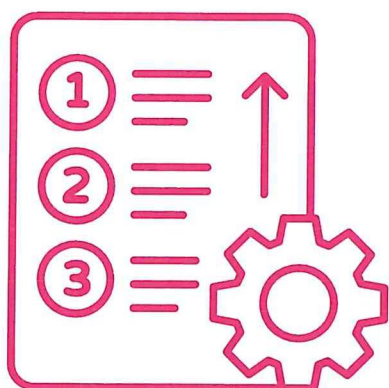
The Mead Educational Trust, Leicester, 13 schools

"The Trustee Recruitment Service was very easy to use and our requirements were considered at every step. We are very happy with the quality of the trustee found for our board, who will fill a skills gap in HR. This is an excellent service allowing us to address gaps on the board and think strategically about succession planning. The appointed person is keen, committed, and has a broad range of skills that will enhance our work across the trust. We highly recommend this service and will certainly use it again in the future – thank you."

InMAT, Northampton, 11 schools

Our work on the Trustee Recruitment Service (TRS) continued...

Onboarding of key personnel, establishment of processes, practices, and principles, as well as the initial promotion of the programme has led to a steady first period for TRS. The service commenced active promotion, marketing, and business development in the final quarter of 2022-23 to help meet ambitious targets for 2023-24.



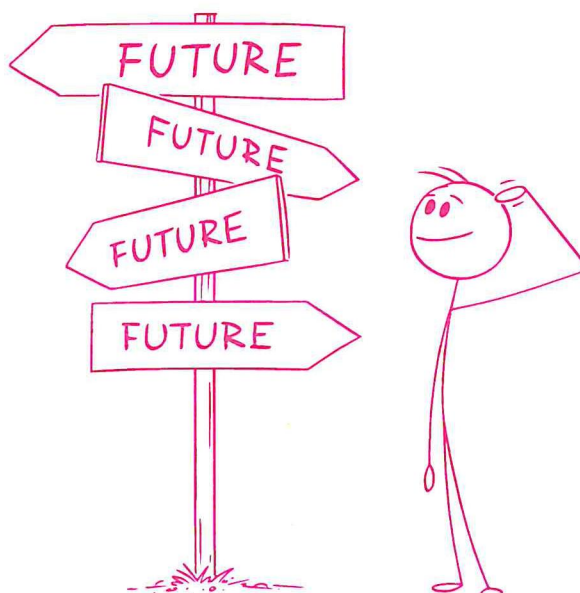
The key priorities for 2023-24 include growing the service to allow us to serve more trusts and better promote the programme, increasing awareness of TRS, and boosting market penetration to meet our revenue targets and make the programme self-sustaining over the medium- and longer-term.

We are also committed to positioning the service as a market leader known for high-calibre candidate recruitment and rigorous processes.

The year ahead

Next year we plan to:

- Place 2,350 governors and 100 trustees.
- Launch a bespoke Chair Recruitment Service for both trustee and governing boards.
- Develop our website and tech further to support busy chairs and clerks who recruit governors.
- Conduct a survey and review our impact, five years after our last report.
- Run our conference, campaigns, and outreach events to support the sector, and introduce governor and trustee roles to more volunteers.
- Collaborate with more partners across industry and our sectors to enhance our impact.
- Grow our sources of income to sustain our work.



“

It is an absolute pleasure to work with the Governors for Schools team. We couldn't ask for a higher level of service. They are proactive, insightful, and engaging, and are a big part of the reason we've been able to grow trust and credibility in the Atkins STEM Governors programme across such a large and complex organisation – as well as being able to inspire our clients.

Jess Bates

**Atkins UK Governors for Schools Programme
Lead and a school governor**



Supporters

Our supporters make our work possible. By working with businesses, public sector bodies, charities, professional bodies, and universities, we're able to expand our reach and find more skilled people to become governors. Thank you to all the organisations we've worked with this year, including:



Business Partners

Our corporate partnerships are integral to our work as a charity. We are fortunate to work with over 20 organisations that recognise the value their employees can bring to school governance roles by supporting strategic change in schools, academies, and trusts. Our partners also recognise the development opportunities these roles afford to their colleagues.

In 2022-23, we were delighted to see 266 volunteers from our partners appointed into governance roles, marking a 25% increase on the previous year.

