

ORCHARD HILL COLLEGE

England & Wales · Charity number 1144922

Details

Other names	ORCHARD AWARDING, ORCHARD LEARNING PARTNERSHIP
Status	Registered
Legal form	Charitable company
Company number	07586715
Registered	2011-12-06
Register	View on the Charity Commission register

Contact

Address	Orchard Hill College Copthall House Grove Road Sutton Surrey SM1 1DA
Phone	0345 402 0453
Email	enquiries@ohcat.org
Website	www.orchardhill.ac.uk

Activities

Objects: 3.1 THE CHARITY'S OBJECTS (OBJECTS) ARE TO ADVANCE EDUCATION, TRAINING, VOCATIONAL AND OCCUPATIONAL OPPORTUNITIES FOR THE BENEFIT OF THE PUBLIC IN THE FOLLOWING WAYS: 3.1.1 PROMOTING AND WIDENING PARTICIPATION IN EDUCATION, TRAINING , VOCATIONAL AND OCCUPATIONAL OPPORTUNITIES, PARTICULARLY FOR LEARNERS WITH COMPLEX/ PROFOUND/ SEVERE LEARNING DIFFICULTIES AND/OR DISABILITIES AND THOSE WHO HAVE BEEN PREVIOUSLY EXCLUDED FROM SUCH OPPORTUNITIES AND SUPPORTING PRACTITIONERS WHO WORK WITH SUCH LEARNERS; 3.1.2 IMPROVING THE QUALITY OF EDUCATION, TRAINING, WORK PLACEMENTS AND EMPLOYMENT PROSPECTS, PARTICULARLY FOR LEARNERS WITH COMPLEX/PROFOUND/SEVERE LEARNING DIFFICULTIES AND/OR DISABILITIES AND THOSE WHO HAVE NOT PREVIOUSLY BEEN EQUITABLY REPRESENTED IN SUCH OPPORTUNITIES AND SUPPORTING PRACTITIONERS WHO WORK WITH SUCH LEARNERS; 3.1.3 RECOGNISING PROGRESS IN ALL FORMS; PROMOTING AND IMPROVING ACCESS TO EDUCATION, TRAINING, WORK AND EMPLOYMENT OPPORTUNITIES, THROUGH THE DEVELOPMENT AND PROMOTION OF RESOURCES, PROVISION, ORGANISATIONS AND SYSTEMS; AND 3.1.4 ANY OTHER ACTIVITY IN ITS OWN WORK OR WORK WITH OTHERS NOT COVERED BY SECTIONS 4.1.1 TO 4.1.3 WHICH, IN THE VIEW OF THE DIRECTORS, GOVERNING BOARD AND TRUSTEES DIRECTLY ENHANCES THE CHARITY'S ACTIVITIES AND OBJECTIVES.

Activities: Principal activities: promote and widen participation in and improve the quality of education, training, vocational & occupational opportunities, particularly for students with complex/ profound/ severe learning difficulties and/or disabilities & those who have been previously excluded from such opportunities; support practitioners who work with such students to promote these objectives.

Classification

- **How:** Provides Services, Acts As An Umbrella Or Resource Body
- **What:** Education/training
- **Who:** Children/young People, People With Disabilities

Geography

- Hillingdon
- Kingston Upon Thames
- Southwark
- Sutton
- Wandsworth

Finances

Period end	Income	Expenditure	Assets	Employees
2025-07-31	£22,036,000	£21,444,000	£9,359,000	284
2024-07-31	£19,334,000	£19,090,000	£8,026,000	278
2023-07-31	£17,374,000	£18,493,000	£6,478,000	265
2022-07-31	£17,705,000	£19,682,000	£1,209,000	269
2021-07-31	£17,901,870	£16,975,827	£-5,112,028	259

Trustees

Name	Role	Appointed
Peter Lauener	Chair	2018-09-01
Angela Jane O'Hara		2023-09-01
David Dangana		2023-09-01
Douglas Alexander Glenday		2024-09-01
Kim Maria Caplin		2024-09-01
RAMA VENCHARD		2015-01-28
Simon James Fryer		2021-07-02
Timothy Simon Borrie		2023-09-01

Accounts

Orchard Hill College

Annual Report and Financial Statements

31 July 2025

Charity Registration Number

1144922

Company Registration Number

07586715 (England and Wales)

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Members	John Brown Darren Coghlan Roger Mills (resigned 03.04.2025) Irina (k/a Lisa) Grayston (Appointed 01.09.2025) Lionel Marumahoko (Appointed 01.09.2025)
Trustees/Directors	Peter Lauener (Chair) Rama Venchard (Vice Chair) Angela O'Hara (Vice Chair) John Prior (CEO) Simon Fryer David Dangana Tim Borrie Douglas Glenday Kim Caplin
Principal office	Copthall House 9 The Pavement Grove Road Sutton Surrey SM1 1DA
Telephone	0345 402 0453
Website	www.orchardhill.ac.uk
Executive Senior Leadership Team	
CEO	John Prior
Chief Finance Officer	Corrina Jenkins
Chief Operating Officer	Lloyd Hankin
Deputy CEO	Laurie Cornwell
Executive Principal	Kelly Phillips
Executive Director of Development	Lynn Barratt
Executive Director of Quality & Standards	Julia James

External Auditor	Buzzacott Audit LLP 130 Wood Street London EC2V 6DL
Internal Auditor	MHA (appointed 01.12.24) 2 London Wall Barbican London EC2Y 5AU
Bankers	Lloyds Bank Plc 49/53 High Street Sutton Surrey SM1 1DT
Solicitors	Veale Wasborough Vizards Narrow Quay House Narrow Quay Bristol BS1 4QA

The Trustees present their statutory report together with the financial statements of Orchard Hill College ('OHC' or 'the College') for the year ended 31 July 2025.

The report has been prepared in accordance with Part 8 of the Charities Act 2011 and it is also the report of the directors for the purposes of the Companies Act 2006.

The financial statements have been prepared in accordance with the accounting policies set out on pages 28 to 32 and comply with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102).

It should be noted that the Directors of Orchard Hill College are the Trustees and as such both terms are used interchangeably throughout this report.

OBJECTIVES AND ACTIVITIES

Orchard Hill College is an outstanding specialist college committed to offering social and vocational opportunities for students in the heart of their communities. Our vision statement is "Building Futures, Changing Lives" and this commitment informs everything we do.

Our provision is open to students over the age of 16 with a wide range of additional needs. All students are individual, and each programme is as unique as they are. Operating out of nine main centres and additional satellite provision across London and Surrey, our programmes are designed to support and empower each student to achieve their aspirations and goals, whilst developing skills to prepare them for adulthood. Alongside this, we work closely with families, local authorities, community stakeholders and other external partners in order to broker strong community partnerships that will support our students to build meaningful and fulfilling lives.

As a charity, our objects are to advance education, training, vocational and occupational opportunities for the benefit of the public in the following ways:

- ◆ promoting and widening participation in education, training, vocational and occupational opportunities, particularly for students with complex/profound/severe learning difficulties and/or disabilities and those who have been previously excluded from such opportunities and supporting practitioners who work with such students;
- ◆ improving the quality of education, training, work placements and employment prospects, particularly for students with complex/profound/severe learning difficulties and/or disabilities and those who have not previously been equitably represented in such opportunities and supporting practitioners who work with such students;
- ◆ recognising progress in all forms: promoting and improving access to education, training, work and employment opportunities, through the development and promotion of resources, provision, organisations and systems; and
- ◆ any other activity in its own work or work with others not covered by the above which, in the view of the Trustees, directly enhances the charity's activities and objectives.

ACHIEVEMENTS AND PERFORMANCE

Public benefit

In formulating the College's aims and in planning its activities, the Trustees confirm that they have had due regard to the general guidance published by the Charity Commission on public benefit.

Orchard Hill College is an outstanding college and continues to be so. The College provides exceptional opportunities for learning and meeting the needs and aspirations of its students. OHC works closely with its many communities and commissioners, including 27 local authorities, to ensure that it is always responsive to increased student demand which is growing year on year. Specialist centres are sited in Camberwell, Kingston, Bermondsey, Wandsworth, Carshalton, Sutton and Hillingdon.

OHC is an Independent Specialist College listed in Section 41 of the Children and Families Act 2014 and also delivers work-related training through a GLA (ASF) funding grant. The College delivers the highly regarded Diploma in Further Education & Skills, validated by Canterbury Christchurch College University.

Student performance and achievements

Across all courses and centres, the quality of education students receive continues to be outstanding. Typically, 84% of teaching was never less than Good or Outstanding during 2024-25. The overall effectiveness of teaching is quality assured using the Teacher Evaluation Schedule (TES). OHC students help to design their programmes to achieve their aspirations and goals, whilst developing their skills and talents to become more independent in their lives in the future. The College is a busy, diverse and vibrant place to work and study, with a high focus on vocational programmes together with being part of the local communities it serves.

The College continues to hold Matrix Standard accreditation which affirms the many areas of outstanding practice, particularly in relation to careers education, information, advice and guidance (CEIAG).

The majority of students attend a full-time course. There are two types of course offerings:

- ◆ Foundation Skills for Life, a specialist post-19 programme for students with complex, profound, and severe learning difficulties and/or disabilities, and;
- ◆ Skills for Work and Living, for students with an aspiration or identified outcome in employment.

Both courses have four study programmes which are related to Preparation for Adulthood outcomes (employment, independent living, good health and friends and relationships in the community) and lead to individualised destinations in work, living and the community. The College also offers a range of work-related learning courses. The WorkStart programme suite comprises Supported Internships, Traineeships, Project Search, Pathway to Employment and Preparation for Employment. These programmes provide opportunities for students to gain relevant employability qualifications and work experience and to define their working ambitions for the future. They also give students, where appropriate, the opportunity to work towards achieving Functional Skills qualifications in English and maths. The courses are open to students who have experienced barriers to learning, including young people who are not in education, employment or training (NEET) as well as students with a learning difficulty or disability. A significant cohort of the students also have complex behaviours of concerns aligned to their disabilities.

OHC is the education provider for the Project Search initiative in Hillingdon (working with the Local Authority and Hillingdon Autistic Care and Support), Sutton (working with the Local Authority and Sutton and St Helier Hospital), Lambeth (working with the Local Authority and Unity Works), Kingston (working with Achieving for Children) and Merton (working with the Local Authority). Project Search is a partnership project delivering one-year supported internships with the aim of securing paid employment for participants.

Overall student numbers increased from 476 in 2023-24 to 521 in 2024-25. Overall retention was an impressive 99%, up from 97.4% in 2023-24.

307 students were enrolled on the Foundation Skills for Life and Skills for Work and Living courses, a healthy increase on the previous year's figure of 281. All achieved an outcome relevant to their individual EHCP ranging from employment, independent living, good health and friends and relationships in the community. Destinations remained strong: 77% of students progressed into employment and 9% into independent living outcomes, while 16% achieved outcomes related to friendships, relationships and community, and 6% achieved outcomes in good health.

The College's work-based learning provision continues to go from strength to strength, reflecting a commitment to expand opportunities within each college region. Two additional Supported Internship programmes were launched at the beginning of the 2024/25 academic year, bringing the total to six supported internships programmes across all College regions. Notably, 94% of students on WorkStart programmes achieved employment-related outcomes in 2024-25, with 21% securing employment before finishing their Supported Internship.

During the period under discussion, the College took the decision to pause its apprenticeship provision in order to conduct a thorough review of the delivery model and risk mitigation measures around effectively supporting apprentices with additional needs. Subsequently the College's registration on the Apprenticeship Provider and Assessment Register (APAR) was withdrawn, in line with APAR conditions of acceptance around periods of non-delivery. The College will reapply to the APAR as and when apprenticeship provision recommences.

Other performance and achievements

The College has effective links with over 80 employers and community-based programmes; these provide outstanding progression into local supported living schemes, supported employment, internships and volunteering and Further Education and Adult Community programmes, as well as enhancing students' educational and pastoral experience during their time with us.

The College estate is varied and geographically dispersed, and effective management is a key priority. During 2023-24 a comprehensive Estates Strategy was developed and implemented. This included recruitment to several key estates and facilities roles; suitability surveys conducted on two centres (Lomond House and Park View), which have supported ongoing discussions with London Borough of Southwark regarding identification of a suitable replacement site for Lomond House; preparation of Asset Management Plans to support ongoing planning in relation to the management of our estate; and the commissioning of Net Capacity Surveys which took place during the summer break, alongside a rolling programme of condition and suitability improvement projects. The Estates Strategy will continue to be rolled out during 2024-25 and beyond, to ensure OHC students can continue to access high quality learning opportunities in a safe and welcoming environment.

Safeguarding across the College continues to be outstanding, underpinned by a robust set of policies, procedures and training for all staff, which are informed by the SEND-specialist knowledge of OHC

leaders and practitioners. All staff receive training as part of their annual safeguarding update as well as bespoke training and refreshers throughout the year. The College Designated Safeguarding Lead (DSL) oversees a team of Safeguarding and Mental Health Leads across the College who provide appropriate interventions and support as well as supporting the development of OHC's student safeguarding ambassadors. All DSLs and SLT staff receive external clinical supervision, enabling more ethical and objective interventions.

The DSL works closely with OHC&AT's Director of Safeguarding & Wellbeing and participates in the cross-organisational DSLs' network alongside OHCAT DSLs. This has continued to be a rich source of knowledge exchange and resource sharing throughout 2024-25, enabling a consistent and evidence-led response to current safeguarding issues, as well as greater triangulation of compliance requirements. Through delivery of a bespoke curriculum including relationships, sex and health education, e-safety and British values, students learn how to safeguard themselves and how to apply this knowledge in a variety of settings, particularly focusing on contextual safeguarding in their local communities.

The College continues its journey to become Trauma and Mental Health informed, building on work done in previous years to develop and implement a bespoke Trauma-Informed Positive Behaviour Support approach that addresses students' behavioural and emotional needs holistically. College staff continued to access comprehensive training programmes to ensure the framework was embedded across all levels of the organisation. This training has fostered a greater understanding of trauma and mental health, equipping staff with the skills to provide proactive, compassionate support and improve overall student wellbeing.

OHC has 50 trained Mental Health First Aiders within the staff team, who augment this team approach through their work with staff and students. Internally a supervision structure is in place to support staff working with specific student groups, such as the PMLD cohort, or students who display behaviours of concern.

The Senior Mental Health Lead providing these internal sessions is a qualified therapist and completed an accredited supervision course in 2024-25 to further develop this practice and ensure staff are appropriately supported to work with students with varied needs.

Other notable achievements this year included confirmation from Ofsted in March 2025 that Orchard Hill College remains an **Outstanding** specialist provider across all areas. The College continued its focus on staff development and mental health, achieving a 99% retention rate across 521 students and delivering six Supported Internship programmes.

The vocational curriculum was expanded further, with students co-designing programmes and accessing new opportunities in podcasting, sports coaching, and broadcasting, all fully aligned with the Gatsby Benchmarks for careers education. The College's Integrated Services team led national developments in therapy and clinical practice, embedding trauma-informed positive behaviour support and strengthening collaboration between curriculum and therapy teams.

Student experience remained a key priority, with 100% of students reporting that they feel safe at college, and strong participation in national campaigns, enrichment activities, and the Duke of Edinburgh Award scheme, which grew from 24 to 42 participants. Following the launch in 2023-24 of Club House, the College expanded its inclusive nightclub to a second venue in Hillingdon, providing unique social opportunities to new communities of young people with additional needs.

The Parent and Carer Forum expanded its offer, hosting workshops on Positive Behaviour Support, trauma-informed practice and legal rights, supported by professionals from across health, housing, and community sectors. The College also committed to delivering its new 5-year strategy, focusing on employer engagement, further embedding its mental health and wellbeing strategy, and integrating innovative teaching technologies such as AI and adaptive learning tools.

OHC has a comprehensive and highly effectively Continuing Professional Development (CPD) programme in place to ensure that staff receive high quality training and development pertinent to their job role and to support succession planning. New starters undertake a rigorous two-week induction covering key compliance areas such as safeguarding, Positive Behaviour Support (PBS) and Team Teach, manual handling and therapeutic approaches to underpin curriculum delivery, which must be completed before they are cleared to work with students. All staff undertake regular training and refreshers on these subjects thereafter, as well as a range of specialist CPD focused on best practice within SEND. As a result, the quality of education students receive at Orchard Hill College is typically outstanding. Across the College and on all courses, during 2024-25 84% of teaching was never less than good and outstanding over time. Where teaching is less than good, lecturers benefit from a bespoke coaching and mentoring support package which includes peer, leadership and multidisciplinary interventions. This strategy ensures staff have every opportunity to improve their practice further in order to ensure the best outcomes for students.

Alongside regular INSET days, OHC runs a full Training Week in the October half term and an annual Development Planning Day for all staff. OHC Training Week took place on 21-25 October 2024, with staff accessing individualised training programmes spanning compliance matters and specialism focused content. Due to the College being inspected by Ofsted in the spring term, the annual Development Planning Day was held in the summer term and enabled the whole staff team to come together and celebrate OHC's third consecutive grading as Outstanding in all areas. The day, held at Twickenham Stoop on Friday 6th June, was co-facilitated by College students and SLT staff, with a keynote from an external speaker on engagement and transforming lives alongside OHC and wider Trust updates, strategic discussions and team building exercises.

The College delivers the Diploma in Further Education & Skills (Dip FES), validated by Canterbury Christ Church University (CCCU), which offers staff a route into qualified Further Education (FE) teaching and a clear career progression pathway within the organisation. During 2024-25, 4 new trainees joined in Year 1, including 1 external candidate alongside 3 OHC staff, and 9 of the 10 existing trainees progressed to Year 2 of the course, with one withdrawal due to the staff member moving away. The revalidated qualification, which launched during the period under discussion, no longer includes separate specialist pathways, meaning that trainees from partner colleges can no longer join OHC's programme for SEND-specific modules. In response to this change, the College has opened up recruitment to external applicants as well as OHC and OHCAT staff, and throughout 2024-25 worked closely with CCCU to develop a targeted marketing campaign for the course including liaison with other specialist post-16 providers via Natspec and a co-produced promotional video that will be available from 2025-26.

OHC offers Level 1 and 2 Functional Skills in Maths and English for all staff members who do not yet hold such qualifications. During 2024-25, the College delivered Level 1 and 2 Functional Skills English and maths courses to staff from OHC and OHCAT. Leaders and managers have an individualised CPD programme, including relevant higher level leadership qualifications. Two members of the College Senior Leadership Team have completed Level 7 leadership qualifications with distinction.

The Principal and SLT continue to make a regional and national contribution to government and advisory groups, influencing policy for the benefit of all students and the wider community. The College

Principal is the Director for the Southwest Region of Natspec and represents SEND on the Association of Colleges (AoC) regional committee. The College Senior Leadership Team actively engages in regional and national forums, conferences and employer events, reflecting the College's strong sector reputation and reinforcing its commitment to championing the voices and aspirations of OHC students.

During 2024-25, members of the College SLT were represented on national, regional and local bodies including:

- ◆ The PBS Alliance National Steering group and Schools and Colleges Community of Practice
- ◆ AoC's Prevent Pilot Board, AoC's sports inclusion hub and the Sutton Local Safeguarding Board.
- ◆ South and West London Careers Hubs
- ◆ The Careers and Enterprise Company
- ◆ Prevent Forum for London
- ◆ Learning Disability Network, Schools and College Network for therapy disciplines
- ◆ South London Lead Speech & Language Therapy (SALT), Occupational Therapy (OT), Physical Therapy (PT), Cognitive Analytic Therapy (CAT) specialist groups
- ◆ South London National Back Exchange forum
- ◆ Health Education Network for Co-Production (HENCop)
- ◆ SEND employment forums
- ◆ Supported internship forums
- ◆ Governors of SEND schools

The wider OHC&AT team also includes current and former badged Ofsted inspectors for both schools and further education. During the period under discussion the College collaborated with Natspec and Ofsted, aiming to deepen Ofsted's understanding of learners with additional needs and establish 'best practice' guidelines for their education, ensuring that all students receive the highest quality of learning tailored to their needs.

Orchard Hill College sponsors Orchard Hill College Academy Trust, which supports the development and delivery of high-quality educational provision for school-age children and young people with SEND. The symbiotic relationship between College and Trust promotes collaborative working and enables the exchange of best practice and specialist knowledge which enriches and strengthens the student and staff experience on both sides, as well as smoothing transitions for students moving from school to college.

FINANCIAL REVIEW

Results for the year

A summary of the results for the year can be found on page 25 of the financial statements.

Income for the year totalled £22,036,000 (2024: £19,334,000). The major part of this income is in relation to core grants from the Education and Skills DfE Agency of £7,055,000 (2024: £5,761,000), and funding from Local Authorities for educational contracts of £14,368,000 (2024: £12,898,000).

Expenditure for the year, which principally related to the provision of education, totalled £21,444,000 (2024: £19,090,000).

The net surplus for the year ended 31 July 2025 as shown on the statement of financial activities was £592,000 (2024: £244,000). Excluding the pension current service cost and interest cost adjustments in relation to the Local Government Pension Scheme (LGPS) required by FRS 102 of £297,000 (2024: 145,000 credit), the net position would be a surplus of £295,000 (2024: surplus of £99,000).

Financial position and reserves policy

As at 31 July 2025, the balance sheet included net assets totalling £9,359,000 (2024: net assets of £8,026,000). This is comprised of:

- ◆ The Tangible Fixed Assets fund of £4,951,000 (2024: £4,690,000). This fund represents the net book value of the College's tangible fixed assets net of any associated lease obligations and has been separated on the balance sheet in recognition of the fact that these assets are essential to the day-to-day operation of the College, and the value of the assets can therefore not be considered as realisable.
- ◆ The Pension Reserve Fund is £nil as at 31 July 2025 (2023/24: £1,038,000 deficit; Although the actuarial valuation identified a surplus, this has not been recognised due to the asset ceiling restriction under FRS102. This fund has been separated on the College's balance sheet in order to distinguish the liability from the operational liabilities which form part of the College's working capital.
- ◆ The Unrestricted General fund of £3,002,000 (2024: £4,370,000) are funds which are not represented by the tangible fixed assets fund, the pension reserve fund, restricted, or otherwise designated, and are in effect the College's free reserves which are immediately available for general charitable use.
- ◆ Restricted funds of £9,000 (2024: £4,000) representing DfE funding carried forward.
- ◆ Designated unrestricted funds of £1,397,000 (2024: £nil) which have been set aside to cover future capital projects cost and possible future costs in relation to estate utilised by the College, particularly towards the end of the relevant lease term.

Maintaining an appropriate level of financial reserves is considered essential in protecting the charity from financial risk generated by, for example:

- ◆ Income reduction due to Government funding changes;
- ◆ Unexpected falls in student numbers;
- ◆ Cash flow issues due to delays in receipt of funding; and
- ◆ Emergencies.

Financial position and reserves policy

In general, it is considered prudent to maintain a level of usable reserves sufficient to cover unexpected and unplanned events so that the individual College's primary objective is preserved. At the same time, the College wishes to ensure that it uses its funding to benefit the students in its care which implies an imperative to consider actively the use of reserves to enhance educational provision.

The Board of Trustees monitors levels of reserves in financial reports provided by the Chief Finance Officer. Trustees look to ensure that a prudent level of reserves is maintained, bearing in mind the recurrent spending needs to ensure high quality provision. In deciding the level of reserves, Trustees take into account the following:

- ◆ One month's salary bill;
- ◆ The College's annual budget;
- ◆ The need for any large project spends such as facilities development or building condition needs; Any uncertainty, turbulence or expected reduction in funding arrangements, including the level of transitional protection within the College funding and its expiry date; and
- ◆ Anticipated funding over the next three years. As a prudent measure, the College will aim for between 45 and 60 consecutive days of free reserves based on annual expenditure before depreciation and pension adjustments.

During the year, the College achieved free reserves of 52 days based on the unrestricted fund balance at 31 July 2025 of £3,002,000 (2024: 85 days totalling £4,370,000), and cash (including short-term deposits) of 99 days of £5,794,000 (2024: 119 days totalling £6,086,000).

Of these reserves, £618,000 has been designated for capital projects committed beyond the reporting period including condition improvements as well as investment in the Sutton Life Centre project, which is scheduled to complete its final phase of works by October and November 2025.

A further £79,000 is designated for LGPS deficit repayments due between August 2025 and July 2027. The remaining reserves support operational expenditure, LGPS current service and interest costs. General reserves will also underpin the next phase of investment in College premises, including £250,000 designated to the Cherry Gardens Centre in Southwark.

The College has also designated £450,000 from general reserves to cover potential future dilapidation costs on leased properties.

Fundraising

The College accesses funds for specific projects that will benefit existing and future students where funds for these projects cannot be accessed via existing channels i.e. government education funding. The College will access funds for projects that will provide opportunities and enhance the learning experience and environment for students.

The code of fundraising practice is followed (<https://www.fundraisingregulator.org.uk/code>).

The College does not use commercial organisations to support its fundraising activities. There were no complaints concerning the College's fundraising activities during the year.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

The College is an independent charitable company. Its primary governance document is the Articles of Association.

As a charity and company limited by guarantee, Orchard Hill College is governed by a Board of Directors (also referred to as Trustees) who are responsible for, and oversee, the management and administration of the College. The Trustees have overall responsibility and ultimate decision-making authority for all the work of the College. This is largely exercised through strategic planning and the setting of policy. It is managed through business planning, monitoring of budgets, performance management, the setting of standards and the implementation of quality management processes.

