
NEW SCHOOLS NETWORK
(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 30 JUNE 2022

NEW SCHOOLS NETWORK
(A company limited by guarantee)

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS
FOR THE PERIOD ENDED 30 JUNE 2022**

Trustees	David Ross, Chair of Trustees Julie Kirkbride, Vice Chair of Trustees Simon Amess Katharine Birbalsingh (resigned 17 September 2021) David Hall (appointed 28 April 2021) Mohamed Isap (resigned 29 June 2021) Philip Jones Sir Nicholas Weller
Company Registered Number	06953650
Charity Registered Number	1132122
Registered Office	10 St. James's Place London England SW1A 1NP
Company Secretary	Alison Mugunthan (to 15 July 2021) Teresa Clack (from 16 July 2021)
Senior Management Team	Unity Howard, Director (resigned 10 September 2021) Sophie Harrison-Byrne, Director (appointed 15 September 2021, redundant 30 September 2022) Alison Mugunthan, Director of Finance & Corporate Services (resigned 7 August 2021) Teresa Clack, Head of Finance (appointed 28 June 2021) Daniel Howells, Interim Director of Programmes (resigned 16 July 2021) Samuel Skerritt, Head of Content and Communications (resigned 12 February 2022) Emma Gregory, Head of Academy Ambassadors Programme (redundant 6 May 2022) Samuel Fitzpatrick, Head of Development and Partnerships (resigned 25 February 2022) Hannah Jackson, Head of School Programmes (transferred 31 March 2022)
Independent Auditors	Streets Audit LLP Chartered Accountants & Statutory Auditor 1 Mark Square Shoreditch London EC2A 4EG
Bankers	Lloyds Bank Plc 25 Gresham Street London EC2V 7HN

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REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS
(CONTINUED)
FOR THE PERIOD ENDED 30 JUNE 2022

Solicitors	Charles Russell Speechleys LLP 5 Fleet Place London EC4M 7RD
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TRUSTEES' REPORT
FOR THE PERIOD ENDED 30 JUNE 2022

The trustees (who are also directors of the charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of New Schools Network ('the charity' or 'NSN') for the 15 month period 1 April 2021 to 30 June 2022.

The accounting reference date has been extended from 31 March to 30 June. Given the extension to the accounting reference date, the comparative amounts presented in the accounts including the related notes are not entirely comparable.

The trustees confirm that the Annual report and financial statements of the charity have been prepared in accordance with the accounting policies set out in note 2 to the accounts and comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice (Charities SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Structure, Governance and Management

Constitution

NSN is a charitable company, limited by guarantee, and was set up by a Memorandum of Association on 6 July 2009, with charitable status established on 14 October 2009. It is governed by its Memorandum and Articles of Association, as amended on 18 April 2018.

Members' Liability

The liability of each member of NSN in the event of winding up is £1. At 30 June 2022, there were six guarantor members (the trustees) with two leaving and one joining us during this period as noted on Page 1.

Organisational Structure and Decision Making

The management of the charity is the responsibility of the trustees who are appointed under the terms of the Articles of Association.

Trustees operate three sub-committees – an audit, finance and risk committee, a remuneration committee and an education committee. Only trustees are members of the committees.

The day-to-day management of the charity is the responsibility of the Senior Management Team. The members of the Senior Management Team are considered to be the key management personnel.

Recruitment and Appointment and Training and Induction of Trustees

The trustees are the directors of the charitable company in accordance with the provisions of the Companies Act 2006. The appointment of new trustees is made by resolution of the trustees. The policies and procedures adopted for the induction and training of new trustees are tailored to their individual needs, commensurate with their experience, ensuring that they understand their obligations and possess a sufficient knowledge as to how to discharge them. The Trustees meet at least four times a year. They are responsible for directing all major strategic decisions of the charity.

During this reporting period, the trustees accepted the resignations of Mohamed Isap and Katharine Birbalsingh. The board wish to thank Mohamed and Katharine for their services to NSN. David Hall was appointed to the board on 28 April 2021.