These volunteers typically possess the skillsets schools most commonly request. Of the 468 applications received in 2022-23:

- 74% bring a strong knowledge of finance
- 35% bring HR skills
- 32% bring previous knowledge of the education sector

Our corporate partners are also diverse employers and, across all applications in 2022-23, 45% were from an ethnic minority, helping us diversify the governance landscape.

More partners joined us to promote school governance roles in 2022-23, including Admiral, Atkins, and Citi. These partnerships have already proved highly successful and, more recently, we've started working with British Land and Heathrow. With more partnerships set to launch in the coming months, we're looking forward to another impactful year ahead.

Thanks to the generous support of Allen & Overy LLP, we created valuable resources and an eLearning module for our 'Boards Against Bullying' campaign in the Autumn term. Many of our employees have benefitted from the Deloitte Digital Connect programme throughout the year and Deloitte kindly donated a number of laptops to our growing team.



Our work with corporate partners truly is at the heart of what we do as an organisation, and we're so pleased with the level of interest shown in developing thriving school governor networks by our wonderful partners. Please visit our [website](#) to learn more about the valuable work we do together and how you can get involved.

Will Durham

Head of Impact and Corporate Partnerships
Governors for Schools

Training

Throughout 2022-23, our training team has developed a number of additional resources to support those in governance roles, primarily focusing on helping those newly appointed to hit the ground running.

In the past year, we've developed and released eLearning modules covering:

- Anti-bullying and the role governors play
- Headteacher recruitment – a guide for governors
- The English school system
- An introduction to governance in Wales (English and Welsh language versions)

We've developed a more intensive governor induction course for governors in academies and maintained schools, which is now available to purchase on our [website](#).

We have updated and refreshed a number of our most popular courses such as 'Driving school improvement' and 'Finance for new governors'.

Our ever popular Better Governor webinar series continues to grow in popularity, with over 3,000 attendees this year, and more than 4,100 watching the recordings back on our YouTube channel.

Conference

The annual Governors for Schools Conference proved to be a popular event with the sector in 2022. Kindly sponsored by the Institution of Engineering and Technology (IET), the virtual, CPD-certified conference attracted over 7,000 session event registrations and 3,600 live session views over two days. In fact, we gained approximately 1,400 more live views than the 2021 event. We delivered 15 sessions with the support of 19 external organisations, and curated over 10 hours of on-demand content. We also created downloadable written resources, which are available on our website.

The event received an impressive 98% recommendation rate from delegates, with average session ratings being 4.3 out of 5.

Feedback

“

"Overall, this conference is proving indispensable for both new and experienced governors."

"This conference has been excellent."

"Really very well managed and with quality presentations."

“

Great service, thank you. I also point my governors (I clerk for multiple boards) towards your training resources and webinars and make use of them myself. For small schools with tight budgets where only a limited number of subscriptions are possible, it is fantastic to have some free supplementary resources.

Mhairi Campbell, Clerk to Governors

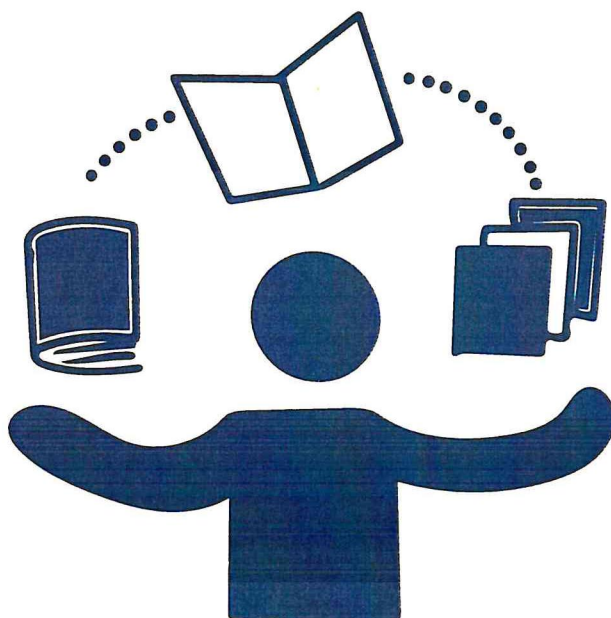
Working in collaboration with the sector

We actively collaborate with a wide range of organisations within the educational and charitable sectors to enrich our learning and campaign resources, reach new audiences, and enhance brand recognition.