The Trustees delegate certain responsibilities, through a scheme of delegation, to the Executive Senior Leadership Team (ESLT – see page 1 for details). The services of ESLT (excluding the Executive College Principal) are provided to the College by OHCAT as part of the core service charge service level agreement.

Organisational structure

Orchard Hill College has four Members, to whom the Board of Trustees report via the AGM (see page 1 for details).

Orchard Hill College established and sponsored Orchard Hill College Academy Trust in 2013. The College and the Trust are independent legal entities that collaborate closely together, working for the benefit of students and pupils in local communities. Together they are known as Orchard Hill College and Academy Trust (OHC&AT). Through a formal collaboration agreement, Orchard Hill College and Orchard Hill College Academy Trust share a committee structure, enabling Trustees from both organisations to collaborate and contribute their combined knowledge, skills and experiences. This shared approach strengthens the College Board by enhancing its decision-making and governance capacity. The shared committees are: Finance and Resources Committee, Quality, Standards and Safeguarding Committee, Audit and Risk Committee, and the People Committee. In addition to all committees meeting once a term, the Board of Trustees joins the Orchard Hill College Academy Trust Trustees in a joint Board meeting at the end of each term.

The Audit and Risk Committee (ARC) is responsible for maintaining oversight of the College's financial, governance, risk management, and internal control systems. Its responsibilities include monitoring and making recommendations to the Board on the effectiveness of internal scrutiny, ensuring that identified risks are being appropriately addressed, and reporting findings both regularly and annually to the Boards and the Accounting Officer. During 2024-25, a new internal scrutiny partner was appointed. This has introduced a shift towards deep-dive audits focused on high-risk areas such as cash management, procurement, IT infrastructure, and payroll. This forms a critical part of the Board's annual reporting requirements and provides assurance on the adequacy of the internal control framework, covering governance, financial and non-financial controls, and risk management.

The Quality, Standards and Safeguarding Committee (QSSC) ensures that the College's strategic vision and values are embedded across all aspects of its work. The Committee is responsible for monitoring and making recommendations to the Board on a range of key areas. These include the appropriateness and suitability of the curriculum offer, progress and achievement measures, and the strategic objectives relating to quality and standards, including their impact. The Committee also oversees the quality and effectiveness of pastoral care, wellbeing and welfare support for students, as

well as safeguarding and child and adult protection processes and practice. Through this oversight, the QSSC plays a critical role in ensuring that students receive a high-quality, safe and supportive educational experience.

The Finance and Resources Committee plays a vital role in overseeing the financial and operational sustainability of the College. It monitors income and expenditure, evaluates the financial implications for the College and provides recommendations to the Trustees to support informed decision-making. The Committee also oversees estate management, including health and safety compliance, and the strategic development of IT infrastructure, ensuring that resources are effectively aligned with College priorities.

In addition to its focus on fostering a positive and supportive work environment that enables employees to thrive and contribute effectively, the People Committee also plays a key role in remuneration oversight. It considers salary arrangements for senior post holders, including the key management personnel of the College, and makes informed recommendations to the College Board for approval. This ensures transparency, fairness, and alignment with organisational values and strategic priorities. The Trustees, except for the CEO who is also a Trustee of the charitable company, did not receive any remuneration for their services to the College in the period of report; as noted above, the CEO is remunerated by Orchard Hill College Academy Trust and the College is recharged by the Academy Trust for their time under a service level agreement.

The Trust Board ensures proper oversight of the College through its termly Board of Trustees meetings, where strategic priorities, performance, and compliance are reviewed in detail. These meetings provide a formal mechanism for accountability and enable Trustees to monitor progress, challenge effectively, and support the College's leadership in delivering high-quality outcomes for students.

In addition to the committee structure, most Trustees hold a designated portfolio holder role, which enables them to engage closely with senior leaders across key areas of the College. This structure supports strategic alignment and provides Trustees with deeper insight into operational progress, challenges, and outcomes. By maintaining regular dialogue with senior staff, Trustees are well-positioned to offer informed support and scrutiny, contributing to effective governance and continuous improvement. To further strengthen their understanding of the College, all Trustees visit College sites throughout the year, enabling them to see first-hand what is happening on the ground and facilitating more informed and meaningful conversations with senior leaders.

Connected organisations

The College, as sponsor, is a Member of Orchard Hill College Academy Trust. To ensure appropriate representation and engagement at the Trust level, it has been agreed that the Chair of the College Board will represent the College at Trust Member meetings. This arrangement supports continued alignment between the College and the Trust, reinforcing shared values and strategic priorities. In addition, the College can appoint up to two Trust sponsor members and up to one sponsor Trustee to the Orchard Hill College Academy Trust board. The College and Academy Trust work closely together and are responsive to the requirements of each other. The aligned Executive Senior Leadership Team (ESLT) maintains a close working relationship with the College Senior Leadership Team. The Academy Trust provides operational support to the College in a number of areas including HR, Governance, Procurement, Finance and Facilities.

Support and Development for Members and Trustees

The Trustees (Directors) who served during the period and up to the date of approval of the report are included on page 1.

The Director of Governance plays a central role in ensuring that all Members and Trustees are well-supported throughout their governance journey. All new Members and Trustees receive a comprehensive induction upon appointment, designed to familiarise them with their responsibilities and the strategic context of the organisation. Ongoing support is provided throughout their term of office to ensure they remain confident and effective in their roles.

All Members and Trustees have access to a secure online governance portal offering a wide range of resources, including training materials and key documentation. In addition, they benefit from a robust package of online training modules through The Key, and the National Governance Association. These platforms offer essential training in areas such as safeguarding, health and safety, and equality and diversity, alongside broader governance topics.

To complement this, the College offers bespoke training sessions tailored to individual or collective needs. The Director of Governance also facilitates opportunities for Trustees to engage in wider development activities, including the annual joint Governors' Conference held by the College and the Trust. The 2024 conference, held on 11th October, focused on the theme 'Working Together and Enhancing Outcomes'. It was well attended and received positive feedback, offering valuable opportunities for training, development, and networking across both organisations.

Key management personnel

The Trustees consider the key management personnel for the College to include:

- ◆ The Trustees, and
- ◆ The Executive Senior Leadership Team:
 - The CEO
 - The Deputy CEO
 - The College Executive Principal
 - The Chief Finance Officer
 - The Chief Operating Officer
 - The Executive Director of Development
 - The Executive Director for Quality & Standards

The Executive Senior Leadership Team (except for the College Executive Principal) all offer their services on a Service Level Agreement arrangement with OHCAT and are not direct employees of the College.

FUTURE PLANS

Orchard Hill College, together with Orchard Hill College Academy Trust, operates as a collaborative family of specialist providers. Our mission is to support, enable and champion the talents, skills and rights of the most complex and vulnerable people in our society, so that we can release their potential, promote their wellbeing and transform their lives. As a community of learners, families and colleagues we believe that by working collaboratively, with energy and ambition, we can always effect positive change. At the core of our ethos is the conviction that there should be no limit placed on what is possible and that everyone has the ability to be the very best they can be.

Our learners require and receive a high-quality blended offer within their local context in order to meet their different needs and ambitions. By working together as a family, we can maximise the benefits to our pupils and students from having staff, leaders, governance and associates with extensive expertise and experience in both the special and mainstream sectors, from pre-school through to Further Education (FE).

Currently, the College offers specialist educational programmes for students aged 16 and over in nine main centres and additional satellite provision in London and Surrey. Provision is organised on a hub model, with College centres and Orchard Hill College Academy Trust schools clustered around four hubs:

- ◆ Sutton and Croydon – OHC Vocational Progression Centre, OHC Garratt House, OHC Robin Hood Lane, OHC Old Town Hall, plus Carew Academy, The Link School and Addington Valley Academy;
- ◆ Northwest London and Slough – OHC Park View, plus The PRIDE Academy, The Skills Hub and Arbour Vale School;
- ◆ Southwest London – OHC Beaconsfield, OHC Lomond House, OHC Camberwell Road, OHC Vocational Centre, OHC Cherry Gardens, plus Dysart School, St Philip's School, Bedelsford School and Nightingale Community Academy;
- ◆ Surrey and Sussex – St Dominic's School, Grafham Grange School, Brantridge School, Unified Academy.

The hub model supports effective cross-organisational working and best use of resources to benefit every OHC&AT student. The College operates in a combination of co-located and community-based centres, offering a curriculum closely aligned to the needs of pupils in each hub who are leaving OHCAT schools to attend the College. Each hub develops or forms partnerships with providers to ensure that resourced facilities may be accessed by multiple OHC&AT provisions as required; this may include vocational facilities, digital hubs, generic/specialist sports facilities, independent living practice suites, as well as continuing professional development opportunities for staff.

The development of the hub model has supported both College and Trust to offset potential limitations associated with geographical dispersion. By growing local excellence alongside OHCAT academies, the College has been able to smooth transitions for incoming students, provide additional learning opportunities through shared facilities and resources, and enable staff to build networks and share expertise. Each member of the College Senior Leadership Team acts as Regional Lead for a specific area or areas, liaising closely with both College centre staff and OHCAT academies in the hub to ensure that quality assurance, compliance processes and responsive localised support are robust.

The period under discussion has seen the continuation of a planned shift in focus and a further evolution of strategic priorities. Building on the success of the College and the strong partnership with Orchard Hill College Academy Trust, the College strategy is structured around the following key priorities: The period under discussion has seen the drawing to a close of phase two of the organisational strategy, following a very successful five year period of implementation, and consultation across the year with Trustees, senior leaders, staff and other key stakeholders on the next evolution of the College's strategic direction. Building on previous phases of growth, development and consolidation, the refreshed College strategy for 2025-2030 launches from September 2025 and remains structured around the following key priorities:

- ◆ Quality, standards and reputation: ensuring life-changing outcomes, meaningful destinations and quality of life for every young person within the organisation, through the delivery of consistently excellent teaching and learning across a rich and relevant curriculum offer;
- ◆ Innovation and specialism: growing and developing the existing wealth of specialist knowledge within the organisation through the establishment of internal and external professional networks, robust impact measurement processes that feed into year-on-year strategic plans, and active engagement in research;
- ◆ Development and growth: taking an ambitious, judicious approach to securing the future of the organisation, through capacity building, maximising financial probity and efficiency, and the strategic improvement of estates;
- ◆ System leadership: building influence and advocacy, and ensuring compliance and accountability, through a strong organisational culture that promotes responsive governance and leadership at all levels;
- ◆ Nurturing talent: future-proofing the organisation through a strategic approach to recruitment and retention, including training and development opportunities and career pathways that enable every staff member to maximise their potential within the College and the Trust.

In alignment with these strategic priorities, the College's immediate future plans include further development of premises to meet local need and enable an innovative curriculum including vocational opportunities, ongoing staff and whole organisational development around the specialisms associated with the cohort, and the further development of the ICT offer to support students in and out of College.

In order to meet local demand and provide an enhanced student experience, from November 2025 the College will be expanding into Sutton Life Centre, absorbing the current provision at OHC Robin Hood Lane. The new centre will have space for 72 students who will be able to access a variety of work and vocational opportunities alongside existing community facilities.

The proposed campus is intended to offer local pathways to local young people who might benefit from having additional post-16 choice. As well as classroom spaces for young people with different needs and abilities, the campus would aim to ensure the provision of a flat for independent-living practice and a wide range of vocational workshops, giving young people sustainable employability skills.

The College internship offer will also be expanding, with an additional programme starting in the upcoming academic year at Orchard Hill College Academy Trust. This expansion further strengthens the College's commitment to providing students with valuable, real-world work experience.

PRINCIPAL RISKS AND UNCERTAINTIES

The Trustees have assessed the major risks to which the College is exposed and have implemented strategies to manage those risks. The following key principles outline the College's approach to risk management and internal control as set out in the Risk Management Policy:

- ◆ The Board of Trustees has responsibility for overseeing risk management within the College as a whole.
- ◆ An open and receptive approach to solving risk problems is adopted by the Board of Trustees.
- ◆ The Executive Senior Leadership Team, including the Executive Principal, support, advise on and implement policies approved by the Board of Trustees.
- ◆ The College makes conservative and prudent recognition and disclosure of the financial and non-financial implications of risks.
- ◆ Senior and middle managers are responsible for ensuring good risk management practice within their designated managed area.
- ◆ Key risk indicators are identified and closely monitored on a regular basis.

Principal risks are detailed in the risk register, which is reviewed by the Board of Trustees each term. Key risks include:

Quality

The College currently operates nine related but separate centres, with additional satellite provision where necessary to meet demand. Ensuring the delivery of a transformative, high quality of education and pastoral care is the central mission of OHC and crucial to its continued success and growth. The College's robust quality and progression monitoring framework is fully embedded, enabling a deep understanding at executive level of each centre and work stream's strengths and areas for development to inform targeted improvement initiatives, underpinned by robust quantitative and qualitative data.

Compliance

The College is geographically dispersed across four regional hubs. In addition, the College works to an underlying principle of localism supported by a central function. Such a local and regional focus means that individual centres can be more responsive to the bespoke nature of their context. It also reduces the risk of micro-management from a central function that may be less well informed about the local landscape and impose less efficacious solutions. Overarching this approach is the core role that OHC&AT plays in the monitoring and assurance of each College centre and work stream and in relation to statutory policies and procedures, key stakeholder engagement and the promotion of OHC's broader mission and vision more widely. The reciprocal risk of this approach is that on matters of compliance, local variations could result in inconsistencies across the organisation.

Our well-developed and established risk assessment processes – particularly, but not exclusively, in relation to safeguarding, financial systems, processes and reporting, recruitment and statutory policies – ensure that the College has comprehensive executive oversight of risk and any behaviours that may be sub-optimal in relation to compliance, and is able to intervene appropriately, decisively and in a timely manner.

Recruitment

Recruitment continues to be a risk for the college. Whilst some provisions have more challenges due to local and/or circumstantial reasons, such as Hillingdon and Southwark, all centres are experiencing challenges, which is consistent with the national picture.

The cost-of-living challenges, coupled with higher rates of pay being offered in some other industries (for example retail), have made it more challenging to recruit to roles at the lower end of the pay scales. It is particularly difficult to attract Learning Support Assistants and other support staff. This also applies to Integrated Services for the College (therapy and nursing), as availability of skilled personnel in this sector is diminishing. However, HR have diligently supported overseas recruitment for several members of Integrated Services staff and worked with key stakeholders to implement a reviewed set of terms and conditions for Integrated Services personnel that benchmark to the NHS Agenda for Change.

Estates

Over the past seven years, the College has seen significant growth not only in numbers on roll but also the wide range of need. In particular there has been an increasing pattern of students presenting with more profound and complex need which cannot be met within some of our centres. This is particularly pertinent for students within our VPC and Lomond centres, due to lack of suitable space and facilities.

The critical challenge currently facing the College is working within the constraints imposed by some of the current buildings. It has now come to a point where we have a mismatch between some of the accommodation and the demand for more complex student places. To meet the increased demand, we do need to work in partnership with local authorities to purchase or secure long term leases with enough building capacity to offer an innovative curriculum, to enable more young people to study in their local areas.

Infrastructure and capacity

To most effectively meet its strategic aims and objectives, the College requires an infrastructure for its business support services that enables it to operate in an efficient, coordinated and reliable way.

Systems and processes are well established, appropriately supported and remain under active review by ESLT and Trustees to ensure that they are effective and fit for purpose. Central support, as well as delivery to students, requires sufficient capacity, in terms of quality, number of personnel and coherent organisational management to promote exceptional outcomes.

As both an outstanding provider and the sponsor of a Multi Academy Trust, the College faces a range of potential challenges to its ability to continuously deliver high quality education and related services. The College and the Trust have taken steps to more closely align themselves in recent years, which increases the risk of issues impacting on both organisations rather than individually. The College has developed robust succession planning arrangements, developing leadership within the organisation and recruiting high quality staff to increase capacity, while strengthening cross-organisational support systems that encourage knowledge sharing and staff support targeted at areas of high demand. Internal reporting mechanisms have been synchronised across both organisations, allowing senior leaders to anticipate support needs and act rapidly to mitigate risk.

Over-expansion

Any organisation that expands too rapidly risks downturns in the quality of provision and financial overstretch, to the detriment of its reputation and quality. OHC has agreed a five-year strategy that allows for growth while retaining the focus on quality, standards and wellbeing. The current strategic

focus is on growth in numbers through building on existing commissioning and expanding successful partnerships such as our Supported Internship programmes, further developing our outreach and advocacy work to enhance opportunities for learners with SEND wherever they may be, and strengthening the workforce through high quality CPD and robust succession planning.

Business continuity

Interruptions to typical activity can have a negative impact on the offer provided to OHC students. In a dynamically shifting national, regional and local landscape, threats to normal business continuity are complex and multifaceted; these might represent a physical threat of interruption such as damage to premises or restrictions such as those experienced during the pandemic, or a risk of interruption to crucial College operations through malicious acts e.g. cyber-attacks, fraud attempts, deliberate data breaches. OHC has a secure ethos, a clearly defined headline mission and vision, and a well-articulated and understood set of values, in addition to effective and responsive operational support via OHC&AT Central Teams. These combine to support the College to continue to deliver to a high standard even if working practices need to be adapted. Our suite of risk assessment and monitoring supports a detailed understanding of the overall operational picture across OHC at any given time. Identified threats to business continuity receive targeted intervention e.g. system security testing, refresher training.

Funding

The College is reliant on Government funding to support students whose additional support needs carry costs that exceed most other forms of ongoing funding. Variations in the funding methodology and levels of resource, as well as changes in eligibility criteria and uncertainty associated with major political events, create potential risk. OHC engages proactively with funding bodies to raise awareness of the potential impact of planned actions and maintains strong working relationships with external agencies to ensure that productive dialogue takes place at local, regional and national level. This risk is particularly acute in the forthcoming academic year and beyond; as inflation has significantly increased this is directly impacting on the cost of attracting and retaining staff, the procurement of goods and services, in particular energy and the cost of borrowing which would be needed to support our estates strategy. This, alongside a downward pressure from financially challenged Local Authorities via Commissioning Alliances to reduce pricing, will have a double effect.

Risk management

OHC regularly reviews the key risks to which its operations are exposed, together with the operating, financial and compliance controls that have been implemented to mitigate those risks. This year saw the implementation of a new risk management framework, following review and approval by Trustees. Trustees agree that there is a formal ongoing process for identifying, evaluating and managing the College's significant risks; additionally, factors are in place that provide the organisation with the capacity to deal with issues or problems that occur, for example, an experienced Executive Senior Leadership Team, which can act quickly in response to unexpected events through forward planning, policies and insurance and through holding appropriate reserves. Risk is monitored specifically by the Audit and Risk Committee. This committee provides Trustees with independent assurances and assistance on their financial and performance reporting responsibilities, risk oversight and management, and system of internal control. The Audit and Risk committee has been considerably strengthened with the addition of experienced and highly skilled Trustees who report directly to the Board of Trustees.

Statement of Trustees' responsibilities

The Trustees (who are also Directors of Orchard Hill College for the purposes of company law) are responsible for preparing the Trustees' report and 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 which give a true and fair view of the state of affairs of the charitable company and of 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 then apply them consistently;
- ◆ observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102);
- ◆ make judgements and estimates that are reasonable and prudent;
- ◆ state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and

prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation. The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company 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 charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the Trustees confirms that:

- ◆ so far as the Trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- ◆ the Trustee has taken all the steps that he/she ought to have taken as a Trustee in order to make himself/herself aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

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

Trustees' report, including Strategic Report, approved by the Board of Trustees and signed on its behalf by:



Mr P Lauener
Trustee

Date: 12 December 2025

Independent auditor's report to the members of Orchard Hill College

Opinion

We have audited the financial statements of Orchard Hill College (the 'College') for the year ended 31 July 2025 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, the principal accounting policies, and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law 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 College's affairs as at 31 July 2025 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the 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 College 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 College'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 and financial statements other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report and financial statements.

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.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, which is also the directors' report for the purposes of company law, and includes the strategic report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report, which is also the directors' report for the purposes of company law, and includes the strategic report, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the College and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report including the strategic report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept; 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.

Responsibilities of Trustees

As explained more fully in the statement of trustees' responsibilities, the trustees (who are also the directors of the College 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 College'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 College 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 College through discussions with management, and from our 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 College, including the Charities Act 2011, Companies Act 2006, funding agreements with the DfE and associated funding rules, DfE regulations, data protection legislation, anti-bribery, safeguarding, employment, health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management; 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 College'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;
- reviewed journal entries to identify unusual transactions; and
- assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias;

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 trustee meetings; and
- enquiring of management as to actual and potential litigation and claims.

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.

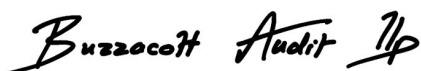
Trustees' report (including Strategic Report) 31 July 2025

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 is available on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the College'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 College'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 College and the College's members as a body, for our audit work, for this report, or for the opinions we have formed.



Gumayel Miah (Senior Statutory Auditor)
For and on behalf of Buzzacott Audit LLP
Statutory Auditor
130 Wood Street
London
EC2V 6DL

Date: 16 December 2025

Statement of Financial Activities
for the year ended 31 July 2025
(including Income and Expenditure Account)

	Notes	Unrestricted funds £'000	Restricted funds £'000	2025 Total funds £'000	2024 Total funds £'000
Income from:					
Donations and legacies	1	12	-	12	5
Charitable activities					
Provision of education	2	21,512	118	21,630	18,922
Other trading activities	3	138	-	138	233
Investments	4	256	-	256	174
Total income		21,918	118	22,036	19,334
Expenditure on:					
Charitable activities					
Donations and legacies	5	21,331	113	21,444	19,090
Total expenditure		21,331	113	21,444	19,090
Net income		587	5	592	244
Other recognised gains and losses					
Actuarial gains on defined benefit pension scheme	20	741	-	741	1,304
Net movement in funds		1,328	5	1,333	1,548
Reconciliation of funds					
Fund balances brought forward at 1 August 2024		8,022	4	8,026	6,478
Fund balances Carried forward at 31 July 2025		9,350	9	9,359	8,026

All recognised gains and losses are included in the above statement of financial activities.

All of the College's activities derived from continuing operations during the above two financial periods.

Balance Sheet as at 31 July 2025

	Notes	2025 £'000	2025 £'000	2024 £'000	2024 £'000
Fixed assets					
Tangible assets	11		6,167		5,929
Current assets					
Debtors	12	1,957		829	
Short-term deposits		1,500		1,997	
Cash at bank and in hand		4,294		4,089	
		<u>7,751</u>		<u>6,915</u>	
Creditors: amounts falling due within one year	13	<u>(3,369)</u>		<u>(2,564)</u>	
Net current assets			4,382		4,351
Total assets less current liabilities			<u>10,549</u>		<u>10,280</u>
Creditors: amounts falling due after more than one year	14		<u>(1,190)</u>		<u>(1,216)</u>
Net assets excluding pension liability			9,359		9,064
Defined benefit pension scheme liability	20		-		(1,038)
Total net assets			<u>9,359</u>		<u>8,026</u>
The funds of the College:					
Restricted funds	17		9		4
Unrestricted funds					
. Designated fund	19	1,397		-	
. Tangible fixed assets fund	15	4,951		4,690	
. Pensions reserve fund	16	-		(1,038)	
. General fund	18	3,002		4,370	
			<u>9,350</u>		<u>8,022</u>
			<u>9,359</u>		<u>8,026</u>

Approved by the Board of Trustees and signed on its behalf by:



Mr P Lauener (Trustee)
Orchard Hill College
Company Registration Number: 07586715
(England and Wales)

Date: 12 December 2025

**Statement of Cash Flows
for the year ended 31 July 2025**

		2025 £'000	2024 £'000
Cash flows from operating activities:			
Net cash provided by operating activities	A	<u>277</u>	<u>314</u>
Cash flows from investing activities:			
Bank interest receivable		256	174
Purchase of tangible fixed assets		(776)	(1,130)
Short-term deposits		<u>497</u>	<u>(1,997)</u>
Net cash used in investing activities		<u>(23)</u>	<u>(2,953)</u>
Cash flows from financing activities:			
Interest on finance lease obligation		(49)	(52)
Net cash used in financing activities		<u>(49)</u>	<u>(52)</u>
Change in cash and cash equivalents in the year		205	(2,691)
Cash and cash equivalents at 1 August 2024	B	4,089	6,780
Cash and cash equivalents at 31 July 2025	B	<u>4,294</u>	<u>4,089</u>

Notes to the statement of cash flows for the year ended 31 July 2025

A Reconciliation of net income to net cash provided by operating activities

	2025 £'000	2024 £'000
Net income (as per the statement of financial activities)	592	244
Adjustments for:		
Depreciation charge	538	467
Bad debts provision	31	-
Defined benefit pension scheme finance cost adjustment	25	96
Defined benefit pension scheme service cost adjustment	(379)	(241)
Interest receivable	(256)	(174)
Interest payable on finance lease obligation	49	52
(Increase)/decrease in debtors	(1,128)	835
Increase/(decrease) in creditors	<u>805</u>	<u>(965)</u>
Net cash provided by operating activities	<u>277</u>	<u>314</u>

B Analysis of cash movements

	2025	2024
	£'000	£'000
Cash at bank and in hand	4,089	6,780
Change in cash and cash equivalents in the year	205	(2,691)
Total cash and cash equivalents	4,294	4,089

C Analysis of cash and short-term investments

	2025	2024
	£'000	£'000
Cash at bank and in hand	2,016	757
Notice deposits (less than 3 months)	2,272	2,167
Other saving accounts (0-3 months)	6	1,165
Total of cash and cash equivalents	4,294	4,089
Other saving accounts (3-12 months) as short-term deposits	1,500	1,997
Total cash and short-term deposits	5,794	6,086

D Analysis of change in net debt

	1 August	Cashflows	31 July
	2024		2025
	£'000	£'000	£'000
Cash at bank	4,089	205	4,294
Loans falling due within one year	(23)	(3)	(26)
Loans falling due after more than one year	(1,216)	26	(1,190)
Total	2,850	228	3,078

Principal Accounting Policies 31 July 2025

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are laid out below.