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TRUSTEES' REPORT (CONTINUED)
FOR THE PERIOD ENDED 30 JUNE 2022

Arrangements for Setting Pay and Remuneration of Key Management Personnel

The remuneration committee recommends the Director's remuneration as well as monitoring remuneration policies generally. The Director is not a trustee.

Related Parties

The charity requires all trustees and key management personnel to declare any business interests. Related party transactions are disclosed in the notes to the accounts.

Risk Management

The trustees have assessed the major risks to which the charity is exposed, in particular those related to the operations and finances of the charity, and are satisfied that systems and procedures are in place to mitigate exposure to the major risks.

Objectives and Activities

Objectives

The objects of the charity are to promote, through advice and assistance, the advancement of education in maintained charitable schools (within the meaning of the Education Acts) and academies (established in accordance with the Academies Act 2010 and any successor legislation), including by assisting with the creation of new schools of this sort, with a view to improving educational opportunities for young people and in particular those in necessitous circumstances.

The trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning future activities and setting the grant making policy for the period.

Activities

Between 1 April 2021 and 30 June 2022, the charity continued to be the only charitable organisation providing free, high-quality targeted advice and support to open and approved free schools.

Between 1 April 2021 and 31 March 2022, it delivered the Department for Education's free schools support service contract. It also continued to deliver the Academy Ambassadors programme on behalf of the Department for Education up until 31 March 2022. During the period between 1 April 2021 and 31 March 2022, NSN's work consisted of two parts:

- Supporting pipeline free schools to achieve the necessary milestones to open successfully, as well as providing support to new open free schools during their first years of operation to help them to be as successful as they can be; and
- Recruiting and appointing executive leaders from businesses and the professions as trustees and members on the boards of academy trusts, with a focus on trusts in 'high need', through the Academy Ambassadors programme.

NSN's Department for Education funded free school services this year included: events at critical points during pre-opening; opportunities to share and learn best practice through a facilitated online professional network, virtual visits to thriving free schools and networking opportunities; a dedicated question-and-answer service via telephone and email, as well as tailored surgery sessions for open schools on issues such as education, governance, finance and staff recruitment; free intensive media and spokesperson training for all open free schools; a regular e-newsletter; and a library of online resources and tools.

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TRUSTEES' REPORT (CONTINUED)
FOR THE PERIOD ENDED 30 JUNE 2022

NSN's Delivery Programme continued to offer intensive, paid-for support services to trusts with free schools in pre-opening. These focused on ensuring that free schools were prepared to undertake the rigorous pre-opening process and successfully open their school.

NSN's Department for Education funded Academy Ambassadors Programme provided a free, bespoke recruitment service to academy trusts looking to strengthen their boards. It recruited high-calibre executive leaders from business and the professions with skills in areas such as finance, law, audit, turnaround, risk, education leadership, HR, change and growth management and introduced these candidates to trusts as potential members, trustees, or non-executive directors. The programme provided onboarding and induction support to non-executive directors. The programme received in-kind support from a range of partner organisations including KPMG, Lloyds Banking Group, Northern Powergrid, PwC, Rolls-Royce, Barclays, Vodafone and Santander.

Between 1 April 2022 and 30 June 2022, the charity worked with the Department for Education to manage a smooth and orderly exit and transfer of its two departmental service contracts, which each terminated on 31 March 2022. The external support service to the free schools programme contract transferred to Premier Advisory Group (the new service provider) and the trustee recruitment contract (the Academy Ambassadors programme) transferred to the Department for Education.

Funding from the Department for Education, which made up most of the charity's income, ceased on 31 March 2022.

Between 1 April 2022 and 30 June 2022, the trustees undertook a formal consultation with the charity's staff. Following its conclusion, and careful consideration of options and alternatives available, the trustees concluded that there was no viable alternative to winding down the charity's activities. Trustees have therefore resolved to commence the orderly wind down of the charity with most staff leaving the organisation during the period. The Trustees have considered possible wind down options and determined that redistributing NSN's remaining cash assets as a grant-making organisation over the medium-term is in the best interests of NSN and the furtherance of its objects. The charity concluded its remaining work with its Delivery Programme clients in this period too.