We have long-standing relationships with other governance organisations, including Better Governor, GovernorHub, and The Hoot. Each of these organisations has played a vital role in promoting our work and enriching our resources through, for example, our Better Governor Webinars. As such, we look forward to continue nurturing these relationships and collaborating on more exciting projects.



We are grateful for the many ways in which partner organisations have contributed to this year's campaigns. For example, we teamed up with anti-bullying charity Kidscape to produce our [Boards Against Bullying campaign](#) in November, as well as a range of contributors including ParentKind and Place2Be.



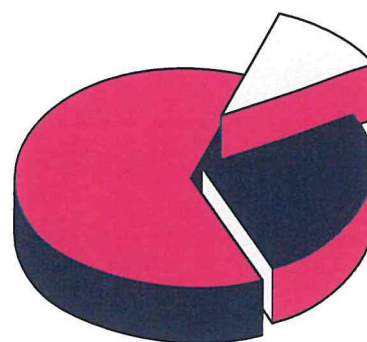
We sparked a range of fresh working relationships while securing speakers for the Governors for Schools Conference 2022. We were delighted to hear from a range of organisations, including Teach First, Education Support, The Difference, and many more. Other fruitful collaborative projects this year included Strictly Education's National School Governors' Awareness Day and a joint webinar event with Now Teach and Action Tutoring. We look forward to developing our existing collaborative relationships in 2023-24, as well as beginning to work with new partners.

Our work to improve diverse representation on governing boards

We closely monitor ethnic minority data about our volunteers to guide our diversity efforts. We follow government guidelines and include 'White, other' as a category on our monitoring forms to ensure our findings are accurate.

Over the past year, our placed volunteers were:

- 58% White
- 17% Asian/Asian British
- 11% Black/African/Caribbean/Black British
- 7% White Other
- 4% Other or Undefined
- 3% from a Mixed Ethnic Background

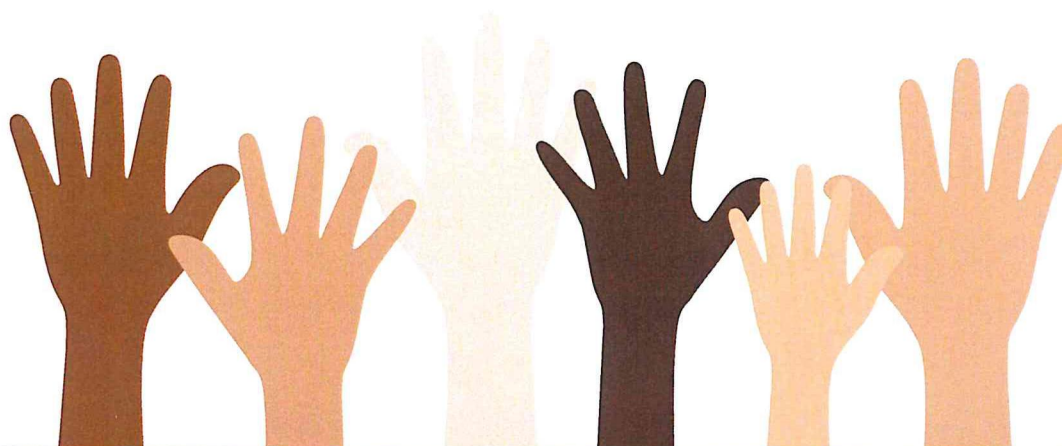


This year we also started to capture sexual orientation as part of our monitoring. Of all applicants in 2022-23:

- 85% identified as Heterosexual/Straight
- 4% Bisexual
- 4% Gay Male
- 1% Gay Female
- 1% defined themselves in another way
- 6% declined to say

We will start reporting on sexual orientation as a percentage of successful appointments in 2023-24. We were not able to provide this figure for 2022-23, as we only have a single year of data, which cannot provide an accurate representation given the time it may take to appoint any given volunteer.