Basis of preparation

These financial statements have been prepared for the year ended 31 July 2025. The comparative results are for the year ended 31 July 2024.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these accounts.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (Charities SORP FRS102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011 and the Companies Act 2006.

The College constitutes a public benefit entity as defined by FRS 102.

The financial statements are presented in sterling and are rounded to the nearest thousand pounds.

Critical accounting estimates and areas of judgement

Preparation of the financial statements requires the Trustees and management to make significant judgements and estimates.

The items in the accounts where these judgements and estimates have been made include:

- ◆ the useful economic lives attributed to tangible fixed assets used to determine the annual depreciation charge;
- ◆ the assumptions adopted by the Trustees and management in determining the value of any designations required from the College's general unrestricted funds;
- ◆ the present value of the Local Government Pension Scheme defined benefit liability depends on several factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost for pensions include the discount rate and salary increase rate. Any changes in these assumptions, which are disclosed in note 19, will impact the carrying amount of the pension liability; and where the actuary estimates that the scheme is a net surplus position, a judgement has been made that this would not be recoverable (as explained within the pensions costs accounting policy below) and therefore no asset is recognised on the balance sheet.
- ◆ the discount rate applied in relation to the carrying value of building finance lease obligations.

Assessment of going concern

The Trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The Trustees have made this assessment in respect to a period of at least one year from the date of approval of these financial statements.

Principal accounting policies 31 July 2025

The Trustees of the College have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the College to continue as a going concern. The Trustees are of the opinion that the College will have sufficient resources to meet its liabilities as they fall due.

In forming this assessment, the Trustees have considered the impact of high inflation in recent years on the College's activities with a particular focus on its effect on the College's financial position including income, expenditure and reserves; the College's beneficiaries; and its employees. The financial position, cash flow projections, and available reserves have also been reviewed and detailed in the Financial Review of the Trustees' Report, taking into account the expected levels of funding from the Department for Education (DfE), Education and Skills Funding Agency (ESFA), Local Authorities (LAs) and other sources. Based on this review, the Trustees have concluded that the College has sufficient liquid resources to continue for the foreseeable future, despite the current pressures.

Income

Income is recognised in the year in which the College has entitlement to the income, the amount of income can be measured reliably, and it is probable that the income will be received.

Grants

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

Tuition fees and educational contracts

Fee and educational contract income is recognised in the year in which the education was delivered.

Donations

Donations are recognised on a receivable basis (where there are no performance-related conditions) where the receipt is probable and the amount can be reliably measured.

Assets donated to the College by Orchard Hill College Academy Trust have been accounted for based on the net book value of the asset in the Academy Trust balance sheet immediately before the date of transfer.

Net assets donated to the College by the London Borough of Sutton have been accounted for using the acquisition method. The assets and liabilities transferred were valued at their fair value and recognised in the balance sheet under the appropriate headings with a corresponding net amount recognised as net income in the statement of financial activities as donations income.

Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the College; this is normally upon notification of the interest paid or payable by the bank.

Expenditure

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

Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources.

Expenditure headings are as follows:

- a. Expenditure on raising funds - This includes all expenditure incurred by the College to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.
- b. Expenditure on charitable activities - These are costs incurred on the College's educational operations, including support costs and costs relating to the governance of the College. Governance costs comprise the costs involving the public accountability of the College (including audit costs) and costs in respect to its compliance with regulation and good practice.

All expenditure is inclusive of irrecoverable VAT.

Tangible fixed assets

All assets costing more than £2,000 and with an expected useful life exceeding one year are capitalised.

All assets are stated at cost less depreciation.

Depreciation has been calculated at the following rates in order to write off each asset over its estimated useful life:

- ◆ Leasehold Buildings – to match the length of the lease subject to impairment review.
- ◆ Motor Vehicles - 25% (4 years) straight line.
- ◆ Furniture & Equipment - 25% (4 years) straight line.
- ◆ Computer Equipment & Software - 33.33% (3 years) straight line.
- ◆ Major Works (£50,000 - £100,000) - 10%-20% (5-10 years) straight line.

Depreciation on assets in the course of construction is not charged until they are brought into use.

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition. Deposits for more than three months but less than one year have been disclosed as short-term deposits. Cash placed on deposit for more than one year is disclosed as a fixed asset investment.

Creditors and provisions

Creditors and provisions 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. Creditors and provisions are recognised at the amount the College anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Pension costs

Retirement benefits to employees of the College are provided by the Teachers' Pension Scheme ('TPS') and the Local Government Pension Scheme ('LGPS'). These are defined benefit schemes.

The TPS is an unfunded scheme and contributions are calculated to spread the cost of pensions over employees' working lives with the College in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary based on quadrennial valuations using a prospective unit credit method. The TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions recognised in the year to which they relate.

The LGPS is a funded scheme, and the assets are held separately from those of the College in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high-quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. The amounts charged to operating surplus are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred.

Net interest on the net defined benefit liability is also recognised in the statement of financial activities and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest income on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses.

Actuarial gains and losses are recognised immediately in other recognised gains and losses.

Where the scheme is estimated to be in a surplus position, under the reporting provisions of FRS 102, the College is only able to recognise the surplus as to the extent that it is able to recover the surplus either through reduced contributions in the future or through refunds from the plan. As the College does not anticipate being able to recover the surplus in the aforementioned manner, the surplus is not recognised on the balance sheet, and a corresponding adjustment is made within other recognised gains and losses on the statement of financial activities (as an actuarial loss) to bring the net LGPS position to £nil on the balance sheet.

Leased assets

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

Assets held under finance leases and hire purchase contracts are capitalised and depreciated over their useful economic lives (or the term of lease if shorter). The corresponding lease or hire purchase obligation is treated in the balance sheet as a liability. The interest element of rental obligations is charged to the statement of financial activities over the year of the lease at a constant proportion of the outstanding balance of capital repayments.

Fund accounting

Restricted funds are monies raised for, and their use restricted to, a specific purpose, or donations subject to donor-imposed conditions.

Designated funds comprise monies set aside out of unrestricted funds for specific future purposes or projects, including:

- ◆ The tangible fixed assets fund represents the net book value of the College's tangible fixed assets.
- ◆ The pension reserve fund represents the net defined benefit pension scheme liability in respect to the LGPS.
- ◆ A dilapidations reserve which has been set aside to cover possible future costs in relation to the estate utilised by the College, particularly towards the end of the relevant lease term.

Notes to the financial statements 31 July 2025

1 Income from donations and legacies

	Unrestricted funds	
	2025	2024
	Total	Total
	funds	funds
	£'000	£'000
Donations	12	5

2 Income from charitable activities: Provision of education

	Unrestricted funds £'000	Restricted funds £'000	2025 Total funds £'000	2024 Total funds £'000
ESFA / DfE:				
- 16-19 funding	6,067	83	6,150	4,770
- 19+ funding	901	4	905	991
	6,968	87	7,055	5,761
Local Authority educational contracts	14,337	31	14,368	12,898
Other educational operations	207	-	207	192
Other ESFA / DfE funding				
- Catch-up premium (Tuition Fund)	-	-	-	71
Total 2025	21,512	118	21,630	18,922
Total 2024	18,696	226	18,922	

3 Income from other trading activities

	Unrestricted funds	
	2025	2024
	£'000	£'000
Other grants – DWP Access to Work	131	215
Other revenue grants	-	1
Miscellaneous income	7	17
	138	233

Notes to the financial statements 31 July 2025

4 Income from investments

	Unrestricted funds	
	2025	2024
	£'000	£'000
Bank interest receivable	256	174

5 Expenditure on charitable activities: Provision of education

	Unrestricted funds	Restricted funds	2025 Total funds	2024 Total funds
	£'000	£'000	£'000	£'000
Staff costs (note 8)	14,599	-	14,599	13,253
Educational supplies	950	113	1,063	743
Allocated support costs (note 6)	5,782	-	5,782	5,094
Total 2025	21,331	113	21,444	19,090
Total 2024	18,847	243	19,090	

6 Support costs

	Unrestricted funds	
	2025	2024
	Total funds	Total funds
	£'000	£'000
Premises costs	2,314	2,182
Administration costs	3,185	2,737
Legal and professional fees	134	85
ICT Cost	117	63
Governance costs (note 7)	32	27
	5,782	5,094

Administration costs above include £2,498,000 for the core service charge and business support services provided by Orchard Hill College Academy Trust (2024: £2,443,000). See also note 21 to these financial statements.

7 Governance costs

	Unrestricted funds	
	2025	2024
	£'000	£'000
External auditor's remuneration:		
- Teachers' Pension assurance	2	3
- Financial statements audit	30	21
- Regularity assurance	-	3
	32	27

Notes to the financial statements 31 July 2025

8 Staff costs

	2025 £'000	2024 £'000
Wages and salaries	12,091	10,967
Social security costs	941	756
Pension costs:		
- TPS contributions payable	750	549
- LGPS contributions payable	1,158	1,107
- LGPS service and finance cost adjustment	(354)	(145)
Severance payments	13	19
	14,599	13,253

Staff numbers

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

	2025 Number	2024 Number
Lecturers & management	67	70
Teaching support staff	192	183
Admin staff	25	25
	284	278

The number of employees whose annualised emoluments (including taxable benefits in kind but excluding employer pension costs) exceeded £60,000 were as follows:

	2025 Number	2024 Number
£60,001 - £70,000	4	2
£70,001 - £80,000	4	8
£80,001 - £90,000	3	2
£90,001 - £100,000	-	-
£100,001 - £110,000	1	1

Remuneration of key management personnel

The Trustees consider that they, together with the Executive Senior Leadership Team, comprise the key management personnel of the charity in charge of directing and controlling, running and operating the College on a day-to-day basis.

Trustees were not remunerated for their services to the College apart from the CEO, who is an employee of Orchard Hill College Academy Trust, and is remunerated by the College under a service level agreement with the Academy Trust (see note 21 Related Party Transactions).

The total remuneration of the Principal for the year ended 31 July 2025 (including employer pension contributions and employer national insurance contributions) was £156,000 (2024: £143,000).

Other members of the Executive Senior Leadership Team are employed by Orchard Hill College Academy Trust and the split of the remuneration attributable to the College and the Academy Trust individually cannot be determined with sufficient reliability. The total remuneration (including employer pension contributions and employer national insurance contributions) of the Executive Senior Leadership Team

Notes to the financial statements 31 July 2025

(payable by Orchard Hill College Academy Trust) for the year ended 31 July 2025 was £1,063,000 (2024: £924,000).

As noted in the Trustees' report, Orchard Hill College continues to be the academy sponsor of Orchard Hill College Academy Trust. Further information regarding transactions between the College and the Academy Trust is given in note 21.

9 Trustees' expenses

Trustees may claim reimbursement for any out-of-pocket expenditure incurred in connection with their duties as Trustees of the College. During the year ended 31 July 2025, four trustees received reimbursement for travel and subsistence expenses totalling £692 (2024: NIL)

10 Net income for the year

is stated after charging:

	2025 £'000	2024 £'000
Staff costs (note 8)	14,599	13,253
Depreciation (note 11)	541	467
Operating lease rentals	728	581
External auditor's remuneration	30	29

11 Tangible assets

	Long Leasehold Buildings £'000	Assets under construction £'000	Furniture and Equipment £'000	Motor Vehicles £'000	IT Asset £'000	Total £'000
Cost or valuation						
At 1 August 2024	6,692	-	605	199	1,653	9,149
Additions	273	212	64	149	86	784
Disposals	-	-	-	-	(8)	(8)
At 31 July 2025	6,965	212	669	348	1,731	9,925
Depreciation						
At 1 August 2024	1,560	-	332	114	1,214	3,220
Charge for the year	307	-	84	30	120	541
Released on disposal	-	-	-	-	(3)	(3)
At 31 July 2025	1,867	-	416	144	1,331	3,758
Net book values						
At 31 July 2025	5,098	212	253	204	400	6,167
At 1 August 2024	5,132	-	273	85	439	5,929

At 31 July 2025, the Trust had capital commitments of £51,000. This mainly relates to retention accruals for completed capital projects, where part of the cost is being held back in line with contract terms. This

Notes to the financial statements 31 July 2025

also includes amounts associated with the OHC Cloud Migration Project. As at 31 August 2025, the Trust held £212,000 in assets under construction, primarily relating to capital works at the Sutton Life Centre site. These projects are ongoing and will be transferred to the appropriate asset category once completed and brought into operational use.

12 Debtors

	2025 £'000	2024 £'000
Educational fees receivable	328	186
VAT recoverable (see note 13)	916	-
Prepayments and accrued income	700	630
Other debtors	13	13
	1,957	829

13 Creditors: amounts falling due within one year

	2025 £'000	2024 £'000
Trade creditors	-	1,071
Accruals	1,568	635
Deferred income	584	487
Finance lease obligation (note 14)	26	23
Other taxation and social security	1,184	347
GPC expense	7	1
	3,369	2,564
Movements on deferred income (included above)		
Balance brought forward at 1 August 2024	487	437
Income deferred in current reporting year end	521	327
Amounts released to income from prior reporting year end	(424)	(277)
Balance carried forward at 31 July 2025	584	487

Deferred income in the main relates to funding received in advance from the DfE and local authorities.

Following confirmation from HMRC that the Trust should have been accounting for VAT as a 'private school' under HMRC's guidance, a reconciliation has been prepared covering VAT periods from 1 January 2025. This has resulted in a balance of VAT owed to HMRC of £612,000 (included within 'other taxation and social security' creditors above). This balance is recoverable in full from the Local Authority and therefore also recorded within year end debtors along with additional VAT recoverable on taxable supplies of £304,000 (see note 12). Only supplies relating to students with EHCPs who are receiving education have been treated as taxable, in line with HMRC advice.

Notes to the financial statements 31 July 2025

14 Creditors: amounts falling due after one year

On 31 July 2025, the present value of future minimum lease payments in respect to finance lease obligations for the College was as follows:

	2025 £'000	2024 £'000
Finance lease obligation	<u>1,190</u>	<u>1,216</u>
Amounts falling due within one year (note 13)	<u>26</u>	<u>23</u>
Amounts falling due after one year:		
· Amounts falling due between one to two years	28	26
· Amounts falling due between two to five years	96	90
· Amounts falling due after more than five years	<u>1,066</u>	<u>1,100</u>
	<u>1,190</u>	<u>1,216</u>
Total finance lease obligations	<u>1,216</u>	<u>1,239</u>

The above obligations are in respect to long-leasehold properties transferred from the London Borough of Sutton and have been discounted at a rate of 4% and 5.25% respectively.

15 Tangible fixed assets fund

	2025 £'000
At 1 August 2024	4,690
Net movement in year	<u>261</u>
At 31 July 2025	<u>4,951</u>

The tangible fixed assets fund represents the net book value of the College's tangible fixed assets net of associated finance lease obligations. A decision was made to separate this fund from the general funds and other funds of the College in recognition of the fact that the tangible fixed assets are essential to the day-to-day work of the College and as such their value should not be regarded as funds that would be realisable with ease, in order to meet future contingencies.

16 Pension reserve fund

	2025 £'000
At 1 August 2024	(1,038)
Net movement in year	<u>1,038</u>
At 31 July 2025	<u>-</u>

Notes to the financial statements 31 July 2025

The pension reserve fund represents the College's share of the net liability in respect of the Local Government Pension Scheme. This fund has been separated on the College's balance sheet in order to distinguish the liability from the operational liabilities which form part of the College's working capital. In accordance with FRS 102 Section 28.22, the College has not recognised the pension surplus of £1.801 million arising from the Local Government Pension Scheme (LGPS) on the balance sheet as at 31 July 2025. This is due to the application of the asset ceiling, which limits recognition to the extent that the surplus is recoverable through reduced future contributions or refunds from the scheme. Although the actuarial report confirms that the maximum recognisable surplus is approximately £6.5 million, the College has adopted a prudent approach consistent with sector practice and Orchard Hill College Academy Trust (OHCAT) policy. The surplus has therefore been restricted to £nil.

17 Restricted funds

The income funds of the College include restricted funds comprising the following balances of donations and grants held on trust to be applied for specific purposes.

	At 1 August 2024 £'000	Income £'000	Expenditure £'000	At 31 July 2025 £'000
Other restricted DfE funding	2	87	(83)	6
LA Pupil Equipment funding	2	31	(30)	3
	4	118	(113)	9

The specific purposes for which the monies are held are as follows:

Other restricted DfE funding - this comprises monies received from government, the use of which is limited to very specific purposes in line with the grant conditions.

LA Pupil Equipment funding- this comprises funding received from local authorities specifically to support the purchase of equipment and resources for individual people. The use of these funds is restricted to meeting the educational and developmental needs of those pupils, in accordance with the conditions set by the respective local authorities.

18 Analysis of net assets between funds

	Unrestricted funds				Restricted funds	2025 Total funds
	General funds £'000	Tangible fixed assets fund £'000	Designated Reserves £'000	Pensions reserve fund £'000	£'000	£'000
Tangible fixed assets	-	6,167	-	-	-	6,167
Debtors	1,957	-	-	-	-	1,957
Cash at bank and in hand	2,897	-	1,397	-	-	4,294
Short-term deposits	1,500	-	-	-	-	1,500
Creditors due within one year	(3,352)	(26)	-	-	9	(3,369)
Creditors due after more than one year	-	(1,190)	-	-	-	(1,190)
	3,002	4,951	1,397	-	9	9,359

Notes to the financial statements 31 July 2025

Unrestricted general funds comprise those monies which may be used towards meeting the objectives of the College at the discretion of the Trustees. The Trust may designate unrestricted reserves to support strategic priorities, manage financial risks, or meet potential future obligations.

19 Designated funds

Orchard Hill College has designated a portion of its unrestricted funds to cover potential future dilapidation costs relating to leased properties, where lease agreements may give rise to obligations upon exit. No provision has been made in the financial statements due to uncertainty around timing and cost. However, given this possible exposure, the trustees have elected to ringfence a sum of £450,000 (2024: £nil) from the College's unrestricted fund as a designated fund to cover any potential future outflows. The amount designated has been informed by an assessment of the College's Estates Team which has considered the condition of each property and past experience. This does not impact the reported surplus, brought forward reserves, or financial health grading.

Designated funds also include £618,000 for capital projects committed beyond the reporting period including condition improvements as well as investments in Sutton Life Centre project. It also underpins the next phase of investment in college premises, including £250,000 designated to the Cherry Gardens Centre in Southwark.

Also, £79,000 has been designated for LGPS deficit repayments due between August 2025 and July 2027.

Designated funds allocation	Amount (£'000)
Capital projects (Hillingdon, Southwark, Sutton Life Centre)	618
Capital projects (Cherry Gardens Centre)	250
LGPS deficit repayments (Aug 2025 – Jul 2027)	79
Future Dilapidation cost	450
Total	1,397

20 Pension and similar obligations

The College's employees belong to two principal pension schemes: the Teachers' Pension Scheme England and Wales (TPS) for academic and related staff and the Local Government Pension Scheme (LGPS) for non-teaching staff, which is managed by London Borough of Sutton Pension Fund. Both are multi-employer defined benefit schemes.

Notes to the financial statements 31 July 2025

The pension costs are assessed in accordance with the advice of independent qualified actuaries. The latest actuarial valuation of the Teachers' Pension Scheme was carried out as at 31 March 2020. The valuation report was published in 2023 and sets the employer contribution rate payable from 1 April 2024. The LGPS is valued every three years, with the latest valuation as at 31 March 2022.

Contributions amounting to £197,000 were payable to the schemes at 31 July 2025 (2024: £178,000) and are included within creditors.

Teachers' Pension Scheme

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

The TPS is an unfunded scheme to which both the member and employer makes contributions, as a percentage of salary - these contributions are credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

Valuation of the Teachers' Pension Scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to ensure scheme costs are recognised and managed appropriately and the review specifies the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The actuarial valuation of the TPS which applied during the year ended 31 August 2025 was carried out as at 31 March 2020. The valuation report was published by the Department for Education on 26 October 2023. The key elements of the valuation and subsequent consultation are:

- ◆ employer contribution rates set at 28.68% of pensionable pay (including a 0.08% administration levy) from 1 April 2024, which is 5% increase from 23.68% prior to this date, and the cost control result is such that no change in member benefits is needed.
- ◆ total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £262,000 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £222,200 million, giving a notional past service deficit of £39,800 million.
- ◆ the SCAPE rate, set by HMT, is used to determine the notional investment return. The current SCAPE rate is 1.7% above the rate of CPI.

Under the definitions set out in FRS 102, the TPS is a multi-employer pension scheme. The College has accounted for its contributions to the scheme as if it were a defined contribution scheme. The College has set out above the information available on the scheme.

The employer's pension costs paid to TPS during the year amounted to £750,000 (2024: £549,000).

Local Government Pension Scheme (LGPS)

The LGPS is a funded defined-benefit scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 July 2025 was £1,467,000 (2024: £1,395,000), of which employer's contributions totalled £1,150,000 (2024: £1,095,000) and employees' contributions totalled £317,000 (2024: £300,000).

Notes to the financial statements 31 July 2025

Principal actuarial assumptions	At 31 July 2025 %	At 31 July 2024 %
Rate of increase in salaries	2.65	2.70
Rate of increase for pensions in payment	2.65	2.70
Discount rate for scheme liabilities	5.75	5.00
Inflation assumption (CPI)	2.65	2.70

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

	2025 Years	2024 Years
Retiring today		
Males	19.5	19.2
Females	23.5	24.3
Retiring in 20 years		
Males	20.5	20.2
Females	24.3	24.2

Notes to the financial statements 31 July 2025

The College's share of the assets in the scheme were:

	Fair value 2025 £'000	Fair value 2024 £'000
Equities	6,985	6,325
Bonds	2,667	1,851
Property	890	729
Cash	1,143	729
Other	1,015	1,160
Total market value of assets	12,700	10,794

Amounts recognised in statement of financial activities:

	2025 £'000	2024 £'000
Current service costs	771	854
Net interest cost	25	96
Administration expenses	57	54
Total operating charge in current period	853	1,004

Changes in the present value of defined benefit obligations were as follows:

	2025 £'000	2024 £'000
Opening balance	11,832	11,122
Current service cost	771	854
Interest cost	597	562
Employee contributions	317	300
Actuarial gain	(2,515)	(906)
Benefits paid	(103)	(100)
Defined benefit obligation as of 31 July 2025	10,899	11,832

Changes in the fair value of the College's share of scheme assets:

	2025 £'000	2024 £'000
Opening balance	10,794	8,689
Interest income	572	466
Actuarial gain	27	398
Employer contributions	1,150	1,095
Employee contributions	317	300
Benefits paid	(103)	(100)
Administration expenses	(57)	(54)
Fair value of fund assets as of 31 July 2025	12,700	10,794

Notes to the financial statements 31 July 2025

	2025 £'000	2024 £'000
Movement in liability	1,038	1,395
Interest cost (net of interest income on assets)	25	96
Current service and past service costs, net of employers contributions	(379)	(241)
Administration expenses	57	54
Actuarial gain	741	1,304

In accordance with FRS 102 Section 28.22, the College has not recognised the pension surplus of £1.801 million arising from the Local Government Pension Scheme (LGPS) on the balance sheet as at 31 July 2025. This is due to the application of the asset ceiling, which limits recognition to the extent that the surplus is recoverable through reduced future contributions or refunds from the scheme.

Although the actuarial report confirms that the maximum recognisable surplus is approximately £6.5 million, the College has adopted a prudent approach consistent with sector practice and Orchard Hill College Academy Trust (OHCAT) policy. The surplus has therefore been restricted to £Nil.

The adjustment has been reflected within the actuarial remeasurement gain reported in Other Comprehensive Income.

21 Related party transactions

Owing to the nature of the College's operations and the composition of the Governing Body being drawn from local public and private sector organisations. It is inevitable that transactions will take place with organisations in which a Governor may have an interest. All transactions involving such organisations are conducted at arm's length and in accordance with the College's financial regulations and normal procurement procedures.

Related party income

The College collaborates with Orchard Hill Academy and Trust and its academies, which provide learning support services to the College. For the year ended 31 July 2025, theses amounted to £50,617 (2024: £243,000).

Related party expenditure

During the year, the College received services from Orchard Hill College Academy Trust under service level agreements, at cost of £2,498,000 (2023: £2,443,000). This included recharges of leadership and support staffing costs, IT support, MIS services, marketing services, governance, training, safeguarding, legal, procurement and occupational health services. All services were provided at cost.

In addition to the above, the following transactions took place between the College and individual academies within the Academy Trust:

- ◆ A College centre is based at one of the academies of Orchard Hill College Academy Trust; the College pays occupational costs of £47,000 (2024: £51,000);
- ◆ During 2024-25, College students accessed a vocational provision delivered by one of the academies; the cost of these courses amounted to £47,000 (2024: £60,000).

Notes to the financial statements 31 July 2025

- ◆ The College has a service level agreement to reimburse the Academy Trust for costs incurred in relation to Garratt House, a College site transferred from the Academy Trust on a 50-year lease. In the year to 31 July 2025, the College paid £12,000 (2024: £12,000);
- ◆ All of these transactions were provided by Orchard Hill College Academy Trust at cost.