Post-period end the wind down of activities has continued with all employees leaving the organisation by 31 October 2022, by which time the ongoing cost base of NSN will be low and support will be in place to develop the next stage of its activities.

The trustees would like to thank all of the staff for their work for NSN and for their contribution to improving educational opportunities in England.

Achievements and Performance

Between 1 April 2021 and 31 March 2022, via its Academy Ambassadors programme, the charity:

- Appointed 263 non-executive directors to the boards of academy trusts, 63% of which were to boards defined as 'high need'. These are trusts which have experienced significant governance or financial challenges and are referred to the programme directly by the Department for Education. This is a 19% increase on the previous year of appointments to 'high need' trusts.
- Recruited non-executive directors across England, with particularly strong performance in regions including the South West, West Midlands, East Midlands, and the Humber; across the year 76% of appointments were outside London.
- Focused on increasing the diversity of non-executive directors on academy trust boards:
 - o By 31 March 18% of candidates recruited identified as being from a BAME background; and,
 - o Over the course of the year, the proportion of male / female appointments increased by 11% - from 31% female appointments by June 2021 to 42% female appointments by March 2022. (This is above the success of the FTSE100 which has achieved 38% of women on boards by 2022 according to The Parker Review Committee).

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TRUSTEES' REPORT (CONTINUED)
FOR THE PERIOD ENDED 30 JUNE 2022

Between 1 April 2021 and 31 March 2022, via its free schools support, the charity:

- Worked directly with over 100 free schools, helping headteachers to navigate the challenges of their first few years.
- Delivered a series of events including 18 webinars, and eight virtual events delivered in partnership with the Department for Education – five for free schools opening in September 2022, and three for open free schools. Across all 26 events, 100% of attendees found the events 'useful', 'very useful' or 'extremely useful'.
- Engaged and supported 73% of new and inexperienced free school trusts, supporting the development and success of their new schools.
- Grew its networking platform for free school leaders ("the Hub"), through which free school senior managers could connect with one another and access tailored content for new free schools. As of February 2022, the Hub had 173 free school leaders on the platform – 94% growth on the previous year. Member retention and contribution rates have been 'excellent' and 'good' respectively.

Since its founding in 2009, the charity has:

- Appointed over 2,000 non-executive director, trustee, and member matches to academy trust boards. These Ambassadors - all volunteers - have brought their independent expertise, perspectives and insights from business, the professions and education to academy trusts. They have provided non-executive support at the highest level and supported executive leaders to provide the best education for their pupils through strong governance and a shared moral purpose.
- Supported the creation of 610 schools which otherwise wouldn't exist, as well as over 200 that are still in the pipeline. During that time, NSN has supported every wave of the free schools programme, working with hundreds of groups wanting to set up free schools. There is now a thriving free schools community right across the country, which brings innovation and academic excellence to the system.
- Built a network of schools across England totalling over 4,500 schools, including some of the highest performing schools and academy trusts.

Going Concern

Funding from the Department for Education, which made up most of the charity's income, has now ceased and the charity is transitioning to a grant making charity, prior to wind down. The cost base of the charity is now much reduced and future spending commitments are low. The trustees are comfortable that there are sufficient reserves for the charity to continue as a going concern for the foreseeable being at least twelve months from the approval of the financial statements.

The trustees continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

Financial Review

For the first 12 months of the period NSN continued to operate broadly in line with the prior year albeit with significantly reduced levels of Government contract income largely due to the impacts of the pandemic. In the final three months NSN operated with minimal revenue and continued to incur running costs and non recurring restructuring costs as it commenced an orderly wind down of its activities.

Overall, during the 15-month period NSN generated a reduction in funds of £261,208 mainly due to closure costs compared with a reduction in funds of £9,176 for the year 2020/21. As a result, reported net assets are £691,477 as at 30 June 2022 compared with £952,685 as at 31 March 2021.

Cash balances at 30 June 2022 were £1,075,391 (31 March 2021 - £503,227). Cash balances increased over the period due to the collection of receivables which had built up at the start of the period and other working capital movements, offset by wind down costs some of which will not be paid out until after 30 June 2022.