While we're delighted at the diversity of our governance volunteers, we know there's more work to be done to improve diversity on governing boards and improve outcomes for all children. We're continuing to work hard to increase recruitment rates amongst under-represented groups through our work with partners, professional networks, and community groups.



Good Governance

The trustees meet quarterly to monitor progress and to make decisions concerning the strategic direction of the charity. The Chief Executive attends all board meetings. The board approves the annual Business Plan and detailed budget. The staff of Governors for Schools are authorised to work within the framework of the Business Plan and budget under the direction of the Chief Executive. The trustees receive reports from the Chief Executive, comprising financial, statistical and other information to enable them to measure the company's performance against budget, targets and objectives for the year.

New trustees are recruited to the board as required in order to ensure that the board membership has the proper range of skills and competencies. A skills audit is undertaken regularly to identify gaps in expertise.

None of the trustees receive remuneration or other benefit from their work with the charity. Any connection between a trustee or senior manager of the charity must be disclosed to the full board of trustees. In the current year no such related party transactions were reported, other than as disclosed in the notes to the accounts.

Reserve policy

The trustees' current policy is to hold sufficient reserves to provide working capital to meet contracted commitments, 3 months operating costs, and an organised winding down of the company should this ever be required.

These reserves are reflected in the designated reserve fund shown in the accounts. Donations from supporting organisations are sought early in the financial year to provide working capital for the year ahead.

Reserves at the end of the year consisted of Restricted Fund £6,683; Designated Fixed Asset Fund (to be matched against future depreciation charges) £15,064; Designated Reserve Fund £215,000; and Unrestricted Funds of £103,575.

Risk management

The Company has a comprehensive on-going and up-to-date risk register. The board takes direct responsibility for management of risk in two business critical areas; these areas are cessation or reduction of funding and the performance of the Chief Executive. The other risks are designated as operational and the Chief Executive is responsible for monitoring changes and alerting the board.

Trustees' responsibilities

The trustees (who are also directors of Governors for Schools for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgments and estimates that are reasonable and prudent
- State whether applicable UK accounting standards have been followed, subject to any departures disclosed and explained in the financial statements
- Prepare the accounts on a going concern basis unless it is inappropriate to presume that the charity will continue in business

The trustees are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Small Company Provision

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies' exemption. The Report of the Trustees' was signed on behalf of the board of directors

On: 15.11.23

By: 

Dominic McGonigal

Chair of Trustees

GOVERNORS FOR SCHOOLS

Independent Auditor's Report to the Members of Governors for Schools

Year ended 31 March 2023

Opinion

We have audited the financial statements of Governors for Schools (the 'charity') for the year ended 31 March 2023 which comprise the statement of financial activities, income and expenditure account, statement of financial position, statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 charity's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity 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 charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

GOVERNORS FOR SCHOOLS

Independent Auditor's Report to the Members of Governors for Schools

Year ended 31 March 2023

We have nothing to report in this regard.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the trustees' report is inconsistent in any material respect with the financial statements; or
- adequate accounting records have not been kept; or
- the 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 trustees

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

In preparing the financial statements, the trustees are responsible for assessing the 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 trustees either intend to liquidate the 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:

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

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charity through discussions with trustees and other management, and from our commercial knowledge and experience of the sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charity;

GOVERNORS FOR SCHOOLS

Independent Auditor's Report to the Members of Governors for Schools

Year ended 31 March 2023

- we assessed the extent of compliance with the laws and regulations through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

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

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

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

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

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

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims.
- reviewing correspondence with HMRC, relevant regulators and the company's legal advisors.

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

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

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

GOVERNORS FOR SCHOOLS

Independent Auditor's Report to the Members of Governors for Schools

Year ended 31 March 2023

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

AGP Chartered Accountants are eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

Use of our report

This report is made solely to the charity's members, 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 members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.