Receivables and payables

At 31 July 2025, the amount due *to* the Academy Trust from the College was £11,000, and is included within debtors (2024: £40,000 due *from* the Academy Trust to the College) The amount due to the Academy Trust from the College at 31 July 2025 was £41,000 included within creditors (2024: £717,000).

Protocol Education Ltd A company from which the Orchard Hill College purchased staffing services totalling £205,993 net of VAT during the year. Douglas Glenday, Trustee of Orchard Hill College (appointed 1 September 2024), was also a director of Protocol Education Ltd until 21 July 2025. There were no outstanding balances at 31 July 2025. Also, the college raised invoices totalling £1,028 during the year to Protocol Education Ltd. A balance of £1,000 remained outstanding at 31 July 2025.

Teaching Personnel Ltd – A company from which the College purchased education staffing and tutoring services, totalling £31,184 net of VAT during the year. Douglas Glenday, Trustee of Orchard Hill College, was also a director of Teaching Personnel Ltd until 21 July 2025. There were no outstanding creditor balances at 31 July 2025.

The above contracts with agencies were existing before 1 September 2024 when Douglas Glenday was appointed as trustee of Orchard Hill College.

22 Operating lease commitments

At 31 July 2025, the total of the College's future minimum lease payments under non-cancellable operating leases was as follows:

	At 31 July 2025 £'000	At 31 July 2024 £'000
Amounts due within one year	636	461
Amounts due within one to two years	2,026	1,895
Amounts due after more than five years	5,623	6,052
	8,285	8,408

23 Events after the balance sheet date

Since the balance sheet date, Orchard Hill College has continued to progress a number of strategic expansion projects across both the College and the Trust. These developments are not adjusting events but are disclosed to provide information relevant to the understanding of the financial statements.

College Projects

- **The Sutton Life Centre and Community Hub, Sutton:** The centre opened in November 2025. This is expected to provide 70 pupil placements and a community hub for Sutton residents.
- **Cherry Gardens, Southwark:** A new interim site has been secured to accommodate 21 learners from October 2025.

24 Comparative information

Analysis of income and expenditure account for the year ended 31 July 2024 between restricted and unrestricted funds:

	Unrestricted funds £'000	Restricted funds £'000	2024 Total funds £'000
Income from:			
Donations and legacies	5	-	5
Charitable activities			
. Provision of education	18,696	226	18,922
Other trading activities	233	-	233
Investments	174	-	174
Total income	19,108	226	19,334
Expenditure on:			
Charitable activities			
. Provision of education	18,847	243	19,090
Total expenditure	18,847	243	19,090
Net expenditure	261	(17)	244
Other recognised gains and losses			
Actuarial gains on defined benefit pension scheme	1,304	-	1,304
Net movement in funds	1,565	(17)	1,548
Reconciliation of funds			
Fund balances brought forward at 1 August 2023	6,457	21	6,478
Fund balances carried forward at 31 July 2024	8,022	4	8,026

Accounts

Orchard Hill College

Annual Report and Financial Statements

31 July 2024

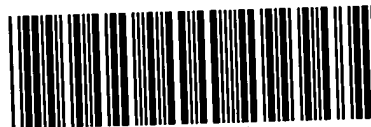
Charity Registration Number

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Company Registration Number

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Reference and administrative information 31 July 2024

Members	John Brown Darren Coghlan Roger Mills
Trustees/Directors	Peter Lauener (Chair) Rama Venchard (Vice Chair) John Prior (CEO) Simon Fryer Angela O'Hara (Vice Chair, appointed 01.09.23) Christian Jennings (resigned 04.03.2024) David Dangana (appointed 01.09.23) Tim Borrie (appointed 01.09.23) Douglas Glenday (appointed 01.09.2024) Kim Caplin (appointed 01.09.2024)
Principal office	Copthall House 9 The Pavement Grove Road Sutton Surrey SM1 1DA
Telephone	0345 402 0453
Website	www.orchardhill.ac.uk
Executive Senior Leadership Team	
CEO	John Prior
Chief Finance Officer	Corrina Jenkins
Chief Operating Officer	Lloyd Hankin (appointed 05.02.2024)
Deputy CEO	Laurie Cornwell
Principal	Kelly Phillips
Executive Director of Development	Lynn Barratt
Executive Director of Quality & Standards	Julia James (appointed 01.09.23)

Reference and administrative information 31 July 2024

External Auditor	Buzzacott LLP 130 Wood Street London EC2V 6DL
Internal Auditor	TIAA Ltd (until 09.09.24) Artillery House Fort Fareham Newgate Lane Fareham PO14 1AH MHA (appointed 01.12.24) 2 London Wall Barbican London EC2Y 5AU
Bankers	Lloyds Bank Plc 49/53 High Street Sutton Surrey SM1 1DT
Solicitors	Veale Wasborough Vizards Orchard Court Orchard Lane Bristol BS1 5WS

Trustees' report (including Strategic Report) 31 July 2024

The Trustees present their statutory report together with the financial statements of Orchard Hill College ('OHC' or 'the College') for the year ended 31 July 2024.

The report has been prepared in accordance with Part 8 of the Charities Act 2011 and it is also the report of the directors for the purposes of the Companies Act 2006.

The financial statements have been prepared in accordance with the accounting policies set out on pages 28 to 32 and comply with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102).

It should be noted that the Directors of Orchard Hill College are the Trustees and as such both terms are used interchangeably throughout this report.

OBJECTIVES AND ACTIVITIES

Orchard Hill College is an outstanding specialist college committed to offering social and vocational opportunities for students in the heart of their communities. Our vision statement is "Building Futures, Changing Lives" and this commitment informs everything we do.

Our provision is open to students over the age of 16 with a wide range of additional needs. All students are individual, and each programme is as unique as they are. Operating out of nine main centres and additional satellite provision across London and Surrey, our programmes are designed to support and empower each student to achieve their aspirations and goals, whilst developing skills to prepare them for adulthood. Alongside this, we work closely with families, local authorities, community stakeholders and other external partners in order to broker strong community partnerships that will support our students to build meaningful and fulfilling lives.

As a charity, our objects are to advance education, training, vocational and occupational opportunities for the benefit of the public in the following ways:

- ◆ promoting and widening participation in education, training, vocational and occupational opportunities, particularly for students with complex/profound/severe learning difficulties and/or disabilities and those who have been previously excluded from such opportunities and supporting practitioners who work with such students;
- ◆ improving the quality of education, training, work placements and employment prospects, particularly for students with complex/profound/severe learning difficulties and/or disabilities and those who have not previously been equitably represented in such opportunities and supporting practitioners who work with such students;
- ◆ recognising progress in all forms: promoting and improving access to education, training, work and employment opportunities, through the development and promotion of resources, provision, organisations and systems; and
- ◆ any other activity in its own work or work with others not covered by the above which, in the view of the Trustees, directly enhances the charity's activities and objectives.

ACHIEVEMENTS AND PERFORMANCE

Public benefit

In formulating the College's aims and in planning its activities, the Trustees confirm that they have had due regard to the general guidance published by the Charity Commission on public benefit.

Orchard Hill College is an outstanding college and continues to be so. The College provides exceptional opportunities for learning and meeting the needs and aspirations of its students. OHC works closely with its many communities and commissioners, including 27 local authorities, to ensure that it is always responsive to increased student demand which is growing year on year. Specialist centres are sited in Camberwell, Kingston, Wandsworth, Carshalton, Sutton and Hillingdon.

OHC is an Independent Specialist College listed in Section 41 of the Children and Families Act 2014 and also delivers work-related training through a GLA (AEB) funding grant as well as apprenticeship delivery. The College delivers the highly regarded Diploma in Education & Training (SEND pathway), validated by Canterbury Christchurch College University. The College is listed on the Apprenticeship Provider and Assessment Register.

Student performance and achievements

Across all courses and centres, the quality of education students receive continues to be outstanding. Typically, 82% of teaching was at least Good or better during 2023-24. The overall effectiveness of teaching is quality assured using the Teacher Evaluation Schedule (TES). OHC students help to design their programmes to achieve their aspirations and goals, whilst developing their skills and talents to become more independent in their lives in the future. The College is a busy, diverse and vibrant place to work and study, with a high focus on vocational programmes together with being part of the local communities it serves.

The College continues to hold Matrix Standard accreditation which affirms the many areas of outstanding practice, particularly in relation to careers education, information, advice and guidance (CEIAG).

The majority of students attend a full-time course. There are two types of course offerings:

- ◆ Foundation Skills for Life, a specialist post-19 programme for students with complex, profound, and severe learning difficulties and/or disabilities, and;
- ◆ Skills for Work and Living, for students with an aspiration or identified outcome in employment.

Both courses have four study programmes which are related to Preparation for Adulthood outcomes (employment, independent living, good health and friends and relationships in the community) and lead to individualised destinations in work, living and the community. The College also offers a range of work-related learning courses. The WorkStart programme suite comprises Supported Internships, Traineeships, inclusive Apprenticeships, Project Search, Pathway to Employment and Preparation for Employment. These programmes provide opportunities for students to gain relevant employability qualifications and work experience and to define their working ambitions for the future. They also give students, where appropriate, the opportunity to work towards achieving Functional Skills qualifications in English and maths. The courses are open to students who have experienced barriers to learning, including young people who are not in education, employment or training (NEET) as well as students with a learning difficulty or disability. A significant cohort of the students also have complex behaviours of concerns aligned to their disabilities.

ACHIEVEMENTS AND PERFORMANCE (continued)

OHC is the education provider for the Project Search initiative in Hillingdon (working with the Local Authority and Hillingdon Autistic Care and Support), Sutton (working with the Local Authority and Sutton and St Helier Hospital) and Lambeth (working with the Local Authority and Unity Works). Project Search is a partnership project delivering one-year supported internships with the aim of securing paid employment for participants.

Overall student numbers increased from 408 in 2022-23 to 476 in 2023-24. Overall retention was 97.4%, a small decrease from 98.5% in 2022-23.

281 students were enrolled on the Foundation Skills for Life and Skills for Work and Living courses, a marginal increase on the previous year's figure of 279. All achieved an outcome relevant to their individual EHCP ranging from employment, independent living, good health and friends and relationships in the community. In line with the College's ongoing commitment to meet demand within local communities, OHC's ninth centre, Old Town Hall in Wallington, opened in September 2023, accommodating up to 32 students across all pathways.

120 students were enrolled on Workstart programmes, either on a full- or part-time basis. Of the 25 full time students who completed their programmes in 2023-24, 92% progressed to employment and 8% progressed to adult community programmes.

Other performance and achievements

The College has effective links with over 80 employers and community-based programmes; these provide outstanding progression into local supported living schemes, supported employment, internships and volunteering and Further Education and Adult Community programmes, as well as enhancing students' educational and pastoral experience during their time with us.

The College offers apprenticeship programmes in Customer Service and Supporting Teaching and Learning and specialises in inclusive apprenticeships. The apprenticeship programme was inspected by Ofsted for the first time in November 2019 and was judged as Good. Our robust internal assessment, that includes the judicious use of Ofsted-trained external verifiers, evidences that the programme continues to be Good. Apprentices continue to make good progress and take on more responsibilities in the workplace. Of the 6 apprentices due to complete in the 2023/24 funding year, 5 completed and 1 withdrew, giving an achievement rate of 83%. Two of the five completed apprenticeships achieved a distinction grade.

The College continues to run the Duke of Edinburgh Award Scheme and in 2023-24 became the first provider to successfully support students with SEND in completing the residential section of their Gold Awards. Following a successful pilot of an accessibility project, in 2023-24 OHC extended opportunities for students with more complex medical and behavioural needs to attend residential trips, including a first overseas trip to France. Residential trips offer students the opportunity to try new things, build friendships and resilience, further develop their independence and participate in activities that support mental stimulation and physical wellbeing. These activities form part of a comprehensive extended curriculum offer, which also includes holiday programmes, term time enrichment activities and the Prince's Trust scheme, as well as the College's inclusive monthly club night, Club House, which was established during the period under discussion.

The College estate is varied and geographically dispersed, and effective management is a key priority. During 2023-24 a comprehensive Estates Strategy was developed and implemented.

ACHIEVEMENTS AND PERFORMANCE (continued)

This included recruitment to several key estates and facilities roles; suitability surveys conducted on two centres (Lomond House and Park View), which have supported ongoing discussions with London Borough of Southwark regarding identification of a suitable replacement site for Lomond House; preparation of Asset Management Plans to support ongoing planning in relation to the management of our estate; and the commissioning of Net Capacity Surveys which took place during the summer break, alongside a rolling programme of condition and suitability improvement projects. The Estates Strategy will continue to be rolled out during 2024-25 and beyond, to ensure OHC students can continue to access high quality learning opportunities in a safe and welcoming environment.

Safeguarding across the College continues to be outstanding, underpinned by a robust set of policies, procedures and training for all staff, which are informed by the SEND-specialist knowledge of OHC leaders and practitioners. All staff receive training as part of their annual safeguarding update as well as bespoke training and refreshers throughout the year. The College Designated Safeguarding Lead (DSL) oversees a team of Safeguarding and Mental Health Leads across the College who provide appropriate interventions and support as well as supporting the development of OHC's student safeguarding ambassadors. All DSLs and SLT receive external clinical supervision, allowing for more ethical and objective interventions.

The DSL works closely with OHC&AT's Director of Safeguarding & Wellbeing and participates in the cross-organisational DSLs' network alongside OHCAT DSLs. This has continued to be a rich source of knowledge exchange and resource sharing throughout 2023-24, enabling a consistent and evidence-led response to current safeguarding issues, as well as greater triangulation of compliance requirements. Through delivery of a bespoke curriculum including relationships, sex and health education, e-safety and British values, students learn how to safeguard themselves and how to apply this knowledge in a variety of settings, particularly focusing on contextual safeguarding in their local communities.

The College continues its journey to become Trauma and Mental Health informed. In line with the College's commitment to improving student support and wellbeing, OHC behavioural and pastoral leads have collaborated closely with consultants in Positive Behaviour Support (PBS) and Trauma-Informed practices to create a bespoke framework tailored to the College's needs. Recognising the significant crossover between PBS and Trauma-Informed approaches, OHC merged both areas into a unique model that addresses students' behavioural and emotional needs holistically. OHC's work concluded in the presentation of this bespoke framework at national conferences including Natspec, and internationally at BILD's PBS Conference, where we shared our findings and the impact of the model on student outcomes. OHC also developed comprehensive training programmes and roll-out schedules for all College staff, including Central Teams, ensuring the framework was embedded across all levels of the organisation. This training has fostered a greater understanding of trauma and mental health, equipping staff with the skills to provide proactive, compassionate support and improve overall student wellbeing.

OHC has 50 trained Mental Health First Aiders within the staff team, who augment this team approach through their work with staff and students. Internally a supervision structure is in place to support staff working with specific student groups, such as the PMLD cohort, or students who display behaviours of concern. Staff feedback on these sessions is overwhelmingly positive with staff commenting *"It felt safe to talk openly in a specific and confidential space"* and *"The meetings have given me time to reflect on my own practice and understand where I need to upskill and further progress in the level I teach."*

ACHIEVEMENTS AND PERFORMANCE (continued)

The Senior Mental Health Lead providing these internal sessions is a qualified therapist and will complete an accredited supervision course in 2024-25 to continue to develop this practice and ensure staff are appropriately supported to work with students with varied needs.

Other notable achievements this year included a whole organisational move to cloud-based working, improving information security and enabling more agile co-working across multiple sites and teams. Migration of data from College data centres to the cloud, a full IT equipment refresh and comprehensive training and support for all staff was planned and implemented across the year.

OHC formed a new partnership with the Legacy Youth Project in Croydon, which has significantly enhanced the College's vocational curriculum offer. This collaboration has enabled the College to introduce a broader range of courses, including podcasting and radio broadcasting, customer services, and fitness and gym instructor training, providing students with more diverse and practical career pathways. The College also continued to run parent/carers workshops on relevant subjects including trauma-informed practice, legal processes and procedures relating to vulnerable people, and financial support. These workshops were supported by a full range of professionals from supported housing and employment, specialist disability organisations and local community schemes, providing opportunities for extending life and learning skills.

OHC has a comprehensive and highly effectively Continuing Professional Development (CPD) programme in place to ensure that staff receive high quality training and development pertinent to their job role and to support succession planning. New starters undertake a rigorous two-week induction covering key compliance areas such as safeguarding, Positive Behaviour Support (PBS) and Team Teach, manual handling and therapeutic approaches to underpin curriculum delivery, which must be completed before they are cleared to work with students. All staff undertake regular training and refreshers on these subjects thereafter, as well as a range of specialist CPD focused on best practice within SEND. As a result, the quality of education students receive at Orchard Hill College is typically outstanding. Across the College and on all courses, during 2023-24 82% of teaching was never less than good and outstanding over time. Where teaching is less than good, lecturers benefit from a bespoke coaching and mentoring support package which includes peer, leadership and multidisciplinary interventions. This strategy ensures staff have every opportunity to improve their practice further in order to ensure the best outcomes for students.

Alongside regular INSET days, OHC runs a full Training Week in October half term and an annual Development Planning Day for all staff. OHC Training Week took place on 16-20 October 2023, with staff accessing individualised training programmes spanning compliance matters and specialism focused content. Development Planning Day was held at Kingston University on 26 April 2024, with a keynote from an external speaker on confidence-building and self-advocacy alongside OHC and wider Trust updates, strategic discussions and team building exercises.

The College delivers the Diploma in Education & Training (DET) SEND specialist pathway, validated by Canterbury Christ Church University (CCCU), which offers staff a route into qualified Further Education (FE) teaching and a clear career progression pathway within the organisation. During 2023-24, 10 new trainees joined in Year 1, including 2 external candidates alongside 5 OHC and 3 Trust staff, and all 13 existing trainees progressed to Year 2 of the course. In addition, 7 DET trainees from other partner colleges took up the specialist pathway, enabling OHC to further disseminate SEND best practice to organisations including South Thames College, Meadowfield School and Nido Volans Lambeth.

ACHIEVEMENTS AND PERFORMANCE (continued)

OHC continues to work closely with CCCU in a wider partnership capacity, including the revalidation during 2023-24 of the DET programme in line with the revised qualification framework launched by the Education & Training Foundation (ETF). The revised qualification will launch from September 2024 as the Certificate in Education (Further Education & Skills).

OHC offers Level 1 and 2 Functional Skills in maths and English for all staff members who do not yet hold such qualifications. During 2023-24, the College delivered Level 1 and 2 Functional Skills English and maths courses to staff from OHC and OHCAT. Leaders and managers have an individualised CPD programme, including relevant higher level leadership qualifications. Two members of the College Senior Leadership Team have completed Level 7 leadership qualifications with distinction.

The Principal and SLT continue to make a regional and national contribution to government and advisory groups, influencing policy for the benefit of all students and the wider community. The College Principal is the Director for the London Region of Natspec and a representative for SEND on the Association of Colleges (AoC) regional committee. The College Senior Leadership Team are regularly asked to speak regularly at regional and national conferences and employer events.

During 2023-24, members of the College SLT were represented on national, regional and local bodies including:

- ◆ The PBS Alliance National Steering group and Schools and Colleges Community of Practice
- ◆ AoC's Prevent Pilot Board, AoC's sports inclusion hub and the Sutton Local Safeguarding Board.
- ◆ South and West London Careers Hubs
- ◆ Prevent Forum for London
- ◆ Learning Disability network, Schools and College Network for therapy disciplines
- ◆ South London Lead Speech & Language Therapy (SALT), Occupational Therapy (OT), Physical Therapy (PT), Cognitive Analytic Therapy (CAT) specialist groups
- ◆ South London National Back Exchange forum
- ◆ Health Education Network for Co-Production (HENCop)
- ◆ SEND employment forums
- ◆ Supported internship forums
- ◆ Governors of SEND schools

The wider OHC&AT team also includes current and former badged Ofsted inspectors for both schools and further education.

Orchard Hill College sponsors Orchard Hill College Academy Trust, which supports the development and delivery of high-quality educational provision for school-age children and young people with SEND. The symbiotic relationship between College and Trust promotes collaborative working and enables the exchange of best practice and specialist knowledge which enriches and strengthens the student and staff experience on both sides, as well as smoothing transitions for students moving from school to college.

FINANCIAL REVIEW

Results for the year

A summary of the results for the year can be found on page 25 of the financial statements.

Income for the year totalled £19,334,000 (2023: £17,374,000). The major part of this income is in relation to core grants from the Education and Skills Funding Agency (ESFA) of £5,761,000 (2023: £5,651,000), and funding from Local Authorities for educational contracts of £12,898,000 (2023: £11,259,000).

Expenditure for the year, which principally related to the provision of education, totalled £19,090,000 (2023: £18,493,000).

The net surplus for the year ended 31 July 2024 as shown on the statement of financial activities was £244,000 (2023: net loss of £1,119,000). Excluding the pension current service cost and interest cost adjustments in relation to the Local Government Pension Scheme (LGPS) required by FRS 102 of £145,000 credit (2023: £672,000 debit), the net position would be a surplus of £99,000 (2023: deficit of £447,000).

Financial position and reserves policy

As at 31 July 2024, the balance sheet included net assets totalling £8,026,000 (2023: net assets of £6,478,000). This is comprised of:

- ◆ The Tangible Fixed Assets fund of £4,690,000 (2023: £3,981,000). This fund represents the net book value of the College's tangible fixed assets net of any associated lease obligations and has been separated on the balance sheet in recognition of the fact that these assets are essential to the day-to-day operation of the College, and the value of the assets can therefore not be considered as realisable.
- ◆ The Pension Reserve fund of £1,038,000 deficit (2023: £2,433,000 deficit). This fund reflects the College's share of the net liability in respect of the Local Government Pension Scheme. This fund has been separated on the College's balance sheet in order to distinguish the liability from the operational liabilities which form part of the College's working capital.
- ◆ The Unrestricted General fund of £4,370,000 (2023: £4,909,000) are funds which are not represented by the tangible fixed assets fund, the pension reserve fund, restricted, or otherwise designated, and are in effect the College's free reserves which are immediately available for general charitable use.
- ◆ Restricted funds of £4,000 (2023: £21,000) representing ESFA funding carried forward.

Maintaining an appropriate level of financial reserves is considered essential in protecting the charity from financial risk generated by, for example:

- ◆ Income reduction due to Government funding changes;
- ◆ Unexpected falls in student numbers;
- ◆ Cash flow issues due to delays in receipt of funding; and
- ◆ Emergencies.

FINANCIAL REVIEW (continued)

Financial position and reserves policy

In general, it is considered prudent to maintain a level of usable reserves sufficient to cover unexpected and unplanned events so that the individual College's primary objective is preserved. At the same time, the College wishes to ensure that it uses its funding to benefit the students in its care which implies an imperative to consider actively the use of reserves to enhance educational provision.

The Board of Trustees monitors levels of reserves in financial reports provided by the Chief Finance Officer. Trustees look to ensure that a prudent level of reserves is maintained, bearing in mind the recurrent spending needs to ensure high quality provision. In deciding the level of reserves, Trustees take into account the following:

- ◆ One month's salary bill;
- ◆ The College's annual budget;
- ◆ The need for any large project spends such as facilities development or building condition needs; Any uncertainty, turbulence or expected reduction in funding arrangements, including the level of transitional protection within the College funding and its expiry date; and
- ◆ Anticipated funding over the next three years. As a prudent measure, the College will aim for between 45 and 60 consecutive days of free reserves based on annual expenditure before depreciation and pension adjustments.

During the year, the College achieved free reserves of 85 days based on the unrestricted fund balance at 31 July 2024 of £4,370,000 (2023: 99 days totalling £4,909,000), and cash (including short-term deposits) of 119 days of £6,086,000 (2023: 137 days totalling £6,780,000). These cover the operational expenditure and the LGPS current service and interest costs. General reserves will support the next phase of investment in the College premises, including investment of £500,000 in new College centres in Sutton. Furthermore, £195,000 has been allocated for LGPS deficit repayments due between August 2024 and July 2026.

Fundraising

The College accesses funds for specific projects that will benefit existing and future students where funds for these projects cannot be accessed via existing channels i.e. government education funding. The College will access funds for projects that will provide opportunities and enhance the learning experience and environment for students.

The code of fundraising practice is followed (<https://www.fundraisingregulator.org.uk/code>).

The College does not use commercial organisations to support its fundraising activities. There were no complaints concerning the College's fundraising activities during the year.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

The College is an independent charitable company. Its primary governance document is the Articles of Association.

As a charity and company limited by guarantee, Orchard Hill College is governed by a Board of Directors (also referred to as Trustees) who are responsible for, and oversee, the management and administration of the College. The Trustees have overall responsibility and ultimate decision-making authority for all the work of the College. This is largely exercised through strategic planning and the setting of policy. It is managed through business planning, monitoring of budgets, performance management, the setting of standards and the implementation of quality management processes.

The Trustees delegate certain responsibilities to the Executive Senior Leadership Team (ESLT) which includes the CEO, College Principal, Deputy CEO, the Chief Finance Officer, the Chief Operating Officer, the Executive Director of Development and the Executive Director of Quality & Standards. The services of ESLT (excluding the College Principal) are provided to the College by OHCAT as part of the core service charge service level agreement.

The College Board also delegated some governance responsibilities to a local College committee, whose responsibility was monitoring the College's performance, supporting the Principal and the Senior Leadership Team, and ensuring communication of the College's needs and priorities to the College board. The local committee focused on the College's specific context while aligning with the broader policies and strategies set by the Board. The College receives governance services from the OHCAT Governance team, led by the Head of Governance, an experienced Governance professional.