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TRUSTEES' REPORT (CONTINUED)
FOR THE PERIOD ENDED 30 JUNE 2022

Financial and Risk Management

Objectives and Policies

The trustees consider risk during their regular meetings and regularly conduct reviews to ensure that robust systems are in place to assess and mitigate key risks – for example, the pandemic, changes in government policy and the pressure on donors' charitable giving in the current economic climate.

Reserves Policy

As a grant making charity going forwards, the running costs and working capital requirements will be significantly reduced. It is therefore the Trustees' intention to reduce the level of reserves held by the charity through the issue of grants which will be paid out in furtherance of its objectives.

Investment Policy

The charity seeks to produce the best financial return with a minimal level of risk taking into account planned future cash flows and the need for flexibility.

Plans for the Future

Over the next year the charity will focus its resources on transitioning from a charity providing services to schools and academy trusts to a charity which makes grants to schools and academy trusts.

An unacceptable number of children continue to fail to reach their potential because they lack access to an excellent education. Too often, a child's background dictates their destination in life, entrenching inequality and impacting communities for generations to come.

NSN continues to envisage a country where every child has an equal chance to succeed in life, irrespective of their background and will continue to focus its work on ending educational inequality once and for all.

In line with the charity's founding mission, the new grant giving will focus on supporting recipients that are:

- promoting impactful educational innovation particularly targeted in left behind communities in England;
- championing causes to ensure that every child – no matter their background, income, or geography – can access an excellent education
- advocating for young people, breaking the barriers of disadvantage and encouraging innovation in the sector.

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TRUSTEES' REPORT (CONTINUED)
FOR THE PERIOD ENDED 30 JUNE 2022

Provision of Information to Auditors

Each of the persons who are trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that trustee is aware, there is no relevant audit information of which the charity's auditors are unaware, and
- that trustee has taken all the steps that ought to have been taken as a trustee in order to be aware of any information needed by the charity's auditors in connection with preparing their report and to establish that the charity's auditors are aware of that information.

In preparing this report, the trustees have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

Approved by order of the members of the board of trustees on 11 October 2022 and signed on their behalf by:

David Ross
Chair of Trustees

NEW SCHOOLS NETWORK
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STATEMENT OF TRUSTEES' RESPONSIBILITIES
FOR THE PERIOD ENDED 30 JUNE 2022

The trustees (who are also the directors of the charity for the purposes of company law) are responsible for preparing the Trustees' 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 period. 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 charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 in business.

The trustees are responsible for keeping adequate 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 Companies Act 2006. They are 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 order of the members of the board of trustees on 11 October 2022 and signed on its behalf by:

David Ross
Chair of Trustees

NEW SCHOOLS NETWORK
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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NEW SCHOOLS NETWORK

Opinion

We have audited the financial statements of New Schools Network (the 'charity') for the period ended 30 June 2022 which comprise the Statement of financial activities, the Balance sheet, the 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 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 charitable company's affairs as at 30 June 2022 and of its incoming resources and application of resources, including its income and expenditure for the period then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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 charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council'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 charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

NEW SCHOOLS NETWORK
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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NEW SCHOOLS NETWORK (CONTINUED)

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 contained within the Annual 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' report for the financial period for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company 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 Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a Strategic report.

NEW SCHOOLS NETWORK
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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NEW SCHOOLS NETWORK (CONTINUED)

Responsibilities of trustees

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

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company 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 the trustees and other management and from our commercial knowledge and experience of the charity and sector in which it operates;
- 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 including the Companies Act 2006 and charity and taxation legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the 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.

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NEW SCHOOLS NETWORK (CONTINUED)

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;
- reviewed the eligibility to funding;
- agreed a sample of employees on the charity payroll to existence and agreed the accuracy of their pay;
- assessed and reviewed the appropriateness and effectiveness of the key systems and controls; 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; and
- reviewing any correspondence with HMRC, relevant regulators and the charity'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 Trustees and other management and the inspection of regulatory and legal correspondence, if any.

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

A further description of our responsibilities for the audit of the 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.