AGP
Chartered Accountants & statutory auditor
Sycamore House
Sutton Quays Business Park
Sutton Weaver
Runcorn
Cheshire
WA7 3EH

15 November 2023

GOVERNORS FOR SCHOOLS

STATEMENT OF FINANCIAL ACTIVITIES For the year ended 31st March 2023

	Note	Un- Restricted Funds £	Restricted Funds £	Total Funds 2022/2023 £	Total Funds 2021/2022 £
Income					
Income from Charitable Activities:					
Donations	5	703,240	118,062	821,302	628,453
Investment Income	6	414		414	46
Chargeable Services		145,731		145,731	124,806
Other		0		0	887
Total Income		849,385	118,062	967,447	754,192
Expenditure					
Expenditure on Charitable Activities:					
Raising funds					
Recruiting & Placement of School Governors	7	862,165	111,379	973,544	839,734
Chargeable Services	7	127,608		127,608	110,018
Total Expenditure		989,773	111,379	1,101,152	949,752
Net (Expenditure) / Income for the Year Before Transfers		(140,388)	6,683	(133,705)	(195,560)
Transfers between Funds:					
Net (Expenditure) / Income for the Year		(140,388)	6,683	(133,705)	(195,560)
Other Recognised Gains and Losses					
Net Movement in Funds		(140,388)	6,683	(133,705)	(195,560)
Reconciliation of Funds					
Balances brought forward at 1 April 2022		474,027	0	474,027	669,587
Balances carried forward at 31 March 2023		333,639	6,683	340,322	474,027

The statement of financial activities includes all gains and losses and losses recognised in the year.
All income and expenditure derives from continuing activities.

GOVERNORS FOR SCHOOLS

INCOME & EXPENDITURE

For the year ended 31st March 2023

		Note	TOTAL 2022/2023	TOTAL 2021/2022
			£	£
Income				
Other Restricted	5		118,062	26,524
Donations Unrestricted	5		703,240	601,929
Other Unrestricted			146,145	125,739
Total Income			967,447	754,192
Expenditure				
Salaries	8		872,097	701,025
Other Operational Charges			218,146	241,439
Depreciation	9		10,909	7,288
Total Expenditure			1,101,152	949,752
Surplus of expenditure over income			(133,705)	(195,560)
Net Transfer to/from Funds				
Restricted fund			6,683	(2,500)
Designated Fixed Asset Fund			553	4,065
Designated Reserve Fund				
Unrestricted Fund			(140,941)	(197,125)
			(133,705)	(195,560)

GOVERNORS FOR SCHOOLS

STATEMENT OF FINANCIAL POSITION

As at 31st March 2023

	Note	£	2022/2023 £	2021/2022 £
Fixed Assets				
Tangible fixed assets	9		15,064	14,511
Current Assets				
Debtors & Prepayments	10	53,136		59,391
Cash at bank and in hand		374,843		472,397
		<u>427,979</u>		<u>531,788</u>
Liabilities				
Creditors falling due within one year	11	<u>102,721</u>		<u>72,272</u>
Net Current Assets			325,258	459,516
Total Assets less Current Liabilities			340,322	474,027
Net Assets			340,322	474,027
Funds				
Restricted Fund	12		6,683	0
Designated Fixed Asset Fund			15,064	14,511
Designated Reserve Fund			215,000	215,000
Unrestricted Fund			<u>103,575</u>	<u>244,516</u>
			340,322	474,027

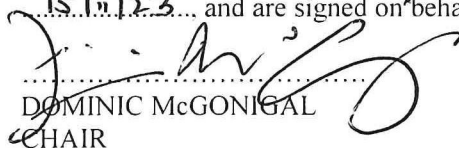
For the year ending 31 March 2023 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

These financial statements were approved by the board of trustees and authorised for issue on 15.12.23 and are signed on behalf of the board by:


DOMINIC MCGONIGAL
CHAIR

GOVERNORS FOR SCHOOLS

STATEMENT OF CASH FLOWS

As at 31st March 2023

	2022/2023 £	2021/2022 £
Cash flows from operating activities		
Net income	(133,705)	(195,560)
<i>Adjustments for:</i>		
Depreciation and impairment of tangible fixed assets	11,591	7,288
Other interest receivable and similar income	(414)	(46)
Accrued (income)/expenses	27,527	(529)
<i>Changes in:</i>		
Trade and other debtors	6,255	25,497
Trade and other creditors	2,923	871
Cash generated from operations	(85,823)	(162,479)
Interest received	414	46
Net cash (used in)/from operating activities	<u>(85,409)</u>	<u>(162,433)</u>
Cash flows from investing activities		
Purchase of tangible assets	(12,145)	(11,353)
Net cash used in investing activities	<u>(12,145)</u>	<u>(11,353)</u>
Net (decrease)/increase in cash and cash equivalents	(97,554)	(173,786)
Cash and cash equivalents at beginning of year	<u>472,397</u>	<u>646,183</u>
Cash and cash equivalents at end of year	<u>374,843</u>	<u>472,397</u>

GOVERNORS FOR SCHOOLS

NOTES TO THE ACCOUNTS

1 General information

The charity is a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is Sycamore House, Sutton Quays Business Park, Sutton Weaver, Runcorn, Cheshire, WA7 3EH.