Organisational structure

Orchard Hill College has three Members, to whom the Board of Trustees report via the AGM (see page 1 for details).

Orchard Hill College established and sponsored Orchard Hill College Academy Trust in 2013. The College and the Trust are independent legal entities that collaborate closely together, working for the benefit of students and pupils in local communities. Together they are known as Orchard Hill College and Academy Trust (OHC&AT).

This year the College Board actively recruited new members with a broad range of expertise, including finance, estates, audit and education, whilst also prioritising increasing diverse backgrounds and perspectives. This has enhanced the Board's ability to make well-rounded decisions and better reflect the community it serves by enhancing Trustee discussions on its joint Board and committees. The Board meets once a term and delegates specific responsibilities to a range of committees, which include finance and resources; audit and risk; quality, standards and safeguarding. This year the Board also established a People Committee focused on developing more positive and supportive work environments to enable employees to thrive and contribute effectively to OHC&AT's success.

All Trustees hold a specific portfolio holder role, which enables them to work closely with key senior staff, ensuring alignment with broader strategy and an in depth understanding of progress and outcomes. During 2023-24, internal audit focused on capital projects, business continuity, financial planning, monthly financial closedown and fundraising.

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Following a granular review of the governance structure and Trustees' skills and experiences, College Trustees decided to disband the local committee and instead hold a focussed whole College Board meeting once a term, starting in the new academic year. Trustees agreed this would give greater scrutiny, allowing more time to delve into College issues.

Connected organisations

The College, as sponsor, can appoint up to two Trust sponsor members and up to one sponsor Trustee to Orchard Hill College Academy Trust board. The College and Academy Trust work closely together and are responsive to the requirements of each other. The aligned Executive Senior Leadership Team (ESLT) maintains a close working relationship with the College Senior Leadership Team. The Academy Trust provides operational support to the College in a number of areas including HR, Governance, Procurement, Finance and Facilities.

Trustees

The Trustees (Directors) who served during the period and up to the date of approval of the report are included on page 1.

All new Trustees receive an induction on appointment. All Members and Trustees have access to GovernorHub, a comprehensive online governance portal which includes online training and resources. All Members and Trustees have access to a comprehensive package of online training modules through The Key, the National Governance Association and Educare, all of which offer key compliance modules around safeguarding, health and safety and equality and diversity, as well as wider areas of interest. The College also offers bespoke training sessions on request. Additionally, the College and OHCAT jointly hold an annual governors' conference, offering Trustees across both organisations the chance to take part in training and development opportunities as well as networking. The annual governor conference was held on 6th October 2023 with sessions exploring the theme of 'Fostering Collaboration'. It was well attended and feedback was positive.

Key management personnel

The Trustees consider the key management personnel for the College to include:

- ◆ The Trustees, and
- ◆ The Executive Senior Leadership Team:
 - The CEO
 - The Deputy CEO
 - The College Principal
 - The Chief Finance Officer
 - The Chief Operating Officer
 - The Executive Director of Development
 - The Executive Director for Quality & Standards

The Executive Senior Leadership Team (except for the College Principal) all offer their services on a Service Level Agreement arrangement with OHCAT and are not direct employees of the College.

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

The People Committee considers salaries for senior post holders including the key management personnel of the College and makes recommendations to the College Board for approval.

The Trustees, except for the CEO who is also a Trustee of the charitable company, did not receive any remuneration for their services to the College in the period of report; as noted above, the CEO is remunerated by Orchard Hill College Academy Trust and the College is recharged by the Academy Trust for his time under a service level agreement.

FUTURE PLANS

Orchard Hill College, together with Orchard Hill College Academy Trust, operates as a collaborative family of specialist providers. Our mission is to support, enable and champion the talents, skills and rights of the most complex and vulnerable people in our society, in order that we can release their potential, promote their wellbeing and transform their lives. As a community of learners, families and colleagues we believe that by working collaboratively, with energy and ambition, we can always effect positive change. At the core of our ethos is the conviction that there should be no limit placed on what is possible and that everyone has the ability to be the very best they can be.

Our learners require and receive a high-quality blended offer within their local context in order to meet their different needs and ambitions. By working together as a family, we can maximise the benefits to our pupils and students from having staff, leaders, governance and associates with extensive expertise and experience in both the special and mainstream sectors, from pre-school through to Further Education (FE).

Currently, the College offers specialist educational programmes for students aged 16 and over in nine main centres and additional satellite provision in London and Surrey. Provision is organised on a hub model, with College centres and Orchard Hill College Academy Trust schools clustered around four hubs:

- ◆ Sutton and Croydon – OHC Vocational Progression Centre, OHC Garratt House, OHC Robin Hood Lane, OHC Old Town Hall, plus Carew Academy, The Link School and Addington Valley Academy;
- ◆ Northwest London and Slough – OHC Park View, plus The PRIDE Academy, The Skills Hub and Arbour Vale School;
- ◆ Southwest London – OHC Beaconsfield, OHC Lomond House, OHC Camberwell Road, OHC Vocational Centre, plus Dysart School, St Philip's School, Bedelsford School and Nightingale Community Academy;
- ◆ Surrey and Sussex – St Dominic's School, Grafham Grange School, Brantridge School, Unified Academy.

The hub model supports effective cross-organisational working and best use of resources to benefit every OHC&AT student. The College operates in a combination of co-located and community-based centres, offering a curriculum closely aligned to the needs of pupils in each hub who are leaving OHCAT schools to attend the College. Each hub develops or forms partnerships with providers to ensure that resourced facilities may be accessed by multiple OHC&AT provisions as required; this may include vocational facilities, digital hubs, generic/specialist sports facilities, independent living practice suites, as well as continuing professional development opportunities for staff.

FUTURE PLANS (continued)

The development of the hub model has supported both College and Trust to offset potential limitations associated with geographical dispersion. By growing local excellence alongside OHCAT academies, the College has been able to smooth transitions for incoming students, provide additional learning opportunities through shared facilities and resources, and enable staff to build networks and share expertise. Each member of the College Senior Leadership Team acts as Regional Lead for a specific area or areas, liaising closely with both College centre staff and OHCAT academies in the hub to ensure that quality assurance, compliance processes and responsive localised support are robust.

The period under discussion has seen the continuation of a planned shift in focus and a further evolution of strategic priorities. Building on the success of the College and the strong partnership with Orchard Hill College Academy Trust, the College strategy is structured around the following key priorities:

- ◆ Quality, standards and reputation: ensuring life-changing outcomes, meaningful destinations and quality of life for every young person within the organisation, through the delivery of consistently excellent teaching and learning across a rich and relevant curriculum offer;
- ◆ Innovation and specialism: growing and developing the existing wealth of specialist knowledge within the organisation through the establishment of internal and external professional networks, robust impact measurement processes that feed into year-on-year strategic plans, and active engagement in research;
- ◆ Development and growth: taking an ambitious, judicious approach to securing the future of the organisation, through capacity building, maximising financial probity and efficiency, and the strategic improvement of estates;
- ◆ System leadership: building influence and advocacy, and ensuring compliance and accountability, through a strong organisational culture that promotes responsive governance and leadership at all levels;
- ◆ Nurturing talent: future-proofing the organisation through a strategic approach to recruitment and retention, including training and development opportunities and career pathways that enable every staff member to maximise their potential within the College and the Trust.

In alignment with these strategic priorities, the College's immediate future plans include further development of premises to meet local need and enable an innovative curriculum including vocational opportunities, ongoing staff and whole organisational development around the specialisms associated with the cohort, and the further development of the ICT offer to support students in and out of College.

In order to meet local demand and provide an enhanced student experience, from September 2025 the College will be expanding into Sutton Life Centre, absorbing the current provision at OHC Robin Hood Lane. The new centre will have space for 72 students who will be able to access a variety of work and vocational opportunities alongside existing community facilities.

The proposed campus is intended to offer local pathways to local young people who might benefit from having additional post-16 choice. As well as classroom spaces for young people with different needs and abilities, the campus would aim to ensure the provision of a flat for independent-living practice and a wide range of vocational workshops, giving young people sustainable employability skills.

FUTURE PLANS (continued)

The College has also recruited a newly established Enrichment and Engagement team which will work across regions from September 2024 to further develop OHC's localised offer and student services. Orchard Hill College continues to work with Achieving for Children (AfC), which provides children's services in Kingston, and Kingston Council to progress a proposal for a post-16 SEND campus.

The College internship offer will also be expanding, with two new programmes starting in the upcoming academic year at Lambeth Council and NHS England. With these additional Supported Internship programmes within the Southwark region, the College can now offer this life-changing opportunity in all its regions of operation. This expansion further strengthens the College's commitment to providing students with valuable, real-world work experience.

PRINCIPAL RISKS AND UNCERTAINTIES

The Trustees have assessed the major risks to which the College is exposed and have implemented strategies to manage those risks. The following key principles outline the College's approach to risk management and internal control as set out in the Risk Management Policy:

- ◆ The Board of Trustees has responsibility for overseeing risk management within the College as a whole.
- ◆ An open and receptive approach to solving risk problems is adopted by the Board of Trustees.
- ◆ The Executive Senior Leadership Team and the Principal support, advise on and implement policies approved by the Board of Trustees.
- ◆ The College makes conservative and prudent recognition and disclosure of the financial and non-financial implications of risks.
- ◆ Senior and middle managers are responsible for ensuring good risk management practice within their designated managed area.
- ◆ Key risk indicators are identified and closely monitored on a regular basis.

Principal risks are detailed in the risk register, which is reviewed by the Board of Trustees each term. Key risks include:

Quality

The College currently operates nine related but separate centres, with additional satellite provision where necessary to meet demand. Ensuring the delivery of a transformative, high quality of education and pastoral care is the central mission of OHC and crucial to its continued success and growth. The College's robust quality and progression monitoring framework is fully embedded, enabling a deep understanding at executive level of each centre and work stream's strengths and areas for development to inform targeted improvement initiatives, underpinned by robust quantitative and qualitative data.

PRINCIPAL RISKS AND UNCERTAINTIES (continued)

Compliance

The College is geographically dispersed across four regional hubs. In addition, the College works to an underlying principle of localism supported by a central function. Such a local and regional focus means that individual centres can be more responsive to the bespoke nature of their context. It also reduces the risk of micro-management from a central function that may be less well informed about the local landscape and impose less efficacious solutions. Overarching this approach is the core role that OHC&AT plays in the monitoring and assurance of each College centre and work stream and in relation to statutory policies and procedures, key stakeholder engagement and the promotion of OHC's broader mission and vision more widely. The reciprocal risk of this approach is that on matters of compliance, local variations could result in inconsistencies across the organisation.

Our well-developed and established risk assessment processes – particularly, but not exclusively, in relation to safeguarding, financial systems, processes and reporting, recruitment and statutory policies – ensure that the College has comprehensive executive oversight of risk and any behaviours that may be sub-optimal in relation to compliance, and is able to intervene appropriately, decisively and in a timely manner.

Recruitment

Recruitment continues to be a risk for the college. Whilst some provisions have more challenges due to local and/or circumstantial reasons, such as Hillingdon and Southwark, all centres are experiencing challenges, which is consistent with the national picture.

The cost-of-living challenges, coupled with higher rates of pay being offered in some other industries (for example retail), have made it more challenging to recruit to roles at the lower end of the pay scales. It is particularly difficult to attract Learning Support Assistants and other support staff. This also applies to Integrated Services for the College (therapy and nursing), as availability of skilled personnel in this sector is diminishing. However, HR have diligently supported overseas recruitment for several members of Integrated Services staff and worked with key stakeholders to implement a reviewed set of terms and conditions for Integrated Services personnel that benchmark to the NHS Agenda for Change.

Estates

Over the past five years, the College has seen significant growth not only in numbers on roll but also the wide range of need and especially over the last few years we have seen an increasing pattern of students presenting with more profound and complex need which cannot be met within some of our centres. This is particularly pertinent for students within our VPC and Lomond centres. As an example, since 2018, Lomond college centre has had to decline provision for almost half as many Southwark young people as it has accepted, due to lack of suitable space and facilities to meet that demand.

The critical challenge currently facing the College is working within the constraints that some of the current buildings have. It has now come to a point where we have a mismatch between some of the accommodation and the demand for more complex student places. To meet the increased demand, we do need to work in partnership with local authorities to purchase or secure long term leases with enough building capacity to offer an innovative curriculum, to enable more young people to study in their local areas.

PRINCIPAL RISKS AND UNCERTAINTIES (continued)

Infrastructure and capacity

To most effectively meet its strategic aims and objectives, the College requires an infrastructure for its business support services that enables it to operate in an efficient, coordinated and reliable way.

Systems and processes are well established, appropriately supported and remain under active review by ESLT and Trustees to ensure that they are effective and fit for purpose. Central support, as well as delivery to students, requires sufficient capacity, in terms of quality, number of personnel and coherent organisational management to promote exceptional outcomes.

As both an outstanding provider and the sponsor of a Multi Academy Trust, the College faces a range of potential challenges to its ability to continuously deliver high quality education and related services. The College and the Trust have taken steps to more closely align themselves in recent years, which increases the risk of issues impacting on both organisations rather than individually. The College has developed robust succession planning arrangements, developing leadership within the organisation and recruiting high quality staff to increase capacity, while strengthening cross-organisational support systems that encourage knowledge sharing and staff support targeted at areas of high demand. Internal reporting mechanisms have been synchronised across both organisations, allowing senior leaders to anticipate support needs and act rapidly to mitigate risk.

Over-expansion

Any organisation that expands too rapidly risks downturns in the quality of provision and financial overstretch, to the detriment of its reputation and quality. OHC has agreed a three-year strategy that allows for growth while retaining the focus on quality, standards and wellbeing. The current strategic focus is on growth in numbers of provisions through building on existing commissioning, as well as deepening and maturing the College's work so that best practice is consolidated.

Business continuity

Interruptions to typical activity can have a negative impact on the offer provided to OHC students. In a dynamically shifting national, regional and local landscape, threats to normal business continuity are complex and multifaceted; these might represent a physical threat of interruption such as damage to premises or restrictions such as those experienced during the pandemic, or a risk of interruption to crucial College operations through malicious acts e.g. cyber-attacks, fraud attempts, deliberate data breaches. OHC has a secure ethos, a clearly defined headline mission and vision, and a well-articulated and understood set of values, in addition to effective and responsive operational support via OHC&AT Central Teams. These combine to support the College to continue to deliver to a high standard even if working practices need to be adapted. Our suite of risk assessment and monitoring supports a detailed understanding of the overall operational picture across OHC at any given time. Identified threats to business continuity receive targeted intervention e.g. system security testing, refresher training.

Funding

The College is reliant on Government funding to support students whose additional support needs carry costs that exceed most other forms of ongoing funding. Variations in the funding methodology and levels of resource, as well as changes in eligibility criteria and uncertainty associated with major political events, create potential risk. OHC engages proactively with funding bodies to raise awareness of the potential impact of planned actions and maintains strong working relationships with

PRINCIPAL RISKS AND UNCERTAINTIES (continued)

Funding (continued)

external agencies to ensure that productive dialogue takes place at local, regional and national level. This risk is particularly acute in the forthcoming academic year and beyond; as inflation has significantly increased this is directly impacting on the cost of attracting and retaining staff, the procurement of goods and services, in particular energy and the cost of borrowing which would be needed to support our estates strategy. This, alongside a downward pressure from financially challenged Local Authorities via Commissioning Alliances to reduce pricing, will have a double effect.

Risk management

OHC regularly reviews the key risks to which its operations are exposed, together with the operating, financial and compliance controls that have been implemented to mitigate those risks. This year the Trustees reviewed risk management and agreed a new framework to be implemented from next year. Trustees agree that there is a formal ongoing process for identifying, evaluating and managing the College's significant risks; additionally, factors are in place that provide the organisation with the capacity to deal with issues or problems that occur, for example, an experienced Executive Senior Leadership Team, which can act quickly in response to unexpected events through forward planning, policies and insurance and through holding appropriate reserves. Risk is monitored specifically by the Audit and Risk Committee. This committee provides Trustees with independent assurances and assistance on their financial and performance reporting responsibilities, risk oversight and management, and system of internal control. The audit and risk committee has been considerably strengthened with the addition of experienced and highly skilled Trustees who report directly to the Board of Trustees.

Trustees' report (including Strategic Report) 31 July 2024

Statement of Trustees' responsibilities

The Trustees (who are also Directors of Orchard Hill College for the purposes of company law) are responsible for preparing the Trustees' report and 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 which give a true and fair view of the state of affairs of the charitable company and of 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 then apply them consistently;
- ◆ observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102);
- ◆ make judgements and estimates that are reasonable and prudent;
- ◆ state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- ◆ prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.
- ◆ The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company 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 charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the Trustees confirms that:

- ◆ so far as the Trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- ◆ the Trustee has taken all the steps that he/she ought to have taken as a Trustee in order to make himself/herself aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

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

Trustees' report, including Strategic Report, approved by the Board of Trustees and signed on its behalf by:



P Lauener

Trustee

Date: 13 December 2024

Independent auditor's report to the members of Orchard Hill College

Opinion

We have audited the financial statements of Orchard Hill College (the 'College') for the year ended 31 July 2024 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, the principal accounting policies, and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law 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 College's affairs as at 31 July 2024 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the 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 College 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 College'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 and financial statements other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report and financial statements.

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

Trustees' report (including Strategic Report) 31 July 2024

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.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report, which is also the directors' report for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report, which is also the directors' report for the purposes of company law, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the College and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report including the strategic report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept; 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.

Responsibilities of Trustees

In the light of the knowledge and understanding of the College and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report including the strategic report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept; 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.

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.

Trustees' report (including Strategic Report) 31 July 2024

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 director 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 College through discussions with management, and from our 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 College, including the Charities Act 2011, Companies Act 2006, funding agreements with the ESFA and associated funding rules, ESFA regulations, data protection legislation, anti-bribery, safeguarding, employment, health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management; 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 College'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;
- reviewed journal entries to identify unusual transactions; and
- assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias;

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 trustee meetings; and
- enquiring of management as to actual and potential litigation and claims.

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 noncompliance. 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.

Trustees' report (including Strategic Report) 31 July 2024

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 is available on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the College's members, as a body, in accordance with the College's Articles of Government / Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the College'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 College and the College's members as a body, for our audit work, for this report, or for the opinions we have formed.



Gumayel Miah (Senior Statutory Auditor)

For and on behalf of Buzzacott LLP

Statutory Auditor

130 Wood Street

London

EC2V 6DL

Date: 19 December 2024

Statement of Financial Activities
for the year ended 31 July 2024
(including Income and Expenditure Account)

	Notes	Unrestricted funds £'000	Restricted funds £'000	2024 Total funds £'000	2023 Total funds £'000
Income from:					
Donations and legacies	1	5	-	5	15
Charitable activities					
Provision of education	2	18,696	226	18,922	17,213
Other trading activities	3	233	-	233	66
Investments	4	174	-	174	80
Total income		<u>19,108</u>	<u>226</u>	<u>19,334</u>	<u>17,374</u>
Expenditure on:					
Charitable activities					
Provision of education	5	18,847	243	19,090	18,493
Total expenditure		<u>18,847</u>	<u>243</u>	<u>19,090</u>	<u>18,493</u>
Net income (expenditure)		261	(17)	244	(1,119)
Other recognised gains and losses					
Actuarial gains on defined benefit pension scheme	19	1,304	-	1,304	6,388
Net movement in funds		1,565	(17)	1,548	5,269
Reconciliation of funds					
Fund balances brought forward at 1 August 2023		6,457	21	6,478	1,209
Fund balances carried forward at 31 July 2024		<u>8,022</u>	<u>4</u>	<u>8,026</u>	<u>6,478</u>

All recognised gains and losses are included in the above statement of financial activities.

All of the College's activities derived from continuing operations during the period of report.

**Balance Sheet
as at 31 July 2024**

Company Registration Number 07586715 (England and Wales)

	Notes	2024 £'000	2024 £'000	2023 £'000	2023 £'000
Fixed assets					
Tangible assets	11		5,929		5,265
Current assets					
Debtors	12	829		1,663	
Cash at bank and in hand		4,089		6,780	
Short-term deposits		1,997		-	
		<u>6,915</u>		<u>8,443</u>	
Creditors: amounts falling due within one year	13	<u>(2,564)</u>		<u>(3,533)</u>	
Net current assets			4,351		4,910
Total assets less current liabilities			<u>10,280</u>		<u>10,175</u>
Creditors: amounts falling due after more than one year	14		<u>(1,216)</u>		<u>(1,264)</u>
Net assets excluding pension liability			9,064		8,911
Defined benefit pension scheme liability	19		<u>(1,038)</u>		<u>(2,433)</u>
Total net assets			<u>8,026</u>		<u>6,478</u>
The funds of the College:					
Restricted funds	17		4		21
Unrestricted funds					
· Tangible fixed assets fund	15	4,690		3,981	
· Pensions reserve fund	16	(1,038)		(2,433)	
· General fund	18	<u>4,370</u>		<u>4,909</u>	
			<u>8,022</u>		<u>6,457</u>
			<u>8,026</u>		<u>6,478</u>

Approved by the Board of Trustees on 13th December 2024 and signed on its behalf by:



P Lauener
Trustee

**Statement of Cash Flows
for the year ended 31 July 2024**

	Notes	2024 £'000	2023 £'000
Cash flows from operating activities:			
Net cash provided by operating activities	A	314	398
Cash flows from investing activities:			
Bank interest receivable		174	80
Purchase of tangible fixed assets		(1,130)	(825)
Short-term deposits		(1,997)	-
Net cash used in investing activities		(2,953)	(745)
Cash flows from financing activities:			
Interest on finance lease obligation		(52)	(58)
Net cash used in financing activities		(52)	(58)
Change in cash and cash equivalents in the year		(2,691)	(405)
Cash and cash equivalents at 1 August 2023	B	6,780	7,185
Cash and cash equivalents at 31 July 2024	B	4,089	6,780

Notes to the statement of cash flows for the year ended 31 July 2024

A Reconciliation of net income to net cash provided by operating activities

	2024 £'000	2023 £'000
Net income (expenditure) (as per the statement of financial activities)	244	(1,119)
Adjustments for:		
Depreciation charge	467	456
Loss on disposal of tangible fixed assets	-	1
Defined benefit pension scheme finance cost adjustment	96	292
Defined benefit pension scheme service cost adjustment	(241)	380
Interest receivable	(174)	(80)
Interest payable on finance lease obligation	52	58
Decrease/(increase) in debtors	835	(447)
(Decrease)/increase in creditors	(965)	857
Net cash provided by operating activities	314	398

Statement of Cash Flows (continued)

B Analysis of cash movements

	2024	2023
	£'000	£'000
Cash at bank and in hand	6,780	7,185
Change in cash and cash equivalents in the year	(2,691)	(405)
Total cash and cash equivalents	4,089	6,780

C Analysis of cash and short-term investments

	2024	2023
	£'000	£'000
Cash at bank and in hand	757	3,211
Notice deposits (less than 3 months)	2,167	2,066
Other saving accounts (0-3 months)	1,165	1,503
Total of cash and cash equivalents	4,089	6,780
Other saving accounts (3-12 months) as short-term deposits	1,997	-
Total cash and short-term deposits	6,086	6,780

D Analysis of change in net debt

	1 August	Cashflows	31 July
	2023		2024
	£'000	£'000	£'000
Cash at bank	6,780	(2,691)	4,089
Short-term deposits	-	1,997	1,997
Loans falling due within one year	(20)	-	(23)
Loans falling due after more than one year	(1,264)	-	(1,216)
Total	5,496	(694)	4,847

Statement of Accounting Policies 31 July 2024

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are laid out below.

Basis of preparation

These financial statements have been prepared for the year ended 31 July 2024. The comparative results are for the year ended 31 July 2023.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these accounts.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (Charities SORP FRS102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The College constitutes a public benefit entity as defined by FRS 102.

The financial statements are presented in sterling and are rounded to the nearest thousand pounds.

Critical accounting estimates and areas of judgement

Preparation of the financial statements requires the Trustees and management to make significant judgements and estimates.

The items in the accounts where these judgements and estimates have been made include:

- ◆ the useful economic lives attributed to tangible fixed assets used to determine the annual depreciation charge;
- ◆ the assumptions adopted by the Trustees and management in determining the value of any designations required from the College's general unrestricted funds;
- ◆ the present value of the Local Government Pension Scheme defined benefit liability depends on several factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost for pensions include the discount rate and salary increase rate. Any changes in these assumptions, which are disclosed in note 19, will impact the carrying amount of the pension liability; and
- ◆ the discount rate applied in relation to the carrying value of building finance lease obligations.

Assessment of going concern

The Trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The Trustees have made this assessment in respect to a period of at least one year from the date of approval of these financial statements.

Principal accounting policies 31 July 2024

The Trustees of the College have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the College to continue as a going concern. The Trustees are of the opinion that the College will have sufficient resources to meet its liabilities as they fall due.

In forming this assessment, the Trustees have considered the impact of high inflation in recent years on the College's activities with a particular focus on its effect on the College's financial position including income, expenditure and reserves; the College's beneficiaries; and its employees. The financial position, cash flow projections, and available reserves have also been reviewed and detailed in the Financial Review of the Trustees' Report, taking into account the expected levels of funding from the Education and Skills Funding Agency (ESFA), Local Authorities (LAs) and other sources. Based on this review, the Trustees have concluded that the College has sufficient liquid resources to continue for the foreseeable future, despite the current pressures.

Income

Income is recognised in the year in which the College has entitlement to the income, the amount of income can be measured reliably, and it is probable that the income will be received.

Grants

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

Tuition fees and educational contracts

Fee and educational contract income is recognised in the year in which the education was delivered.