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NEW SCHOOLS NETWORK (CONTINUED)

Use of our report

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

Robert Anderson (Senior statutory auditor)

for and on behalf of

Streets Audit LLP

Chartered Accountants & Statutory Auditor

1 Mark Square

Shoreditch

London

EC2A 4EG

9 November 2022

NEW SCHOOLS NETWORK
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**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE PERIOD ENDED 30 JUNE 2022**

		Unrestricted funds Period ended 30 June 2022 £	Restricted funds Period ended 30 June 2022 £	Total funds Period ended 30 June 2022 £	Total funds Year ended 31 March 2021 £
	Note				
Income from:					
Donations and legacies	3	-	-	-	7,680
Charitable activities	4	-	1,187,500	1,187,500	2,020,998
Investments	5	2,424	-	2,424	2,823
Income from other activities	6	41,468	-	41,468	62,010
Total income		43,892	1,187,500	1,231,392	2,093,511
Expenditure on:					
Charitable activities	7	298,890	1,193,710	1,492,600	2,102,687
Total expenditure		298,890	1,193,710	1,492,600	2,102,687
Net expenditure		(254,998)	(6,210)	(261,208)	(9,176)
Transfers between funds	15	12,125	(12,125)	-	-
Net movement in funds		(242,873)	(18,335)	(261,208)	(9,176)
Reconciliation of funds:					
Total funds brought forward		934,350	18,335	952,685	961,861
Net movement in funds		(242,873)	(18,335)	(261,208)	(9,176)
Total funds carried forward		691,477	-	691,477	952,685

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 19 to 34 form part of these financial statements.

NEW SCHOOLS NETWORK
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REGISTERED NUMBER: 06953650

BALANCE SHEET
AS AT 30 JUNE 2022

	Note	30 June 2022 £	31 March 2021 £
Fixed assets			
Tangible assets	12	-	6,478
		<hr/>	<hr/>
		-	6,478
Current assets			
Debtors	13	4,024	759,665
Cash at bank and in hand		1,075,391	503,227
		<hr/>	<hr/>
		1,079,415	1,262,892
Creditors: amounts falling due within one year	14	(387,938)	(316,685)
		<hr/>	<hr/>
Net current assets		691,477	946,207
Total assets less current liabilities		<hr/> 691,477	<hr/> 952,685
Net assets excluding pension asset		<hr/> 691,477	<hr/> 952,685
Total net assets		<hr/> <hr/> 691,477	<hr/> <hr/> 952,685

NEW SCHOOLS NETWORK
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REGISTERED NUMBER: 06953650

BALANCE SHEET (CONTINUED)
AS AT 30 JUNE 2022

	Note	30 June 2022 £	31 March 2021 £
Charity funds			
Restricted funds	15	-	18,335
Unrestricted funds	15	691,477	934,350
Total funds		691,477	952,685

The trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved and authorised for issue by the trustees on 11 October 2022 and signed on their behalf by:

David Ross
Chair of Trustees

The notes on pages 19 to 34 form part of these financial statements.

NEW SCHOOLS NETWORK
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STATEMENT OF CASH FLOWS
FOR THE PERIOD ENDED 30 JUNE 2022

	Note	Period ended 30 June 2022 £	Year ended 31 March 2021 £
Cash flows from operating activities			
Net cash from / (used in) operating activities	19	572,164	(388,787)
Cash flows from investing activities			
Purchase of tangible assets		-	(3,640)
Net cash provided by/(used in) investing activities		-	(3,640)
Change in cash and cash equivalents in the year		572,164	(392,427)
Cash and cash equivalents at the beginning of the year		503,227	895,654
Cash and cash equivalents at the end of the year	20	1,075,391	503,227

The notes on pages 19 to 34 form part of these financial statements

NEW SCHOOLS NETWORK
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 30 JUNE 2022

1. General information

New Schools Network (the charity) is a limited company by guarantee incorporate in England and Wales and a registered charity. The charity's registered office is at 10 St. James's Place, London, England, SW1A 1NP.