2 Statement of compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', 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 (FRS 102) (Charities SORP (FRS 102)) and the Charities Act 2011.

3 Accounting Policies

3.1 Basis of preparation

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities and investment properties measured at fair value through income or expenditure.

The financial statements are prepared in sterling, which is the functional currency of the entity.

3.2 Going concern

There are no material uncertainties about the charity's ability to continue.

3.3 Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

3.4 Fund Accounting

- Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.
- Designated funds are unrestricted funds earmarked for particular purposes.
- Restricted funds are subjected to restrictions on their expenditure imposed by the donor.

NOTES TO THE ACCOUNTS (Continued)

3.5 Recognition of Income

All incoming resources are included in the statement of financial activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. Incoming resources received for specific purposes are included in the statement of financial activities. The balance of income received for specific purposes but not matched to relevant expenditure during the period is shown in the Restricted Income Fund and Balance Sheet.

- Income from charitable activities and donations is received by way of grants, sponsorship and donations and is included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.
- Intangible income represents services and facilities donated by third parties and is included at the value to Governors for Schools where this can be quantified by the Board and where provided at a cost to the third party.

3.6 Expenditure

All payments are recognised in the accounts in the year to which they relate. Expenditure is recognised on an accruals basis as a liability is incurred.

- Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.
- All costs are allocated between the expenditure categories of the SoFA on a basis designed to reflect the use of the resource.
- Costs relating to a particular activity are allocated directly; others are apportioned on an appropriate basis.

3.7 Chargeable Services

Where chargeable services relate to a specific period, income is recognised on a monthly basis with the balance treated as deferred income. Chargeable services income is shown net of VAT. Costs are allocated monthly against annual fees to cover delivery resource, with cost apportionment relating to direct salary costs incurred and a share of operational costs based on staff time.

3.8 Fixed Assets and Depreciation

Purchases are capitalised where the expected useful life of the items exceed one year and where the cost of acquisition exceeds £500 including VAT. Assets are depreciated over their expected useful life by the straight line method. The classes and standard asset lives are reviewed annually. The depreciation rates applied to the main categories of assets are as follows:

Class of Asset	Standard Useful Life
Computer Equipment & Furniture	3 years

GOVERNORS FOR SCHOOLS

NOTES TO THE ACCOUNTS (Continued)

3.9 Debtors

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

3.10 Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

3.11 Taxation

The company is a registered charity and as such is exempt from Income and Corporation taxes under the provision of the Income and Corporation Taxes Act 1988. The cost of Value Added Tax incurred by the company has been included in the Income and Expenditure Account.

3.12 Financial Instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at the carrying value at their settlement value with the exception of banks loans which are subsequently measured at amortised cost using the effective interest method.

3.13 Pensions

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

When contributions are not expected to be settled wholly within 12 months of the end of the reporting date in which the employees render the related service, the liability is measured on a discounted present value basis. The unwinding of the discount is recognised as a finance cost in profit or loss in the period in which it arises.

3.14 Operating lease agreements

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged against profits on a straight line basis over the period of the lease.

4 Limited by guarantee

The company is limited by guarantee and does not have a share capital. The liability of the members is limited in the event of the company being wound up to such amount as may be required not exceeding one pound.