Donations

Donations are recognised on a receivable basis (where there are no performance-related conditions) where the receipt is probable and the amount can be reliably measured.

Assets donated to the College by Orchard Hill College Academy Trust have been accounted for based on the net book value of the asset in the Academy Trust balance sheet immediately before the date of transfer.

Net assets donated to the College by the London Borough of Sutton have been accounted for using the acquisition method. The assets and liabilities transferred were valued at their fair value and recognised in the balance sheet under the appropriate headings with a corresponding net amount recognised as net income in the statement of financial activities as donations income.

Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the College; this is normally upon notification of the interest paid or payable by the bank.

Principal accounting policies 31 July 2024

Expenditure

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

Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources.

Expenditure headings are as follows:

- a. Expenditure on raising funds - This includes all expenditure incurred by the College to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.
- b. Expenditure on charitable activities - These are costs incurred on the College's educational operations, including support costs and costs relating to the governance of the College. Governance costs comprise the costs involving the public accountability of the College (including audit costs) and costs in respect to its compliance with regulation and good practice.

All expenditure is inclusive of irrecoverable VAT.

Tangible fixed assets

All assets costing more than £2,000 and with an expected useful life exceeding one year are capitalised.

All assets are stated at cost less depreciation.

Depreciation has been calculated at the following rates in order to write off each asset over its estimated useful life:

- ◆ Leasehold Buildings – to match the length of the lease subject to impairment review.
- ◆ Motor Vehicles - 25% (4 years) straight line.
- ◆ Furniture & Equipment - 25% (4 years) straight line.
- ◆ Computer Equipment & Software - 33.33% (3 years) straight line.
- ◆ Major Works (£50,000 - £100,000) - 10%-20% (5-10 years) straight line.

Depreciation on assets in the course of construction is not charged until they are brought into use.

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

Principal accounting policies 31 July 2024

Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition. Deposits for more than three months but less than one year have been disclosed as short-term deposits. Cash placed on deposit for more than one year is disclosed as a fixed asset investment.

Creditors and provisions

Creditors and provisions 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. Creditors and provisions are recognised at the amount the College anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Pension costs

Retirement benefits to employees of the College are provided by the Teachers' Pension Scheme ('TPS') and the Local Government Pension Scheme ('LGPS'). These are defined benefit schemes.

The TPS is an unfunded scheme and contributions are calculated to spread the cost of pensions over employees' working lives with the College in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary based on quadrennial valuations using a prospective unit credit method. The TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions recognised in the year to which they relate.

The LGPS is a funded scheme, and the assets are held separately from those of the College in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high-quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. The amounts charged to operating surplus are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred.

Net interest on the net defined benefit liability is also recognised in the statement of financial activities and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest income on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses.

Actuarial gains and losses are recognised immediately in other recognised gains and losses.

Leased assets

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

Principal accounting policies 31 July 2024

Assets held under finance leases and hire purchase contracts are capitalised and depreciated over their useful economic lives (or the term of lease if shorter). The corresponding lease or hire purchase obligation is treated in the balance sheet as a liability. The interest element of rental obligations is charged to the statement of financial activities over the year of the lease at a constant proportion of the outstanding balance of capital repayments.

Fund accounting

Restricted funds are monies raised for, and their use restricted to, a specific purpose, or donations subject to donor-imposed conditions.

Designated funds comprise monies set aside out of unrestricted funds for specific future purposes or projects, including:

- ◆ The tangible fixed assets fund represents the net book value of the College's tangible fixed assets.
- ◆ The pension reserve fund represents the net defined benefit pension scheme liability in respect to the LGPS.

Unrestricted general funds comprise those monies which may be used towards meeting the objectives of the College at the discretion of the Trustees.

Notes to the financial statements 31 July 2024

1 Income from donations and legacies

	Unrestricted funds	
	2024	2023
	Total	Total
	funds	funds
	£'000	£'000
Donations	5	15

2 Income from charitable activities: Provision of education

	Unrestricted funds	Restricted funds	2024	2023
	£'000	£'000	Total funds	Total funds
			£'000	£'000
Educational Skills Funding Agency:				
- 16-19 funding	4,694	76	4,770	4,566
- 19+ funding	982	9	991	1,085
	5,676	85	5,761	5,651
Local Authority educational contracts	12,828	70	12,898	11,259
Other educational operations	192	-	192	232
Other DfE/ESFA funding				
- Catch-up premium (Tuition Fund)	-	71	71	71
Total 2024	18,696	226	18,922	17,213
Total 2023	17,052	161	17,213	

3 Income from other trading activities

	Unrestricted funds	
	2024	2023
	£'000	£'000
Other grants – DWP Access to Work	215	53
Other revenue grants	1	2
Miscellaneous income	17	11
	233	66

4 Income from investments

	Unrestricted funds	
	2024	2023
	£'000	£'000
Bank interest receivable	174	80

Notes to the financial statements 31 July 2024

5 Expenditure on charitable activities: Provision of education

	Unrestricted funds £'000	Restricted funds £'000	2024 Total funds £'000	2023 Total funds £'000
Staff costs (note 8)	13,253	-	13,253	12,883
Educational supplies	500	243	743	779
Allocated support costs (note 6)	5,094	-	5,094	4,831
Total 2024	18,847	243	19,090	18,493
Total 2023	18,353	140	18,493	

6 Support costs

	Unrestricted funds	
	2024 Total funds £'000	2023 Total funds £'000
Premises costs	2,182	1,802
Administration costs	2,737	2,959
Legal and professional fees	85	15
ICT connectivity	3	5
ICT administration software and systems	43	17
Laptops, desktops and tablets	6	-
Other ICT hardware	4	-
IT learning resources	7	-
Governance costs (note 7)	27	33
	5,094	4,831

Administration costs above include £2,443,000 for the core service charge and business support services provided by Orchard Hill College Academy Trust (2023: £2,557,000). See also note 20 to these financial statements.

7 Governance costs

	Unrestricted funds	
	2024 £'000	2023 £'000
External auditor's remuneration:		
- Teachers' Pension assurance	3	3
- Financial statements audit	21	21
- Regularity assurance	5	-
- Other services	-	2
	29	26

Notes to the financial statements 31 July 2024

8 Staff costs

	2024 £'000	2023 £'000
Wages and salaries	10,967	10,069
Social security costs	756	681
Pension costs:		
- TPS contributions payable	549	485
- LGPS contributions payable	1,107	967
- LGPS service and finance cost adjustment	(145)	672
Severance payments	19	9
	13,253	12,883

Staff numbers

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

	2024 Number	2023 Number
Lecturers & management	70	62
Teaching support staff	183	189
Admin staff	25	14
	278	265

The number of employees whose annualised emoluments (including taxable benefits in kind but excluding employer pension costs) exceeded £60,000 were as follows:

	2024 Number	2023 Number
£60,001 - £70,000	2	-
£70,001 - £80,000	8	7
£80,001 - £90,000	2	-
£100,001 - £110,000	1	1

Remuneration of key management personnel

The Trustees consider that they, together with the Executive Senior Leadership Team, comprise the key management personnel of the charity in charge of directing and controlling, running and operating the College on a day-to-day basis.

Trustees were not remunerated for their services to the College apart from the CEO, who is an employee of Orchard Hill College Academy Trust, and is remunerated by the College under a service level agreement with the Academy Trust (see note 20 Related Party Transactions).

The total remuneration of the Principal for the year ended 31 July 2024 (including employer pension contributions and employer national insurance contributions) was £143,000 (2023: £138,000).

Other members of the Executive Senior Leadership Team are employed by Orchard Hill College Academy Trust and the split of the remuneration attributable to the College and the Academy Trust individually cannot be determined with sufficient reliability.

Notes to the financial statements 31 July 2024

The total remuneration (including employer pension contributions and employer national insurance contributions) of the Executive Senior Leadership Team (payable by Orchard Hill College Academy Trust) for the year ended 31 July 2024 was £924,000 (2023: £854,000).

As noted in the Trustees' report, Orchard Hill College continues to be the academy sponsor of Orchard Hill College Academy Trust. Further information regarding transactions between the College and the Academy Trust is given in note 20.

9 Trustees' expenses

Trustees may claim reimbursement for any out-of-pocket expenditure incurred in connection with their duties as Trustees of the College. During the year ended 31 July 2024, no trustee received reimbursement for travel and subsistence expenses (2023: £NIL).

10 Net income (expenditure) for the year

This is stated after charging:

	2024 £'000	2023 £'000
Staff costs (note 8)	13,253	12,883
Depreciation (note 11)	467	456
Operating lease rentals	581	369
External auditor's remuneration	29	26

11 Tangible assets

	Long Leasehold Buildings £'000	Furniture and Equipment £'000	Motor Vehicles £'000	ICT Connectivity £'000	ICT Hardware £'000	ICT Hardware £'000	Total £'000
Cost or valuation							
At 1 August 2023	6,026	985	242	-	1,700	15	8,967
Additions	666	116	1	279	68	-	1,130
Disposals	-	(496)	(44)	-	(409)	-	(948)
At 31 July 2024	6,692	605	199	279	1,359	15	9,149
Depreciation							
At 1 August 2023	1,281	757	128	-	1,536	-	3,701
Charge for the year	279	71	30	2	81	4	467
Released on disposal	-	(496)	(44)	-	(409)	-	(948)
At 31 July 2024	1,560	332	114	2	1,208	4	3,220
Net book values							
At 31 July 2024	5,132	273	85	277	151	11	5,929
At 1 August 2023	4,744	228	114	-	164	15	5,265

At 31 July 2024, the College had capital commitments of £8,000 in respect of orders placed for the year, these related to projects in Park View and Sutton Life Centre, not yet started at year end. These are included within prepayments and have not been capitalised during the year.

Notes to the financial statements 31 July 2024

12 Debtors

	2024 £'000	2023 £'000
Educational fees receivable	186	628
Prepayments and accrued income	630	1,022
Other debtors	13	13
	829	1,663

13 Creditors: amounts falling due within one year

	2024 £'000	2023 £'000
Trade creditors	1,071	69
Accruals	635	2,616
Deferred income	487	437
Finance lease obligation (note 14)	23	20
Other taxation and social security	347	306
Other creditors	1	85
	2,564	3,533
Movements on deferred income (included above)		
Balance brought forward at 1 August 2023	437	437
Income deferred in current reporting year end	327	260
Amounts released to income from prior reporting year end	(277)	(260)
Balance carried forward at 31 July 2024	487	437

Deferred income in the main relates to funding received in advance from the ESFA and local authorities.

14 Creditors: amounts falling due after one year

	2024 £'000	2023 £'000
Finance lease obligation	1,216	1,264

On 31 July 2024, the present value of future minimum lease payments in respect to finance lease obligations for the College was as follows:

	2024 £'000	2023 £'000
Amounts falling due within one year (note 13)	23	20
Amounts falling due after one year:		
. Amounts falling due between one to two years	26	22
. Amounts falling due between two to five years	90	81
. Amounts falling due after more than five years	1,100	1,161
	1,216	1,264
Total finance lease obligations	1,239	1,284

The above obligations are in respect to long-leasehold properties transferred from the London Borough of Sutton and have been discounted at a rate of 4.00% and 5.25%.

Notes to the financial statements 31 July 2024

15 Tangible fixed assets fund

	2024 £'000
At 1 August 2023	3,981
Net movement in year	709
At 31 July 2024	<u>4,690</u>

The tangible fixed assets fund represents the net book value of the College's tangible fixed assets net of associated finance lease obligations. A decision was made to separate this fund from the general funds and other funds of the College in recognition of the fact that the tangible fixed assets are essential to the day-to-day work of the College and as such their value should not be regarded as funds that would be realisable with ease, in order to meet future contingencies.

16 Pension reserve fund

	2024 £'000
At 1 August 2023	(2,433)
Net movement in year	1,395
At 31 July 2024	<u>(1,038)</u>

The pension reserve fund represents the College's share of the net liability in respect of the Local Government Pension Scheme. This fund has been separated on the College's balance sheet in order to distinguish the liability from the operational liabilities which form part of the College's working capital.

17 Restricted funds

The income funds of the College include restricted funds comprising the following balances of donations and grants held on trust to be applied for specific purposes.

	At 1 August 2023 £'000	Income £'000	Expenditure £'000	At 31 July 2024 £'000
Covid-19 funding	-	71	(71)	-
Other restricted DfE/ESFA funding	21	85	(104)	2
LA Pupil Equipment funding	-	70	(68)	2
	<u>21</u>	<u>226</u>	<u>(243)</u>	<u>4</u>

The specific purposes for which the monies are held are as follows:

- ◆ Covid-19 funding - this comprises monies received from government to provide additional financial support to the College with managing the disruption caused by Covid-19.
- ◆ Other restricted DfE/ESFA funding - this comprises monies received from government, the use of which is limited to very specific purposes in line with the grant conditions.

Notes to the financial statements 31 July 2024

18 Analysis of net assets between funds

	Unrestricted funds			Restricted funds £'000	2024 Total funds £'000
	General funds £'000	Tangible fixed assets fund £'000	Pensions reserve fund £'000		
Tangible fixed assets	-	5,929	-	-	5,929
Debtors	829	-	-	-	829
Cash at bank and in hand	4,089	-	-	-	4,089
Short-term deposits	1,997	-	-	-	1,997
Creditors due within one year	(2,545)	(23)	-	4	(2,564)
Creditors due after more than one year	-	(1,216)	-	-	(1,216)
Defined benefit pension liability	-	-	(1,038)	-	(1,038)
	4,370	4,690	(1,038)	4	8,026

19 Pension and similar obligations

The College's employees belong to two principal pension schemes: the Teachers' Pension Scheme England and Wales (TPS) for academic and related staff and the Local Government Pension Scheme (LGPS) for non-teaching staff, which is managed by London Borough of Sutton Pension Fund. Both are multi-employer defined benefit schemes.

Prior to 31 August 2024, the latest actuarial valuation of the TPS related to the period ended 31 March 2020 and of the LGPS 31 March 2022.

Contributions amounting to £178,000 were payable to the schemes at 31 July 2024 (2023: £156,000) and are included within creditors.

Teachers' Pension Scheme

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

The TPS is an unfunded scheme to which both the member and employer makes contributions, as a percentage of salary - these contributions are credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

Valuation of the Teachers' Pension Scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to ensure scheme costs are recognised and managed appropriately and the review specifies the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The actuarial valuation of the TPS which applied during the year ended 31 August 2024 was carried out as at 31 March 2020. The valuation report was published by the Department for Education on 26 October 2023. The key elements of the valuation and subsequent consultation are:

Notes to the financial statements 31 July 2024

- ◆ employer contribution rates set at 28.68% of pensionable pay (including a 0.08% administration levy) from 1 April 2024, which is 5% increase from 23.68% prior to this date;
- ◆ total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £262,000 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £222,200 million, giving a notional past service deficit of £39,800 million;
- ◆ the SCAPE rate, set by HMT, is used to determine the notional investment return. The current SCAPE rate is 1.7% above the rate of CPI.

Other financial assumptions and the comparison of 2016 and 2020 assumptions are outlined on page 14 of the valuation report. A full copy of the valuation report and supporting documentation can be found on the Teachers' Pension Scheme website. The next valuation result is due to be implemented from 1 April 2028.

Under the definitions set out in FRS 102, the TPS is a multi-employer pension scheme. The College has accounted for its contributions to the scheme as if it were a defined contribution scheme. The College has set out above the information available on the scheme.

The employer's pension costs paid to TPS during the year amounted £549,000 (2023: £463,000).

Local Government Pension Scheme (LGPS)

The LGPS is a funded defined-benefit scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 July 2024 was £1,395,000 (2023: £1,259,000), of which employer's contributions totalled £1,095,000 (2023: £981,000) and employees' contributions totalled £300,000 (2023: £278,000)

Principal actuarial assumptions	At 31 July 2024 %	At 31 July 2023 %
Rate of increase in salaries	2.70	2.95
Rate of increase for pensions in payment	2.70	2.95
Discount rate for scheme liabilities	5.00	5.00
Inflation assumption (CPI)	2.70	2.95

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

	2024 Years	2023 Years
Retiring today		
Males	19.2	20.2
Females	24.3	24.3
Retiring in 20 years		
Males	20.2	21.6
Females	24.2	25.4

Notes to the financial statements 31 July 2024

The College's share of the assets in the scheme were:

	Fair value 2024 £'000	Fair value 2023 £'000
Equities	6,325	5,127
Bonds	1,851	1,912
Property	729	1,130
Cash	729	-
Other	1,160	520
Total market value of assets	10,794	8,689

Amounts recognised in statement of financial activities:

	2024 £'000	2023 £'000
Current service costs	854	1,361
Net interest cost	96	292
Administration expenses	54	-
Total operating charge in current period	1,004	1,653

Changes in the present value of defined benefit obligations were as follows:

	2024 £'000	2023 £'000
Opening balance	11,122	14,546
Current service cost	854	1,361
Interest cost	562	536
Employee contributions	300	278
Actuarial gain	(906)	(5,524)
Benefits paid	(100)	(75)
Defined benefit obligation as of 31 July 2024	11,832	11,122

Changes in the fair value of the College's share of scheme assets:

	2024 £'000	2023 £'000
Opening balance	8,689	6,397
Interest income	466	244
Actuarial gain	398	864
Employer contributions	1,095	981
Employee contributions	300	278
Benefits paid	(100)	(75)
Administration expenses	(54)	-
Fair value of fund assets as of 31 July 2024	10,794	8,689

Notes to the financial statements 31 July 2024

20 Related party transactions

Owing to the nature of the College's operations and the composition of the Governing Body being drawn from local public and private sector organisations. It is inevitable that transactions will take place with organisations in which a Governor may have an interest. All transactions involving such organisations are conducted at arm's length and in accordance with the College's financial regulations and normal procurement procedures.

Related party income

The College collaborates with OHCAT and its academies, which provide learning support services to the College. For the year ended 31 July 2024, these amounted to £243,000 (2023: £259,000).

Related party expenditure

During the year, the College received services from Orchard Hill College Academy Trust under service level agreements, at cost of £2,443,000 (2023: £2,557,000). This included recharges of leadership and support staffing costs, IT support, MIS services, marketing services, governance, training, safeguarding, legal, procurement and occupational health services. All services were provided at cost.

In addition to the above, the following transactions took place between the College and individual academies within the Academy Trust:

- ◆ A College centre is based at one of the academies of Orchard Hill College Academy Trust; the College pays occupational costs of £51,000 (2023: £44,000);
- ◆ During 2023-24, College students accessed a vocational provision delivered by one of the academies; the cost of these courses amounted to £60,000 (2023: £42,000);
- ◆ The College has a service level agreement to reimburse the Academy Trust for costs incurred in relation to Garratt House, a College site transferred from the Academy Trust on a 50-year lease. In the year to 31 July 2024, the College paid £12,000 (2023: £11,000);
- ◆ All of these transactions were provided by Orchard Hill College Academy Trust at cost.

Receivables and payables

The amount due from the Academy Trust to the College at 31 July 2024 was £40,000 included within debtors (2023: £219,000).

The amount due to the Academy Trust from the College at 31 July 2024 was £717,000 included within creditors (2023: £1,239,000).

21 Operating lease commitments

At 31 July 2024, the total of the College's future minimum lease payments under non-cancellable operating leases was as follows:

	At 31 July 2024 £'000	At 31 July 2023 £'000
Amounts due within one year	461	453
Amounts due within one to two years	1,895	1,705
Amounts due after more than five years	6,052	6,379
	8,408	8,537

22 Events after the balance sheet date

There were no other events after the balance sheet date that would require adjustment to these financial statements in accordance with FRS 102 (Events after the balance sheet date).

23 Comparative information

Analysis of income and expenditure account for the year ended 31 July 2023 between restricted and unrestricted funds:

Income and expenditure account	Notes	Unrestricted funds £'000	Restricted funds £'000	2023 Total funds £'000	2022 Total funds £'000
Income from:					
Donations and legacies	1	15	—	15	16
Charitable activities					
· Provision of education	2	17,052	161	17,213	17,411
Other trading activities	3	66	—	66	274
Investments	4	80	—	80	4
Total income		17,213	161	17,374	17,705
Expenditure on:					
Charitable activities					
· Provision of education	5	18,353	140	18,493	19,682
Total expenditure		18,353	140	18,493	19,682
Net (expenditure) income		(1,140)	21	(1,119)	(1,977)
Other recognised gains and losses					
Actuarial gains on defined benefit pension scheme	19	6,388	—	6,388	8,298
Net movement in funds		5,248	21	5,269	6,321
Reconciliation of funds					
Fund balances brought forward at 1 August 2022		1,209	—	1,209	(5,112)
Fund balances carried forward at 31 July 2023		6,457	21	6,478	1,209

Accounts

Orchard Hill College

Annual Report and Financial Statements

31 July 2023

Charity Registration Number
1144922

Company Registration Number
07586715 (England and Wales)

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Members

John Brown
Darren Coghlan
Peter Holmes
Roger Mills

Trustees/Directors

Peter Lauener (Chair)
Rama Venchard (Vice Chair)
John Prior (CEO)
Akansha Arya (resigned 28.04.23)
Julie Avis (resigned 25.03.23)
Simon Fryer
Angela O'Hara (appointed 01.09.23)
Christian Jennings (appointed 01.09.23)
David Dangana (appointed 01.09.23)
Tim Borrie (appointed 01.09.23)

Reference and administrative information 31 July 2023

Principal office	8th Floor Quadrant House The Quadrant Sutton Surrey SM2 5AS
Telephone	0345 402 0453
Website	www.orchardhill.ac.uk
Charity Registration Number	1144922
Company Registration Number	07586715 (England and Wales)
Executive Senior Leadership Team	
CEO	John Prior
Chief Finance Officer	Corrina Jenkins
Chief Operating Officer	Stuart Dixon (resigned 31.08.23)
Deputy CEO	Laurie Cornwell
Principal	Kelly Phillips
Executive Director of Development	Lynn Barratt
Executive Director of Quality & Standards	Julia James (appointed 01.09.23)
External Auditor	Buzzacott LLP 130 Wood Street London EC2V 6DL
Internal Auditor	TIAA Ltd Artillery House, Fort Fareham Newgate Lane Fareham PO14 1AH

Bankers Lloyds Bank Plc
49/53 High Street
Sutton
Surrey
SM1 1DT

Barclays Corporate Banking
1 Churchill Place
Canary Wharf
London
E14 5HP

Solicitors Veale Wasborough Vizards
Orchard Court
Orchard Lane
Bristol
BS1 5WS

Trustees' report (including Strategic Report) 31 July 2023

The Trustees present their statutory report together with the financial statements of Orchard Hill College ('OHC' or 'the College') for the year ended 31 July 2023.

The report has been prepared in accordance with Part 8 of the Charities Act 2011 and it is also the report of the directors for the purposes of the Companies Act 2006.

The financial statements have been prepared in accordance with the accounting policies set out on pages 299 to 33 and comply with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102).

It should be noted that the directors of Orchard Hill College are the Trustees and as such both terms are used interchangeably throughout this report.

OBJECTIVES AND ACTIVITIES

Orchard Hill College is a specialist college committed to offering social and vocational opportunities for students in the heart of their communities. Our vision statement is "Building Futures, Changing Lives" and this commitment informs everything we do.

Our provision is open to students over the age of 16 with a wide range of additional needs. All students are individual, and each programme is as unique as they are. Operating out of eight main centres and additional satellite provision across London and Surrey, our programmes are designed to support and empower each student to achieve their aspirations and goals, whilst developing skills to prepare them for adulthood. Alongside this, we work closely with families, local authorities, community stakeholders and other external partners in order to broker strong community partnerships that will support our students to build meaningful and fulfilling lives.

As a charity, our objects are to advance education, training, vocational and occupational opportunities for the benefit of the public in the following ways:

- ◆ promoting and widening participation in education, training, vocational and occupational opportunities, particularly for students with complex/profound/severe learning difficulties and/or disabilities and those who have been previously excluded from such opportunities and supporting practitioners who work with such students;
- ◆ improving the quality of education, training, work placements and employment prospects, particularly for students with complex/profound/severe learning difficulties and/or disabilities and those who have not previously been equitably represented in such opportunities and supporting practitioners who work with such students;
- ◆ recognising progress in all forms: promoting and improving access to education, training, work and employment opportunities, through the development and promotion of resources, provision, organisations and systems; and
- ◆ any other activity in its own work or work with others not covered by the above which, in the view of the Trustees directly enhances the charity's activities and objectives.

Public benefit

In formulating the College's aims and in planning its activities, the Trustees confirm that they have had due regard to the general guidance published by the Charity Commission on public benefit.

ACHIEVEMENTS AND PERFORMANCE

Orchard Hill College (OHC) is an outstanding college and continues to be so. The College provides exceptional opportunities for learning and meeting the needs and aspirations of its students. Orchard Hill College works closely with its many communities and commissioners, including 26 local authorities, to ensure that it is always responsive to increased student demand which is growing year on year. Specialist centres are sited in Camberwell, Kingston, Wandsworth, Carshalton, Sutton and Hillingdon.

Orchard Hill College is an Independent Specialist College listed in Section 41 of the Children and Families Act 2014 and also delivers work-related training through a GLA (AEB) funding grant as well as apprenticeship delivery. The College delivers the highly regarded Diploma in Education & Training (SEND pathway), validated by Canterbury Christchurch College University. The College is listed on the Register of Apprenticeship Training Providers.