The charity's principal activity is to improve the quality of education, particularly for the most deprived, by increasing the number of independent, innovative schools and by giving grants to academies and schools within the state sector in line with its objectives.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

New Schools Network meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Going concern

The trustees assess whether the use of going concern is appropriate, i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements and have concluded that the charity has adequate resources to continue in operational existence for the foreseeable future, for the reasons set out in the Trustees' Report, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

2.3 Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

NEW SCHOOLS NETWORK
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 30 JUNE 2022

2. Accounting policies (continued)

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of direct costs. Direct costs attributable to a single activity are allocated directly to that activity.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.5 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Furniture and equipment	- 25% Straight Line
-------------------------	---------------------

2.7 Debtors

Prepayments are valued at the amount prepaid net of any trade discounts due.

2.8 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

NEW SCHOOLS NETWORK
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 30 JUNE 2022

2. Accounting policies (continued)

2.9 Liabilities

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

2.10 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 their settlement value.

2.11 Pensions

The charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the charity to the fund in respect of the year.

2.12 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

NEW SCHOOLS NETWORK
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 30 JUNE 2022**

3. Income from donations and legacies

	Unrestricted funds Period ended 30 June 2022 £	Restricted funds Period ended 30 June 2022 £	Total funds Period ended 30 June 2022 £	Total funds Year ended 31 March 2021 £
Donations	-	-	-	7,680
<i>Total 2021</i>	5,000	2,680	7,680	

4. Income from charitable activities

	Restricted funds Period ended 30 June 2022 £	Total funds Period ended 30 June 2022 £	Total funds Year ended 31 March 2021 £
Government contracts / grants	1,187,500	1,187,500	2,020,998
<i>Total 2021</i>	2,020,998	2,020,998	

Contract / grant income relates to funding received from the Department for Education.

NEW SCHOOLS NETWORK
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 30 JUNE 2022**

5. Investment income

	Unrestricted funds Period ended 30 June 2022 £	Total funds Period ended 30 June 2022 £	<i>Total funds Year ended 31 March 2021 £</i>
Bank interest	2,424	2,424	2,823
	<u>2,424</u>	<u>2,424</u>	<u>2,823</u>
<i>Total 2021</i>	<u>2,823</u>	<u>2,823</u>	

6. Income from other activities

	Unrestricted funds Period ended 30 June 2022 £	Total funds Period ended 30 June 2022 £	<i>Total funds Year ended 31 March 2021 £</i>
Delivery of services	41,468	41,468	62,010
	<u>41,468</u>	<u>41,468</u>	<u>62,010</u>
<i>Total 2021</i>	<u>62,010</u>	<u>62,010</u>	

NEW SCHOOLS NETWORK
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 30 JUNE 2022**

7. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds Period ended 30 June 2022 £	Restricted funds Period ended 30 June 2022 £	Total Period ended 30 June 2022 £	<i>Total Year ended 31 March 2021 £</i>
Charitable activities	298,890	1,193,710	1,492,600	<i>2,102,687</i>
<i>Total 2021</i>	<i>(840)</i>	<i>2,103,527</i>	<i>2,102,687</i>	

8. Analysis of expenditure by activities

	Activities undertaken directly Period ended 30 June 2022 £	Total funds Period ended 30 June 2022 £	<i>Total funds Year ended 31 March 2021 £</i>
Support to open and approved free schools and Academy Ambassadors programme	1,492,600	1,492,600	<i>2,102,687</i>
<i>Total 2021</i>	<i>2,102,687</i>	<i>2,102,687</i>	

NEW SCHOOLS NETWORK
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 30 JUNE 2022**

8. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Total funds Period ended 30 June 2022 £	<i>Total funds Year ended 31 March 2021 £</i>
Staff costs	990,866	1,185,645
Depreciation	3,278	7,697
Office costs	44,300	204,819
Other direct costs	446,656	697,026
Governance costs	7,500	7,500
	1,492,600	2,102,687

9. Auditor's remuneration

	Period ended 30 June 2022 £	<i>Year ended 31 March 2021 £</i>
Fees payable to the charity's auditor for the audit of the charity's annual accounts	7,500	5,000
Fees payable to the charity's auditor in respect of: All non-audit services not included above	20,156	13,872

NEW SCHOOLS NETWORK
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 30 JUNE 2022**

10. Staff costs

	Period ended 30 June 2022 £	<i>Year ended 31 March 2021 £</i>
Wages and salaries	826,071	982,826
Social security costs	82,539	99,097
Contribution to defined contribution pension schemes	82,256	103,722
	990,866	1,185,645

Wages and salaries includes £27,956 of redundancy payments. In addition, accrued closure costs include £14,163 of redundancy payments.