GOVERNORS FOR SCHOOLS

NOTES TO THE ACCOUNTS (Continued)

5 Donations

	2022/2023	2021/2022
	£	£
80:20 Charitable Trust	687,312	515,024
Allen & Overy	10,500	7,500
Tenzing	50,000	50,000
Amazon Smile	39	54
Frances Jacob	48,000	48,000
JustGiving	366	218
Cardiff University		2,000
GovernorHub	10,000	2,000
Charities Aid Foundation		3,600
IET	2,800	
Deloitte	1,575	
Hoddesdon	260	
Charities Trust	200	
National Lottery Community	5,250	
CAST	5,000	
Giving Com Ltd		57
	<u>821,302</u>	<u>628,453</u>

6 Investment Income

	2022/2023	2021/2022
	£	£
Bank Interest	414	46
	<u>414</u>	<u>46</u>

GOVERNORS FOR SCHOOLS

NOTES TO THE ACCOUNTS (Continued)

7

Charitable Activities	2022/2023	2021/2022
	£	£
Marketing	23,999	30,065
Business Development	1,720	11,558
Impact and Governor Support	61,181	10,802
Website & Database	50,219	25,881
Salaries & Expenses	788,584	624,642
Administration	2,786	24,497
Occupancy Costs	23,555	93,650
Depreciation	10,909	7,288
Office Equipment	1,278	522
Legal & Professional	4,033	5,699
	<u>968,264</u>	<u>834,604</u>
Governance Costs		
Auditors' Remuneration - Audit Fee	5,280	5,130
	<u>5,280</u>	<u>5,130</u>
Chargeable Services Costs		
Salaries & Expenses	108,948	93,648
Operational costs	18,660	16,370
	<u>127,608</u>	<u>110,018</u>

8 Remuneration

The Board Chairman & Directors

The Chairman & Directors did not receive any remuneration for their services. No expenses were paid during the year.

8.1 Employees

8.2 Analysis of Employees

Category of Employment	Average Number Of Employees 2022/2023	Average Number Of Employees 2021/2022
Chief Executive	1	1
Administration	2	2
Delivery & Impact	23	21
	<u>26</u>	<u>24</u>

GOVERNORS FOR SCHOOLS

NOTES TO THE ACCOUNTS (Continued)

8.3 Analysis of Staff Costs

Total staff costs for the year were

Salaries	Total 2022/2023 £	Total 2021/2022 £
Salaries	775,034	625,728
Employer's Pension	21,955	17,988
Employer's NIC	75,108	57,309
	872,097	701,025

The amount recognised in the Statement of Financial Activities as an expense in relation to defined contribution pension plans was £21,955.

The number of employees whose emoluments (salaries, wages and benefits in kind) fell within the following band:

	2022/2023 £'000	2021/2022 £'000
£70,000 - £79,999	0	0
£80,000 - £89,999	1	1

During the year pension contributions of £6,724 were paid for this member of staff.

9 Fixed Assets Analysis of Fixed Assets

	Computers & Furniture £	Total 2022/2023 £	Total 2021/2022 £
Cost			
as at 1 April 2022	84,754	84,754	73,401
Purchased in year	12,145	12,145	11,353
Disposal of equipment	(40,216)	(40,216)	0
Cost as at 31 st March 2023	56,683	56,683	84,754
Depreciation			
as at 1 April 2022	70,243	70,243	62,955
Charge for the year	10,909	10,909	7,288
Depreciation on Disposal	(39,533)	(39,533)	0
as at 31 st March 2023	41,619	41,619	70,243
Net Book Value			
as at 1 April 2022	14,511	14,511	10,446
as at 31 st March 2023	15,064	15,064	14,511

GOVERNORS FOR SCHOOLS

NOTES TO THE ACCOUNTS (Continued)

10 Assets

Debtors & Prepayments	Total 2022/2023 £	Total 2021/2022 £
Rent Bond		15,000
Sundry Debtors	29,210	21,324
Prepayments	23,926	23,067
	<u>53,136</u>	<u>59,391</u>

11 Liabilities

Creditors falling due within one year	Total 2022/2023 £	Total 2021/2022 £
Creditors	4,990	6,324
Accruals and Deferred Income	91,425	63,898
Taxation	6,306	2,050
	<u>102,721</u>	<u>72,272</u>

Where chargeable services relate to a specific period, income is recognised on a monthly basis with the balance treated as deferred income.