Overall student numbers decreased slightly from 411 in 2021-22 to 408 in 2022-23. Overall retention was slightly higher at 98.5% (up from 97.0% in 2021-22). Across all courses and centres the quality of education students receive continues to be outstanding. Typically 88% of teaching is at least Good or better. The overall effectiveness of teaching is quality assured using the Teacher Evaluation Schedule (TES).

OHC students help to design their programmes to achieve their aspirations and goals, whilst developing their skills and talents to become more independent in their lives in the future. The College is a busy, diverse and vibrant place to work and study, with a high focus on vocational programmes together with being part of the local communities it serves.

The College continues to hold Matrix Standard accreditation which affirms the many areas of outstanding practice, particularly in relation to careers education, information, advice and guidance (CEIAG).

The majority of students attend a full-time course. There are two course offers:

- ◆ Foundation Skills for Life which is a specialist Post-19 programme for students with complex, profound, and severe learning difficulties and/or disabilities, and;
- ◆ Skills for Work and Living, for students with an aspiration or an identified outcome in employment.

Both courses have four study programmes which are related to preparation for adulthood outcomes (employment, independent living, good health and friends and relationships in the community) and lead to individualised destinations in work, living and community. The College offers a range of work-related learning courses. The WorkStart programme suite comprises Supported Internships, Traineeships, inclusive Apprenticeships, Project Search, Pathway to Employment and Preparation for Employment. These programmes provide opportunities for students to gain relevant employability qualifications and work experience and to define their working ambitions for the future. They also give students, where appropriate, the opportunity to work towards achieving Functional Skills qualifications in English and maths. The courses are open to students who have experienced barriers to learning, including young people who are NEET (not in education, employment or training) as well as students with a learning difficulty or disability. A significant cohort of the students also have complex behaviours of concerns aligned to their disabilities. OHC is the education provider for Project Search initiative in both Hillingdon (working with the Local Authority and Hillingdon Autistic Care and Support) and Sutton (working with the Local Authority and Sutton and St Helier Hospital). Project Search is a partnership project delivering one-year supported internships with the aim of securing paid employment for participants. Further partnerships have been identified with hospital trusts and local employers and commenced in September 2023.

ACHIEVEMENTS AND PERFORMANCE (continued)

In 2022/23 408 students were enrolled with an overall retention rate of 98.5%. 279 students were enrolled on the Foundation Skills for Life and Skills for Work and Living courses, a slight decrease on the previous year's figure of 284. All achieved an outcome relevant to their individual EHCP ranging from employment, independent living, good health and friends and relationships in the community. The content and structure of these study programmes were reviewed at the end of 2022-2023. This involved curriculum and Integrated Services teams working collaboratively to better identify the skills, knowledge and behaviours required to master key activities across the Preparing for Adulthood areas. An assistive technology trial, which incorporates the use of widely accessible smart home assistive technology to support students to have greater independence through environmental control, was successful in Kingston and is planned to be rolled out across the College from September 2023.

129 students were enrolled on Workstart programmes, either on a full- or part-time basis. Of the 34 full time students, 62% are progressing to employment and 24% progressing to further education; the other 14% have had targeted intervention and support programmes to support their ongoing mental health needs, with a view to gaining employment.

The College has effective links with over 80 employers and community-based programmes; these provide outstanding progression into local supported living schemes, supported employment, internships and volunteering and Further Education and Adult Community programmes, as well as enhancing students' educational and pastoral experience during their time with us.

The College offers apprenticeship programmes in Customer Service and Supporting Teaching and Learning and specialises in inclusive apprenticeships. The apprenticeship programme was inspected by Ofsted for the first time in November 2019 and was judged as Good. Our robust internal assessment, that includes the judicious use of Ofsted-trained external verifiers, evidences that the programme continues to be Good. Apprentices are making good progress and taking on more responsibilities in the workplace. Apprentices continue to make good progress and take on more responsibilities in the workplace. Of the 8 apprentices due to complete in the 2022/23 funding year, 5 completed, 1 withdrew after gaining full time employment and 2 are continuing, giving an achievement rate of 83%. 80% achieved a distinction grade.

The College continues to run the Duke of Edinburgh Award Scheme. There was growth in numbers this year, with 24 students accessing the scheme, up from 13 in 2021-22.3. This year the College also launched the Prince's Trust scheme to further augment our extended curriculum offer. Safeguarding across the College continues to be outstanding, underpinned by a robust set of policies, procedures and training for all staff, which are informed by the SEND-specialist knowledge of OHC leaders and practitioners. All staff receive training as part of their annual safeguarding update as well as bespoke training and refreshers throughout the year. The College Designated Safeguarding Lead (DSL) oversees a team of Safeguarding and Mental Health Leads across the College who provide appropriate interventions and support as well as supporting the development of OHC's student safeguarding ambassadors. The DSL works closely with the Director of Safeguarding & Wellbeing and participates in the cross-organisational DSLs' network with OHCAT DSLs. This has continued to be a rich source of knowledge exchange and resource sharing throughout 2022-23, enabling a consistent and evidence-led response to current safeguarding issues, as well as greater triangulation of compliance requirements. Through delivery of a bespoke curriculum including relationships, sex and health education, e-safety and British values, students learn how to safeguard themselves and how to apply this knowledge in a variety of settings, particularly focusing on contextual safeguarding in their local communities.

ACHIEVEMENTS AND PERFORMANCE (continued)

The College continues its journey to become Trauma and Mental Health informed. The process of securing Trauma Informed status has involved training at all levels, enabling staff to feel more confident when supporting students who may require additional support with their mental health. OHC has 50 trained Mental Health First Aiders within the staff team, who augment this team approach working with staff and students. During 2022-23 five members of staff also completed ASIST suicide intervention training, in order to further augment the College's comprehensive safeguarding and wellbeing strategy.

Other notable achievements this year: during 2022-23, the College offered workshops to parents and carers on trauma, mental health and positive behaviour support which was delivered by senior leaders. These workshops were supported by a full range of professionals from supported housing and employment, specialist disability organisations and local community schemes providing opportunities for extending life and learning skills.

OHC has a comprehensive and highly effectively CPD (Continuing Professional Development) programme in place to ensure that staff receive high quality training and development pertinent to their job role and to support succession planning. All staff access regular training on key compliance areas such as safeguarding, Positive Behaviour Support (PBS) and Team Teach, manual handling and therapeutic approaches to underpin curriculum delivery, as well as a range of specialist CPD focused on best practice within SEND. As a result, the quality of education students receive at Orchard Hill College is typically outstanding. Across the College and on all courses, during 2022-23 88% of teaching was never less than good and outstanding over time. Where teaching is less than good, lecturers benefit from a bespoke coaching and mentoring support package which includes peer, leadership and multi-disciplinary interventions. This strategy ensures staff have every opportunity to improve their practice further in order to ensure the best outcomes for students.

Alongside regular INSET days, OHC runs a full Training Week in October half term and an annual Development Planning Day for all staff. OHC Training Week took place on the 17th-21st of October, with staff accessing individualised training programmes spanning compliance matters and specialism-focused content. Development Planning Day was held at Twickenham Stadium on 28th April 2022, with a keynote from an external speaker on Positive Behaviour Support alongside OHC and wider Trust updates, strategic discussions and team building exercises.

The College delivers the Diploma in Education & Training (DET) SEND specialist pathway, validated by Canterbury Christ Church University (CCCU), which offers staff a route into qualified teaching and a clear career progression pathway within the organisation. During 2022-23, 14 OHC and Trust staff joined in Year 1 and the full cohort of staff progressed to Year 2 of the course. In addition, 17 external DET students took up the specialist pathway, enabling OHC to further disseminate SEND best practice to organisations including Ambitious About Autism, Great Oaks College, South Thames College and Beyond Autism. OHC continues to work closely with CCCU in a wider partnership capacity, including supporting with Ofsted's inspection of CCCU's teacher training provision in May 2023; inspectors met with teaching staff and trainees as well as visiting some OHC&AT trainees on placement. CCCU's provision was graded as Good, with the final report noting that "Trainees on the specialist pathway programme for teaching learners with SEND gain a sound grasp of learning theories. For example, trainees learn about how to sequence subject content so that learners develop knowledge successfully. They understand the importance of designing a curriculum which builds in time for learners to revisit knowledge and then link new content to what they already know in lessons."

ACHIEVEMENTS AND PERFORMANCE (continued)

OHC offers Level 1 and 2 Functional Skills in maths and English for all staff members who do not yet hold such qualifications. During 2022-23, the College delivered Level 1 and 2 Functional Skills English and maths courses to staff from OHC and OHCAT. Leaders and managers have an individualised CPD programme, including one Deputy Principal undertaking an NPQH and two members of the Senior Leadership team (SLT) undertaking a Level 7 leadership and management apprenticeship.

The Principal and SLT continue to make a regional and national contribution to government and advisory groups, influencing policy for the benefit of all students and the wider community. The College Principal is the Director for the South West Region of Natspec. The College Senior Leadership Team are regularly asked to speak regularly at regional and national conferences and employer events.

During 2022-23 members of the College SLT were represented on national, regional and local bodies including:

- ◆ London Councils' Young People Education and Skills Board
- ◆ The London Implementation Group
- ◆ PBS Alliance National Steering Group and Schools and Colleges Community of Practice,
- ◆ Contributing to National Guidelines in Learning Disabilities for The Royal College of Speech & Language Therapy
- ◆ AoC's Prevent Pilot Board
- ◆ AoC's Sports Inclusion Hub
- ◆ Sutton Local Safeguarding Board South, West and London careers Hubs
- ◆ Prevent Forum for London
- ◆ Learning Disability network, Schools and College Network for therapy disciplines
- ◆ SEND employment forums
- ◆ Supported internship forums
- ◆ Governors of SEND schools

Through the Association of Colleges, OHC is working with Crawley College (a mainstream further education provider) providing support to young people with medical needs so they can access the FE pathway of their choice. The wider OHC&AT team also includes current and former badged Ofsted inspectors for both schools and further education. During 2022-23, the College featured as a case study in *A guide to best practice in special education, health and social care*, published by Routledge.

Orchard Hill College sponsors Orchard Hill College Academy Trust, which supports the development and delivery of high-quality educational provision for school-age children and young people with SEND. The symbiotic relationship between College and Trust promotes collaborative working and enables a two-way flow of best practice and specialist knowledge which enriches and strengthens the student experience on both sides, as well as smoothing transitions for students moving from school to College. Working as a group enables the College to share good practice, to gain from the knowledge and expertise of colleagues in the academies, and to support smoother transitions for the students who are moving from school to college.

FINANCIAL REVIEW

Results for the year

A summary of the results for the year can be found on page 25 of the financial statements.

Income for the year totalled £17,374,000 (2022: £17,705,000). The major part of this income is in relation to core grants from the Education and Skills Funding Agency (ESFA) of £5,651,000 (2022: £5,074,000), and funding from Local Authorities for educational contracts of £11,259,000 (2022: £11,944,000).

Expenditure for the year, which principally related to the provision of education, totalled £18,493,000 (2022: £19,682,000).

The net loss for the year ended 31 July 2023 as shown on the statement of financial activities was £1,119,000 (2022: net loss of £1,977,000). Excluding the pension current service cost and interest cost adjustments in relation to the Local Government Scheme required by FRS 102 of £672,000 (2022: £2,132,000), the net position would be a deficit of £447,000 (2022: surplus of £155,000).

Financial position and reserves policy

As at 31 July 2023, the balance sheet included net assets totalling £6,478,000 (2022: net assets of £1,209,000). This is comprised of:

- ◆ The Tangible Fixed Assets fund of £3,981,000 (2022: £3,612,000). This fund represents the net book value of the College's tangible fixed assets net of any associated lease obligations and has been separated on the balance sheet in recognition of the fact that these assets are essential to the day-to-day operation of the College, and the value of the assets can therefore not be considered as realisable.
- ◆ The Pension Reserve fund of £2,433,000 deficit (2022: £8,149,000 deficit). This fund reflects the College's share of the net liability in respect of the Local Government Pension Scheme. This fund has been separated on the College's balance sheet in order to distinguish the liability from the operational liabilities which form part of the College's working capital.
- ◆ The Unrestricted General fund of £4,909,000 (2022: £5,746,000) are funds which are not represented by the tangible fixed assets fund, the pension reserve fund, restricted, or otherwise designated, and are in effect the College's free reserves which are immediately available for general charitable use.
- ◆ Restricted funds of £21,000 (2022: £nil) representing ESFA funding carried forward.

Maintaining an appropriate level of financial reserves is considered essential in protecting the charity from financial risk generated by, for example:

- ◆ Income reduction due to Government funding changes;
- ◆ Unexpected falls in student numbers;
- ◆ Cash flow issues due to delays in receipt of funding; and
- ◆ Emergencies.

FINANCIAL REVIEW (continued)

Financial position and reserves policy (continued)

In general, it is considered prudent to maintain a level of usable reserves sufficient to cover unexpected and unplanned events so that the individual College's primary objective is preserved. At the same time, the College wishes to ensure that it uses its funding to benefit the students in its care which implies an imperative to consider actively the use of reserves to enhance educational provision.

The Board of Trustees monitors levels of reserves in financial reports provided by the Chief Finance Officer. Trustees look to ensure that a prudent level of reserves is maintained, bearing in mind the recurrent spending needs to ensure high quality provision. In deciding the level of reserves, Trustees take into account the following:

- ◆ One month's salary bill;
- ◆ The College's annual budget;

The need for any large project spend such as facilities development or building condition needs; Any uncertainty, turbulence or expected reduction in funding arrangements, including the level of transitional protection within the College funding and its expiry date; and

Anticipated funding over the next three years. As a prudent measure, the College will aim for between 45 and 60 consecutive days of free reserves based on annual expenditure before depreciation and pension adjustments.

During the year the College achieved free reserves of 101 days based on the free reserves balance at 31 July 2023 of £4,909,000 (2022: 120 days totalling £5,746,000). General reserves will support the next phase of investment in the College premises, including investment in new College centres in Sutton and more suitable ICT infrastructures and migration to the Cloud. Furthermore, £250,000 has been ring-fenced for LGPS deficit repayments due between August 2023 and July 2024.

Fundraising

The College accesses funds for specific projects that will benefit existing and future students where funds for these projects cannot be accessed via existing channels i.e. government education funding. The College will access funds for projects that will provide opportunities and enhance the learning experience and environment for students.

The code of fundraising practice is followed (<https://www.fundraisingregulator.org.uk/code>).

The College does not use commercial organisations to support its fundraising activities. There were no complaints concerning the College's fundraising activities during the year.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

The College is an independent charitable company. The Company Registration Number is 07586715 and the Charity Registration number is 1144922. The College's primary governance document is the Articles of Association.

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Constitution (continued)

As a charity and company limited by guarantee, Orchard Hill College is governed by a Board of Directors (also referred to as Trustees) who are responsible for, and oversee, the management and administration of the College. The Trustees have overall responsibility and ultimate decision-making authority for all the work of the College. This is largely exercised through strategic planning and the setting of policy. It is managed through business planning, monitoring of budgets, performance management, the setting of standards and the implementation of quality management processes.

The Trustees (who are ultimately responsible for the delivery of the College's objectives) are supported by an Executive Senior Leadership Team (ESLT) which includes the CEO, College Principal, Executive Principal/Deputy CEO, the Chief Finance Officer, the Chief Operating Officer and the Executive Director of Development. The services of ESLT (excluding the College Principal) are provided to the College by OHCAT as part of the core service charge service level agreement.

Local governance of the College falls to the College Committee, which is a committee formed by the Trustees and which derives its power from them. The College Committee is responsible for fulfilling a largely strategic role in the conduct of the College and is supported by the College Senior Leadership Team (SLT) in conjunction with the Principal who is responsible for the internal organisation, management and control of the College. The Trustees may also delegate responsibility to the Principal.

The College's Senior Leadership Team comprises the Principal, two Deputy Principals, five Heads of College/Regional Leads and the Director of Operations. The College employs a Head of Governance, an experienced Governance professional. The Head of Governance reports directly to the Executive Director of Development who is qualified and experienced in corporate and school governance.

An acting Head of Governance maintained her professional development through engaging in regular training and further education briefings, was a member of the FE Governance Professional ' network, a forum that shares good practice and information from the FE Governance sector, whilst a substantive post holder was recruited.

Orchard Hill College has four Members, to whom the Board of Trustees report (see page 1 for details). The College operates a portfolio governance system, assigning strategic areas to Trustees and governors of the College Committee via skills matching. The portfolio governance arrangements for Trustees and College Committee members which existed during the financial year is set out below:

Organisational structure

The Board normally meets formally three times a year during the second half of each term. To maintain financial oversight, whilst recruiting a suitably skilled finance portfolio holder Trustee the Board has delegated powers to a finance and resource committee, which also meets once a term to ensure continuity of financial probity and scrutiny. The Chief Financial Officer meets with the committee Trustees termly; and these Trustees feedback on these meetings to other Board members. In addition, TIAA Ltd performed an annual Internal Audit programme to provide Trustees with additional assurances on key risks focussing on Key Finance Systems, Procurement, Whistleblowing, HR management and ILR funding. Financial management is monitored by the Executive Senior Leadership Team at monthly meetings and through regular departmental budget meetings.

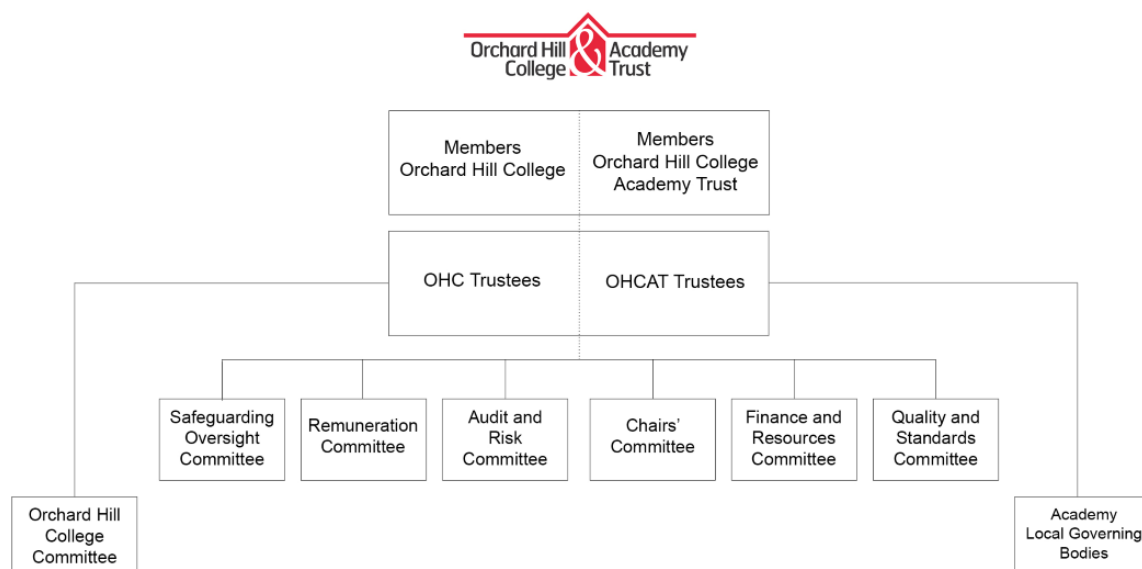
STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Organisational structure (continued)

Portfolio	OHC Director	OHC Committee member
Ethos, Vision and Strategy	Peter Lauener	Dave Hobday
Teaching and Learning	David Dangana (appointed 01.09.23)	Michele Humphreys (resigned 10.02.23) David Thomas (appointed 13.07.23)
Finance and Resources	Akansha Arya (resigned 28.04.23) Christian Jennings (appointed 01.09.23)	N/A
Health and Safety, Safeguarding and Child Protection	Julie Avis (term ended 25.03.23)	Neil Mears
Business Development and Marketing	Rama Venchard	Vacancy
HR and Organisational Development	Simon Fryer	N/A

Orchard Hill College Academy Trust was established in 2013 by Orchard Hill College, in response to a request from the London Borough of Sutton and the DfE to sponsor Carew Manor School (now Carew Academy). The College and the Trust are independent legal entities that form a family of providers, collectively known as Orchard Hill College and Academy Trust (OHC&AT), working for the benefit of students and pupils in local communities.

The College and the Academy Trust operate a collaborated 'family' Board of Trustees, as shown below. This model of governance has proven to be a great success, allowing greater coherence in decision-making and greater clarity of communication while retaining the individuality of each organisation. Risk continues to be managed separately and collaboratively, allowing either organisation to retract from the collaboration if required while at the same time promoting transparency. In addition to the Remuneration Committee, the collaborated Board of Trustees also operates an Audit and Risk Committee, Finance and Resources committee, Safeguarding Oversight Committee, Quality and Standards committee and a Chairs' Committee.



STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Connected organisations

The College and Academy Trust work closely together and are responsive to the requirements of each other and of academies within the Trust. The aligned Executive Senior Leadership Team (ESLT) maintains a close working relationship with the College Senior Leadership Team as well as those of each academy. The Academy Trust provides operational support to the College in a number of areas including HR, IT, Finance and Facilities.

The College is represented as one of the members of the Academy Trust and may appoint Directors to the Board of the Academy Trust in agreement with all other Trust members.

Trustees

The Trustees (Directors) who served during the period and up to the date of approval of the report are included on page 1.

All new Trustees receive an induction on appointment and receive regular briefings from the ESLT and other senior leaders. All Members, Trustees and Governors have access to GovernorHub, a comprehensive online governance portal which includes online training and resources. All Members, Trustees and Governors have access to a comprehensive package of online training modules through The Key, the National Governance Association and Educare, all of which offer key compliance modules around safeguarding, health and safety and equality and diversity, as well as wider areas of interest. The College also offers bespoke training sessions on request. Additionally, the College and OHCAT jointly hold an annual governors' conference, offering Trustees and LGB governors across both organisations the chance to take part in training and development opportunities as well as networking. The annual governor conference was held on 6th October 2022, with an agenda that included strategic discussions, safeguarding updates and SEND-specific training around neurodiversity, social emotional and mental health (SEMH) needs, and pathological demand avoidance (PDA).

All new Governors receive an induction and an introductory training session and are actively encouraged to participate in the relevant training offered, enabling them to understand their role within the College and the wider family formed with OHC&AT. As part of the portfolio governance arrangements, portfolio holders are also paired with members of College staff and expected to meet two to three times each year, or more as required, to discuss progress and any issues that may have arisen.

Key management personnel

The Trustees consider the key management personnel for the College to include:

- ◆ The Trustees: and
- ◆ The Executive Senior Leadership Team:
 - ◇ The CEO
 - ◇ The Executive Principal/Deputy CEO
 - ◇ The College Principal
 - ◇ The Chief Finance Officer
 - ◇ The Chief Operating Officer
 - ◇ The Executive Director of Development
 - ◇ The Executive Director for Quality & Standards

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Key management personnel (continued)

The Executive Senior Leadership Team (except for the College Principal) all offer their services on a Service Level Agreement arrangement with OHCAT and are not direct employees of the College.

The OHC&AT Board has appointed an OHC&AT Remuneration Committee to consider salaries for senior post holders including the key management personnel of the College.

The OHC&AT Remuneration Committee is comprised of five members which consist of two OHC Trustees and three OHCAT Trustees, which is quorum.

The Remuneration Committee makes recommendations to the OHC&AT Board for approval. The Trustees, except for the CEO, who is also a Trustee of the charitable company, did not receive any remuneration for their services to the College in the period of report; as noted above, the CEO is remunerated by Orchard Hill College Academy Trust and the College is recharged by the Academy Trust for his time under a service level agreement.

The following factors are taken into account when considering the level of remuneration from the executive senior leadership team:

- ◆ Skills, experience and responsibilities;
- ◆ Performance appraisals;
- ◆ Annual turnover;
- ◆ Range of salaries for senior post holders in similar organisations;
- ◆ Retention;
- ◆ Average cost of living and incremental pay for all staff; and
- ◆ Role changes.

FUTURE PLANS

Orchard Hill College and the OHC&AT family of providers

Orchard Hill College, together with Orchard Hill College Academy Trust, operates as a collaborative family of specialist providers. Our mission is to support, enable and champion the talents, skills and rights of the most complex and vulnerable people in our society, in order that we can release their potential, promote their wellbeing and transform their lives. As a community of learners, families and colleagues we believe that by working collaboratively, with energy and ambition, we can always effect positive change. At the core of our ethos is the conviction that there should be no limit placed on what is possible and that everyone has the ability to be the very best they can be.

Our learners require and receive a high-quality blended offer within their local context in order to meet their different needs and ambitions. By working together as a family, we can maximise the benefits to our pupils and students from having staff, leaders, governance and associates with extensive expertise and experience in both the special and mainstream sectors, from pre-school through to Further Education (FE).