The average number of persons employed by the charity during the period was as follows:

	Period ended 30 June 2022 No.	<i>Year ended 31 March 2021 No.</i>
Management and Advisory	15	28
Administration	3	3
	18	31

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

	Period ended 30 June 2022 No.	<i>Year ended 31 March 2021 No.</i>
In the band £60,001 - £70,000	2	1
In the band £80,001 - £90,000	-	1

The 2022 disclosure is based on the 15 month period.

Key Management Personnel, being the Senior Management Team listed on page 1, received aggregate remuneration of £490,880 (2021 - £406,742).

There were a number of appointments to and resignations from the Senior Management Team during the year.

NEW SCHOOLS NETWORK
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 30 JUNE 2022**

11. Trustees' remuneration and expenses

During the year, no trustees received any remuneration or other benefits (2021 - £NIL).

During the period ended 30 June 2022, expenses totalling £158 were reimbursed or paid directly to 1 trustee (2021 - £NIL). The trustee was reimbursed for travel expenses.

12. Tangible fixed assets

	Office equipment £
Cost or valuation	
At 1 April 2021	10,971
Disposals	(10,408)
	<hr/>
At 30 June 2022	563
	<hr/>
Depreciation	
At 1 April 2021	4,493
Charge for the year	3,278
On disposals	(7,208)
	<hr/>
At 30 June 2022	563
	<hr/>
Net book value	
At 30 June 2022	-
	<hr/> <hr/>
At 31 March 2021	6,478
	<hr/> <hr/>

13. Debtors

	30 June 2022 £	31 March 2021 £
Due within one year		
Accrued income	-	758,646
Prepayments	4,024	1,019
	<hr/>	<hr/>
	4,024	759,665
	<hr/> <hr/>	<hr/> <hr/>

NEW SCHOOLS NETWORK
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 30 JUNE 2022**

14. Creditors: Amounts falling due within one year

	30 June 2022 £	<i>31 March 2021 £</i>
Other taxation and social security	19,919	<i>54,493</i>
Other creditors	-	<i>16,708</i>
Accruals and deferred income	368,019	<i>245,484</i>
	387,938	<i>316,685</i>
	30 June 2022 £	<i>31 March 2021 £</i>
Deferred income		
Deferred income at 1 April	232,393	<i>235,073</i>
Amounts released from previous periods	-	<i>(2,680)</i>
Deferred income at 31 March	232,393	<i>232,393</i>

Income deferred at the year end relates to the Barclays Development Programme where funding is to be applied in future periods.

NEW SCHOOLS NETWORK
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 30 JUNE 2022**

15. Statement of funds

Statement of funds - current year

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 30 June 2022 £
Unrestricted Funds					
Designated Funds					
Contingency Fund	863,677	-	-	(863,677)	-
General Funds					
General Funds	70,673	43,892	(298,890)	875,802	691,477
Total Unrestricted Funds	934,350	43,892	(298,890)	12,125	691,477
Restricted Funds					
Government Contracts / Grants	6,210	1,187,500	(1,193,710)	-	-
Other Restricted Donations	12,125	-	-	(12,125)	-
	18,335	1,187,500	(1,193,710)	(12,125)	-
Total of Funds	952,685	1,231,392	(1,492,600)	-	691,477

NEW SCHOOLS NETWORK
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 30 JUNE 2022

15. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 April 2020 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Balance at 31 March 2021 £</i>
Unrestricted Funds				
Designated Funds				
Contingency Fund	863,677	-	-	863,677
General Funds				
General Funds	-	69,833	840	70,673
Total Unrestricted Funds	863,677	69,833	840	934,350
Restricted Funds				
Government Contracts / Grants	81,914	2,020,998	(2,096,702)	6,210
Barclays Development Programme Grant	-	2,680	(2,680)	-
Other Restricted Donations	16,270	-	(4,145)	12,125
	98,184	2,023,678	(2,103,527)	18,335
Total of Funds	961,861	2,093,511	(2,102,687)	952,685

NEW SCHOOLS NETWORK
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 30 JUNE 2022

16. Funds detail

Unrestricted Funds

The Contingency Fund was previously set up to ensure the continuity of operations given the variable nature of donations. As the charity has now transitioned to be a grant-making charity, the designated fund has been released.