	Total 2022/2023 £	Total 2021/2022 £
Deferred income brought forward	54,389	57,583
Released from the prior year	(54,389)	(57,583)
Deferred in the current year	85,633	54,389
Deferred income carried forward	<u>85,633</u>	<u>54,389</u>

12 Restricted Funds

	Balance 2021/2022 £	Incoming £	Expenditure, Gains, Losses & Transfer £	Total 2022/2023 £
Allen & Overy	0	10,500	7,999	2,501
80:20 Charitable Trust	0	87,312	87,312	0
CAST (Deloitte Digital)	0	5,000	5,000	0
National Lottery	0	5,250	1,068	4,182
GovernorHub	0	10,000	10,000	0
	<u>0</u>	<u>118,062</u>	<u>111,379</u>	<u>6,683</u>

GOVERNORS FOR SCHOOLS

NOTES TO THE ACCOUNTS (Continued)

Restriction

Allen & Overy

Sponsorship of the Governors for Schools 'Boards against bullying' campaign running in autumn 2022 and sponsorship of the Governors for Schools 'Counting the cost' campaign running in Spring 2023.

80:20 Charitable Trust

Restricted donation of £40,000 to facilitate the creation of 'Headteacher recruitment' eLearning for governors and to support the promotion of the resource to relevant stakeholders. Restricted donation of £20,000 to support the organisations governor recruitment and placement work specifically in Wales. Restricted donation of £27,312 to support Governors for Schools employees with the cost of living.

National Lottery Community Fund

Restricted donation of £5,250 to support the organisations governor recruitment and placement work specifically in Wales.

GovernorHub

Restricted donation of £5,000 to facilitate the creation of 'Headteacher recruitment' eLearning for governors and to support the promotion of the resource to relevant stakeholders. Restricted donation of £5,000 to support the organisations governor recruitment and placement work specifically in Wales.

CAST (Deloitte Digital)

Restricted donation of £5,000 to cover the salary costs of the Governors for Schools employees' participating in the Deloitte Digital programme which supports the development and implementation the organisations digital strategy.

13 Analysis of Net Assets Between Funds

	Unrestricted Funds £	Restricted £	Total 2022/2023 £
Tangible Fixed Assets	15,064		15,064
Current Assets	421,296	6,683	427,979
Liabilities	(102,721)		(102,721)
	333,639	6,683	340,322

	Unrestricted Funds £	Restricted £	Total 2021/2022 £
Tangible Fixed Assets	14,511		14,511
Current Assets	531,788		531,788
Liabilities	(72,272)		(72,272)
	474,027		474,027

GOVERNORS FOR SCHOOLS

NOTES TO THE ACCOUNTS (Continued)

14 Operating Leases

The total future minimum lease payments under non-cancellable operating leases are as follows:

	Total	Total
	2022/2023	2021/2022
	£	£
Not later than 1 year	0	18,000
Later than 1 year and not later than 5 years	0	0
	0	18,000

The leases payments recognised as an expense during the year amounted to £18,000.

15 Related Party Transactions

During the year the charity received donations totalling £687,312 from the 80:20 Charitable Trust which is exclusively funded by the Armitage family. Mr Ian Armitage is a Trustee of Governors for Schools.

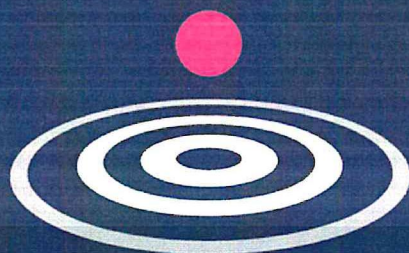
During the year, the charity received the amount of £50,000 from Tenzing. This is for work undertaken by Ian Armitage but his fees donated to the charity.

During the year, the charity received donations totalling £10,000 from Governor Hub (Ortoo Technologies Ltd). Ian Armitage is a director and shareholder of The Key Support Services Ltd, the ultimate controlling entity of Governor Hub.

The charity received donations totalling £10,500 during the year from Allen & Overy, a company in which Trustee Jane Higgins is a Partner. The charity also received payment of £3,150 for services. There was a balance of £3,500 due from Allen & Overy to the charity at the year end.

The charity received payment of £10,500 for services from Lloyds Banking Group, a company in which Trustee David Rowsell is an employee.

No further transactions with related parties were undertaken such as are required to be disclosed



GOVERNORS FOR SCHOOLS

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Governors for Schools is a registered charity in England and Wales No. 1078330