General Funds are resources available for use towards the fulfillment of any of the charity's charitable objectives at the discretion of the Trustees.

Restricted Funds

Government Contracts / Grants represents funds received from the DfE to support free school proposers and the Academy Ambassadors programme. This funding has now ceased.

Other Restricted Donations included donations received where the donor has specified which part of the charity's activities are to benefit, or where funds have been raised as part of a specific fundraising campaign aimed at a specific part of the charity's activities. Approval has been received to release unspent donations to General Funds.

Barclays Development Programme Grant represents funds donated by Barclays Bank plc to be used towards the "Development Programme".

NEW SCHOOLS NETWORK
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 30 JUNE 2022**

17. Summary of funds

Summary of funds - current year

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 30 June 2022 £
Designated funds	863,677	-	-	(863,677)	-
General funds	70,673	43,892	(298,890)	875,802	691,477
Restricted funds	18,335	1,187,500	(1,193,710)	(12,125)	-
	<u>952,685</u>	<u>1,231,392</u>	<u>(1,492,600)</u>	<u>-</u>	<u>691,477</u>

Summary of funds - prior year

	Balance at 1 April 2020 £	Income £	Expenditure £	Balance at 31 March 2021 £
Designated funds	863,677	-	-	863,677
General funds	-	69,833	840	70,673
Restricted funds	98,184	2,023,678	(2,103,527)	18,335
	<u>961,861</u>	<u>2,093,511</u>	<u>(2,102,687)</u>	<u>952,685</u>

18. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Unrestricted funds 30 June 2022 £	Total funds 30 June 2022 £
Current assets	1,079,415	1,079,415
Creditors due within one year	(387,938)	(387,938)
Total	<u>691,477</u>	<u>691,477</u>

NEW SCHOOLS NETWORK
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 30 JUNE 2022**

18. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior period

	<i>Unrestricted funds 31 March 2021 £</i>	<i>Restricted funds 31 March 2021 £</i>	<i>Total funds 31 March 2021 £</i>
Tangible fixed assets	268	6,210	6,478
Current assets	1,250,767	12,125	1,262,892
Creditors due within one year	(316,685)	-	(316,685)
Total	934,350	18,335	952,685

19. Reconciliation of net movement in funds to net cash flow from operating activities

	Period ended 30 June 2022 £	<i>Year ended 31 March 2021 £</i>
Net expenditure for the period (as per Statement of Financial Activities)	(261,208)	<i>(9,176)</i>
Adjustments for:		
Depreciation charges	3,278	<i>7,697</i>
Loss on the sale of fixed assets	3,200	<i>-</i>
Decrease/(increase) in debtors	755,641	<i>(359,619)</i>
Increase/(decrease) in creditors	71,253	<i>(27,689)</i>
Net cash provided by/(used in) operating activities	572,164	<i>(388,787)</i>

20. Analysis of cash and cash equivalents

	30 June 2022 £	<i>31 March 2021 £</i>
Cash at bank	1,075,391	<i>503,227</i>
Total cash and cash equivalents	1,075,391	<i>503,227</i>

NEW SCHOOLS NETWORK
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 30 JUNE 2022

21. Analysis of changes in net debt

	At 1 April 2021	Cash flows	At 30 June 2022
	£	£	£
Cash at bank	503,227	572,164	1,075,391

22. Pension commitments

During the year, the employer pension contribution cost relating to the defined contribution scheme amounted to £82,256 (2021 - £103,722). Of this amount, £nil (2021 - £16,708) was payable at the year end.

23. Related party transactions

During the year £nil (2021 - £5,000) was donated by the Trustees or related entities upon which no conditions were attached.