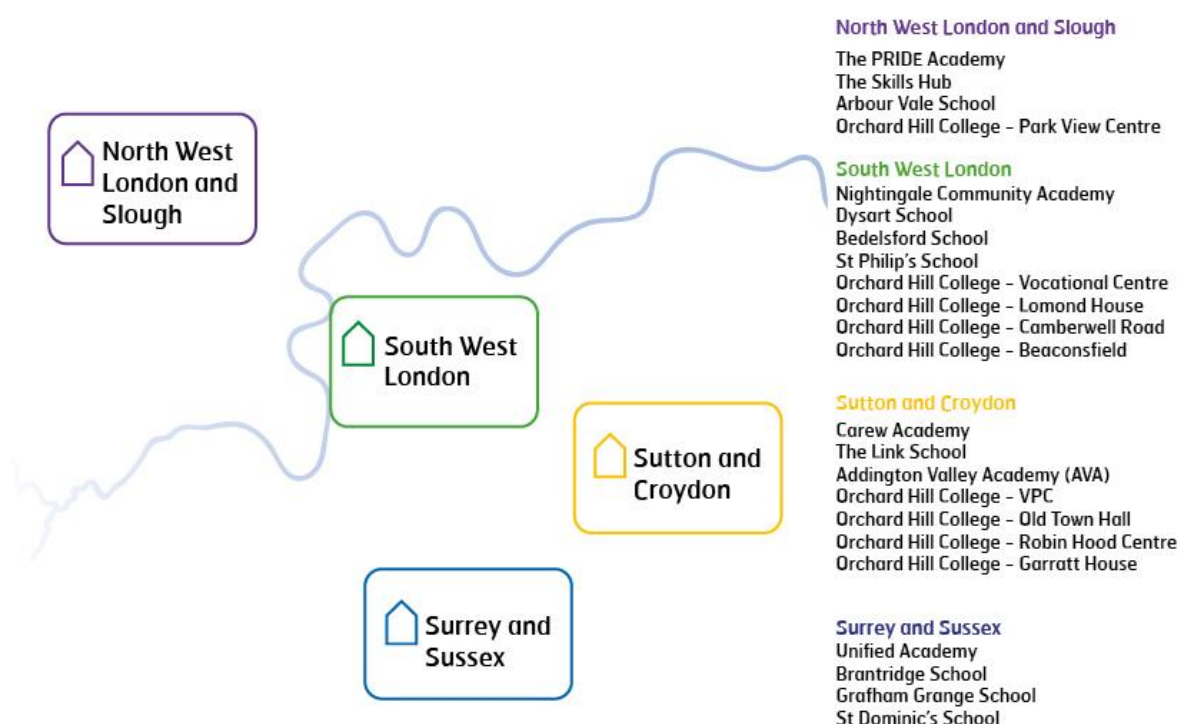
FUTURE PLANS (continued)

Orchard Hill College and the OHC&AT family of providers (continued)

Currently, the College offers specialist educational programmes for pupils and students aged 16 and over in eight main centres and additional satellite provision in London and Surrey. The Trust operates 14 academies. Provision is organised on a hub model, with College centres and schools clustered around four hubs:

- ◆ Sutton and Croydon – OHC Vocational Progression Centre, OHC Garratt House, OHC Robin Hood Lane, plus Carew Academy, The Link School and Addington Valley Academy;
- ◆ Northwest London and Slough – OHC Park View, plus The PRIDE Academy, The Skills Hub and Arbour Vale School;
- ◆ Southwest London – OHC Beaconsfield, OHC Lomond House, OHC Camberwell Road, OHC Vocational Centre, plus Dysart School, St Philip's School, Bedelsford School and Nightingale Community Academy;
- ◆ Surrey and Sussex –St Dominic's School, Grafham Grange School, Brantridge School, Unified Academy.

The hub model supports effective cross-organisational working and best use of resources to benefit every OHC&AT student. The College operates in a combination of co-located and community-based centres, offering a curriculum closely aligned to the needs of pupils in each hub who are leaving OHCAT schools to attend the College. Each hub develops or forms partnerships with providers to ensure that resourced facilities may be accessed by multiple OHC&AT provisions as required; this may include vocational facilities, digital hubs, generic/specialist sports facilities, independent living practice suites.



FUTURE PLANS (continued)

Orchard Hill College and the OHC&AT family of providers (continued)

The development of the hub model has supported both College and Trust to offset potential limitations associated with geographical dispersion. By growing local excellence alongside OHCAT academies, the College has been able to smooth transitions for students, provide additional learning opportunities through shared facilities and resources, and enable staff to build networks and share expertise. Each member of the College Senior Leadership Team acts as Regional Lead for a specific area or areas, liaising closely with both College centre staff and OHCAT academies in the hub to ensure that quality assurance, compliance processes and responsive localised support are robust.

The period under discussion has seen the continuation of a planned shift in focus and a further evolution of strategic priorities. Building on the rapid growth and expansion of OHC&AT's (which implicitly includes the College) first seven years, phase two of the organisational strategy is structured around the following key priorities:

- ◆ Quality, standards and reputation: ensuring life-changing outcomes, meaningful destinations and quality of life for every young person within the organisation, through the delivery of consistently excellent teaching and learning across a rich and relevant curriculum offer;
- ◆ Innovation and specialism: growing and developing the existing wealth of specialist knowledge within the organisation through the establishment of internal and external professional networks, robust impact measurement processes that feed into year-on-year strategic plans, and active engagement in research;
- ◆ Development and growth: taking an ambitious, judicious approach to securing the future of the organisation, through capacity building, maximising financial probity and efficiency, and the
- ◆ Strategic improvement of estates;
- ◆ System leadership: building influence and advocacy, and ensuring compliance and accountability, through a strong organisational culture that promotes responsive governance and leadership at all levels;
- ◆ Nurturing talent: future-proofing the organisation through a strategic approach to recruitment and retention, including training and development opportunities and career pathways that enable every staff member to maximise their potential within the College and the Trust.

In alignment with these strategic priorities, the College's immediate future plans include further development of premises to meet local need, and enable an innovative curriculum including vocational opportunities, ongoing staff and whole organisational development around the specialisms associated with the cohort, and the further development of the ICT offer to support students in and out of College. In response to local demand, from September 2023 the College will operate from a ninth centre, Old Town Hall in Wallington, which can accommodate up to 32 students across all pathways. OHC and OHCAT continue to work with Achieving for Children (AfC), which provides children's services in Kingston, and Kingston Council to progress a proposal for a post-16 SEND campus for OHC. The proposed campus is intended to offer local pathways to local young people who might benefit from having additional post-16 choice. As well as classroom spaces for young people with different needs and abilities, the campus would aim to ensure the provision of a flat for independent-living practice and a wide range of vocational workshops giving young people sustainable employability skills.

PRINCIPAL RISKS AND UNCERTAINTIES

The Trustees have assessed the major risks to which the College is exposed and have implemented strategies in order to manage those risks. The following key principles outline the College's approach to risk management and internal control as set out in the Risk Management Policy:

- ◆ The Board of Trustees has responsibility for overseeing risk management within the College as a whole.
- ◆ An open and receptive approach to solving risk problems is adopted by the Board of Trustees.
- ◆ The Executive Senior Leadership Team and the Principal support, advise on and implement policies approved by the Board of Trustees.
- ◆ The College makes conservative and prudent recognition and disclosure of the financial and non-financial implications of risks.
- ◆ Senior and middle managers are responsible for ensuring good risk management practice within their designated managed area.
- ◆ Key risk indicators are identified and closely monitored on a regular basis.

Principal risks are detailed in the risk register, which is reviewed by the Board of Trustees each term. Key risks include:

Quality

The College currently operates eight related but separate centres, with additional satellite provision where necessary to meet demand. Ensuring the delivery of a transformative, high quality of education and pastoral care is the central mission of OHC and crucial to its continued success and growth. The College's robust quality and progression monitoring framework is fully embedded, enabling a deep understanding at executive level of each centre and work stream's strengths and areas for development to inform targeted improvement initiatives, underpinned by robust quantitative and qualitative data.

Compliance

The College is geographically dispersed across four regional hubs. In addition, the College works to an underlying principle of localism supported by a central function. Such a local and regional focus means that individual centres can be more responsive to the bespoke nature of their context. It also reduces the risk of micro-management from a central function that may be less well informed about the local landscape and impose less efficacious solutions. Overarching this approach is the core role that OHC&AT plays in the monitoring and assurance of each College centre and work stream and in relation to statutory policies and procedures, key stakeholder engagement and the promotion of OHC's broader mission and vision more widely. The reciprocal risk of this approach is that on matters of compliance, local variations could result in inconsistencies across the organisation. Our well-developed and established risk assessment processes – particularly, but not exclusively, in relation to safeguarding, financial systems, processes and reporting, recruitment and statutory policies – ensure that the College has comprehensive executive oversight of risk and any behaviours that may be sub-optimal in relation to compliance, and is able to intervene appropriately, decisively and in a timely manner.

Recruitment

Recruitment continues to be a risk for the college. Whilst some provisions have more challenges due to local and/or circumstantial reasons, such as Hillingdon and Southwark, all centres are experiencing challenges, which is consistent with the national picture.

PRINCIPAL RISKS AND UNCERTAINTIES (continued)

Recruitment (continued)

The cost-of-living challenges, alongside Covid and (no doubt at least to an extent) Brexit, coupled with higher rates of pay being offered in some other industries (for example retail), have made it more challenging to recruit to roles at the lower end of the pay scales. It is particularly difficult to attract Teaching Assistants and other support staff. This also applies to Integrated Services for the College (therapy and nursing), as availability of skilled personnel in this sector is diminishing. However, HR have diligently supported overseas recruitment for several members of Integrated Services staff and worked with key stakeholders to implement a reviewed set of terms and conditions for Integrated Services personnel that benchmark to the NHS Agenda for Change.

Over the past five years, the College has seen significant growth not only in numbers on roll but also the wide range of need and especially over the last few years we have seen an increasing pattern of students presenting with more profound and complex need which cannot be met within some of our centres. This is particularly pertinent for students within our VPC and Lomond centres. By way of example, since 2018, Lomond college centre has provided 136 places to Southwark young people but we have not been able to provide places for a further 79 young people in that time.

The critical challenge currently facing the College is working within the constraints that some of the current buildings have. It has now come to a point where we have a mismatch between some of the accommodation and the demand for more complex student places. In order to meet the increased demand, we do need to work in partnership with local authorities to purchase or secure long term leases with enough building capacity to offer an innovative curriculum, to enable more young people to study in their local areas.

Infrastructure and capacity

In order to most effectively meet its strategic aims and objectives, the College requires an infrastructure for its business support services that enables it to operate in an efficient, coordinated and reliable way. Systems and processes are well established, appropriately supported and remain under active review by ESLT and Trustees in order to ensure that they are effective and fit for purpose. Central support, as well as delivery to students, requires sufficient capacity, in terms of quality, number of personnel and coherent organisational management in order to promote exceptional outcomes.

As both an outstanding provider and the sponsor of an Academy Trust, the College faces a range of potential challenges to its ability to continuously deliver high quality education and related services. The College and the Trust have taken steps to more closely align themselves in recent years, which increases the risk of issues impacting on both organisations rather than individually. The College has developed robust succession planning arrangements, developing leadership within the organisation and recruiting high quality staff in order to increase capacity, while strengthening cross-organisational support systems that encourage knowledge sharing and staff support targeted at areas of high demand. Internal reporting mechanisms have been synchronised across both organisations, allowing senior leaders to anticipate support needs and act rapidly in order to mitigate risk.

Over-expansion

Any organisation that expands too rapidly risks downturns in the quality of provision and financial overstretch, to the detriment of its reputation and quality. OHC has agreed a three-year strategy that allows for growth while retaining the focus on quality, standards and wellbeing. The current strategic focus is on growth in numbers of provisions through building on existing commissioning, as well as deepening and maturing the College's work so that best practice is consolidated.

PRINCIPAL RISKS AND UNCERTAINTIES (continued)

Business continuity

Interruptions to typical activity can have a negative impact on the offer provided to OHC students. In a dynamically shifting national, regional and local landscape, threats to normal business continuity are real and to the fore. OHC has a secure ethos, a clearly defined headline mission and vision, and a well-articulated and understood set of values, in addition to an effective and responsive business support service. These combine to support the College to continue to deliver to a high standard even if working practices need to be adapted. Our suite of risk assessment and monitoring supports a detailed understanding of the overall operational picture across OHC at any given time.

Funding

The College is reliant on Government funding to support students whose additional support needs carry costs that exceed most other forms of ongoing funding. Variations in the funding methodology and levels of resource, as well as changes in eligibility criteria and uncertainty associated with major political events, create potential risk. OHC engages proactively with funding bodies to raise awareness of the potential impact of planned actions and maintains strong working relationships with external agencies in order to ensure that productive dialogue takes place at local, regional and national level. This risk is particularly acute in the forthcoming academic year and beyond, as inflation has significantly increased this is directly impacting on the cost of attracting and retaining staff, the procurement of goods and services, in particular energy and the cost of borrowing which would be needed to support our estates strategy. This, alongside a downward pressure from financially challenged Local Authorities via Commissioning Alliances to reduce pricing will have a double effect.

Risk Management

OHC regularly reviews the key risks to which its operations are exposed, together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Trustees are of the view that there is a formal ongoing process for identifying, evaluating and managing the College's significant risks. In addition, factors are in place that provide the Trustees with the capacity to deal with issues or problems that occur, for example, calling on an experienced, capable Executive Senior Leadership Team, which can act quickly in response to unexpected events through forward planning, policies and insurance and through holding appropriate reserves. Additionally, the Board of Trustees has established an Audit & Risk Committee and a Finance & Resources Committee; membership of these committees is drawn from both OHC and OHCAT Trustees, and they report to the Trustees as a whole.

The overall responsibilities for the Audit Committee, on behalf of the OHC Trustees, are:

- ◆ Internal scrutiny – to have in place a process for checking financial systems, controls, transactions and risks and quality of provision.
- ◆ To achieve internal scrutiny which delivers objective and independent assurance.
- ◆ To provide assurance to Trustees that risks are being adequately identified and managed by:
 - ◆ reviewing the risks; and
 - ◆ agreeing a programme of work to address and provide assurance on those risks.

A risk report is submitted to the Trustees at each meeting and operational risks are reviewed at regular meetings of the Executive Senior Leadership Team and the CEO.

Statement of Trustees' responsibilities

The Trustees (who are also Directors of Orchard Hill College for the purposes of company law) are responsible for preparing the Trustees' report and 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 which give a true and fair view of the state of affairs of the charitable company and of 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 then apply them consistently;
- ◆ observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102);
- ◆ make judgements and estimates that are reasonable and prudent;
- ◆ state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- ◆ prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company 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 charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the Trustees confirms that:

- ◆ so far as the Trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- ◆ the Trustee has taken all the steps that he/she ought to have taken as a Trustee in order to make himself/herself aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

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

Trustees' report, including Strategic Report, approved by the Board of Trustees and signed on its behalf by:



Mr P Lauener
Trustee

Date: 8th December 2023

Independent auditor's report to the members of Orchard Hill College

Opinion

We have audited the financial statements of Orchard Hill College (the 'College') for the year ended 31 July 2023 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, the principal accounting policies, and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law 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 College's affairs as at 31 July 2023 and of its income and expenditure for the year then ended;
- ◆ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ◆ have been prepared in accordance with the requirements of the 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 College 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 College'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 and financial statements other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report and financial statements. 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.

Other information (continued)

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.

Opinions on other matters prescribed by the Companies Act 2006

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

- ◆ the information given in the trustees' report, which is also the directors' report for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- ◆ the trustees' report, which is also the directors' report for the purposes of company law, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the College and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report including the strategic report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- ◆ adequate accounting records have not been kept; 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.

Responsibilities of Trustees

In the light of the knowledge and understanding of the College and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report including the strategic report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- ◆ adequate accounting records have not been kept; 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.

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 director 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 College through discussions with management, and from our 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 College, including the Charities Act 2011, Companies Act 2006, funding agreements with the ESFA and associated funding rules, ESFA regulations, data protection legislation, anti-bribery, safeguarding, employment, health and safety legislation;
- ◆ we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management; 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 College'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;
- ◆ reviewed journal entries to identify unusual transactions; and

Auditor's responsibilities for the audit of the financial statements (continued)

- ♦ assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias;

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 trustee meetings; and
- ♦ enquiring of management as to actual and potential litigation and claims.

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 is available on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the College's members, as a body, in accordance with the College's Articles of Government / Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the College'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 College and the College's members as a body, for our audit work, for this report, or for the opinions we have formed.



Gumayel Miah (Senior Statutory Auditor)
For and on behalf of Buzzacott LLP
Statutory Auditor
130 Wood Street
London
EC2V 6DL

Date: 21 December 2023

Statement of financial activities Year to 31 July 2023

Income and expenditure account	Notes	Unrestricted funds £'000	Restricted funds £'000	2023 Total funds £'000	2022 Total funds £'000
Income from:					
Donations and legacies	1	15	—	15	16
Charitable activities					
. Provision of education	2	17,052	161	17,213	17,411
Other trading activities	3	66	—	66	274
Investments	4	80	—	80	4
Total income		17,213	161	17,374	17,705
Expenditure on:					
Charitable activities					
. Provision of education	5	18,353	140	18,493	19,682
Total expenditure		18,353	140	18,493	19,682
Net expenditure		(1,140)	21	(1,119)	(1,977)
Other recognised gains and losses					
Actuarial gains on defined benefit pension scheme	19	6,388	—	6,388	8,298
Net movement in funds		5,248	21	5,269	6,321
Reconciliation of funds					
Fund balances brought forward at 1 August 2022		1,209	—	1,209	(5,112)
Fund balances carried forward at 31 July 2023		6,457	21	6,478	1,209

All recognised gains and losses are included in the above statement of financial activities.

All of the College's activities derived from continuing operations during the period of report.

Balance Sheet 31 July 2023

	Notes	2023 £'000	2023 £'000	2022 £'000	2022 £'000
Fixed assets					
Tangible assets	11		5,265		4,897
Current assets					
Debtors	12	1,663		1,216	
Cash at bank and in hand		6,780		7,185	
		<u>8,443</u>		<u>8,401</u>	
Creditors: amounts falling due within one year	13	<u>(3,533)</u>		<u>(2,675)</u>	
Net current assets			4,910		5,726
Total assets less current liabilities			<u>10,175</u>		<u>10,623</u>
Creditors: amounts falling due after more than one year	14		(1,264)		(1,265)
Net assets excluding pension liability			<u>8,911</u>		<u>9,358</u>
Defined benefit pension scheme liability	19		(2,433)		(8,149)
Total net assets			<u>6,478</u>		<u>1,209</u>
The funds of the College:					
Restricted funds			21		—
Unrestricted funds					
. Tangible fixed assets fund	15	3,981		3,612	
. Pensions reserve fund	16	(2,433)		(8,149)	
. General fund	18	<u>4,909</u>		<u>5,746</u>	
			<u>6,457</u>		<u>1,209</u>
			<u>6,478</u>		<u>1,209</u>

Approved by the Board of Trustees and signed on its behalf by:



Mr P Lauener
Trustee

Date: 8th December 2023

Statement of cash flows 31 July 2023

	Notes	2023 £'000	2022 £'000
Cash flows from operating activities:			
Net cash provided by operating activities	A	398	982
Cash flows from investing activities:			
Bank interest receivable		80	4
Purchase of tangible fixed assets		(825)	(494)
Net cash used in investing activities		(745)	(490)
Cash flows from financing activities:			
Interest on finance lease obligation		(58)	(18)
Repayment of finance lease obligation		—	(18)
Net cash used in financing activities		(58)	(36)
Change in cash and cash equivalents in the year		(405)	456
Cash and cash equivalents at 1 August 2022	B	7,185	6,729
Cash and cash equivalents at 31 July 2023	B	6,780	7,185

Notes to the statement of cash flows for the year ended 31 July 2023

A Reconciliation of net income to net cash provided by operating activities

	2023 £'000	2022 £'000
Net expenditure (as per the statement of financial activities)	(1,119)	(1,977)
Adjustments for:		
Depreciation charge	456	529
Loss on disposal of tangible fixed assets	1	518
Defined benefit pension scheme service cost adjustment	380	1,888
Defined benefit pension scheme finance cost adjustment	292	244
Interest receivable	(80)	(4)
Interest payable on finance lease obligation	58	18
(Increase)/decrease in debtors	(447)	56
Increase/(decrease) in creditors	857	(290)
Net cash provided by operating activities	398	982

B Analysis of cash and cash equivalents

	2023 £'000	2022 £'000
Cash at bank and in hand	7,185	6,729
Change in cash and cash equivalents in the year	(405)	456
Total cash and cash equivalents	6,780	7,185

Statement of cash flows 31 July 2023

C Analysis of change in net debt

	1 August 2022 £'000	Cashflows £'000	31 July 2023 £'000
Cash at bank	7,185	(405)	6,780
Loans falling due within one year	(20)	—	(20)
Loans falling due after more than one year	(1,265)	1	(1,264)
Total	5,900	(404)	5,496

Principal accounting policies 31 July 2023

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are laid out below.

Basis of preparation

These financial statements have been prepared for the year ended 31 July 2023. The comparative results are for the year ended 31 July 2022.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these accounts.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (Charities SORP FRS102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The College constitutes a public benefit entity as defined by FRS 102.

The financial statements are presented in sterling and are rounded to the nearest thousand pounds.

Critical accounting estimates and areas of judgement

Preparation of the financial statements requires the Trustees and management to make significant judgements and estimates.

The items in the accounts where these judgements and estimates have been made include:

- ◆ the useful economic lives attributed to tangible fixed assets used to determine the annual depreciation charge;
- ◆ the assumptions adopted by the Trustees and management in determining the value of any designations required from the College's general unrestricted funds;
- ◆ the present value of the Local Government Pension Scheme defined benefit liability depends on several factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost for pensions include the discount rate and salary increase rate. Any changes in these assumptions, which are disclosed in note 19, will impact the carrying amount of the pension liability; and
- ◆ the discount rate applied in relation to the carrying value of building finance lease obligations.

Assessment of going concern

The Trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The Trustees have made this assessment in respect to a period of at least one year from the date of approval of these financial statements.

The Trustees of the College have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the College to continue as a going concern. The Trustees are of the opinion that the College will have sufficient resources to meet its liabilities as they fall due.

Assessment of going concern (continued)

In forming this assessment, the Trustees have considered the impact of the current coronavirus pandemic on the College's activities with a particular focus on its effect on the College's financial position including income, expenditure and reserves; the College's beneficiaries; and its employees. Whilst we acknowledge the disruption caused by the pandemic to the College's day-to-day operations, we confirm that we do not consider this to be cause for material uncertainty in respect to the College's ability to continue as a going concern. The College has sufficient liquid resources to continue for the foreseeable future, despite the current crisis.

Income

Income is recognised in the year in which the College has entitlement to the income, the amount of income can be measured reliably, and it is probable that the income will be received.

Grants

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

Tuition fees and educational contracts

Fee and educational contract income is recognised in the year in which the education was delivered.

Donations

Donations are recognised on a receivable basis (where there are no performance-related conditions) where the receipt is probable and the amount can be reliably measured.

Assets donated to the College by Orchard Hill College Academy Trust have been accounted for based on the net book value of the asset in the Academy Trust balance sheet immediately before the date of transfer.

Net assets donated to the College by the London Borough of Sutton have been accounted for using the acquisition method. The assets and liabilities transferred were valued at their fair value and recognised in the balance sheet under the appropriate headings with a corresponding net amount recognised as net income in the statement of financial activities as donations income.

Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the College; this is normally upon notification of the interest paid or payable by the bank.

Expenditure

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

Expenditure (continued)

Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources.

Expenditure headings are as follows:

- a. Expenditure on raising funds - This includes all expenditure incurred by the College to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.
- b. Expenditure on charitable activities - These are costs incurred on the College's educational operations, including support costs and costs relating to the governance of the College. Governance costs comprise the costs involving the public accountability of the College (including audit costs) and costs in respect to its compliance with regulation and good practice.

All expenditure is inclusive of irrecoverable VAT.

Tangible fixed assets

All assets costing more than £2,000 and with an expected useful life exceeding one year are capitalised.

All assets are stated at cost less depreciation.

Depreciation has been calculated at the following rates in order to write off each asset over its estimated useful life:

- ◆ Leasehold Buildings – to match the length of the lease subject to impairment review.
- ◆ Motor Vehicles - 25% (4 years) straight line.
- ◆ Furniture & Equipment - 25% (4 years) straight line.
- ◆ Computer Equipment & Software - 33.33% (3 years) straight line.
- ◆ Major Works (£50,000 - £100,000) - 10%-20% (5-10 years) straight line.

Depreciation on assets in the course of construction is not charged until they are brought into use.

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition. Deposits for more than three months but less than one year have been disclosed as short-term deposits. Cash placed on deposit for more than one year is disclosed as a fixed asset investment.

Creditors and provisions

Creditors and provisions 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. Creditors and provisions are recognised at the amount the College anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Pension costs

Retirement benefits to employees of the College are provided by the Teachers' Pension Scheme ('TPS') and the Local Government Pension Scheme ('LGPS'). These are defined benefit schemes.

The TPS is an unfunded scheme and contributions are calculated to spread the cost of pensions over employees' working lives with the College in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary based on quadrennial valuations using a prospective unit credit method. The TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions recognised in the year to which they relate.

The LGPS is a funded scheme, and the assets are held separately from those of the College in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high-quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. The amounts charged to operating surplus are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred.

Net interest on the net defined benefit liability is also recognised in the statement of financial activities and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest income on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses.

Actuarial gains and losses are recognised immediately in other recognised gains and losses.

Leased assets

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

Assets held under finance leases and hire purchase contracts are capitalised and depreciated over their useful economic lives (or the term of lease if shorter). The corresponding lease or hire purchase obligation is treated in the balance sheet as a liability. The interest element of rental obligations is charged to the statement of financial activities over the year of the lease at a constant proportion of the outstanding balance of capital repayments.

Principal accounting policies 31 July 2023

Fund accounting

Restricted funds are monies raised for, and their use restricted to, a specific purpose, or donations subject to donor-imposed conditions.

Designated funds comprise monies set aside out of unrestricted funds for specific future purposes or projects, including:

- ◆ The tangible fixed assets fund represents the net book value of the College's tangible fixed assets.
- ◆ The pension reserve fund represents the net defined benefit pension scheme liability in respect to the LGPS.

Unrestricted general funds comprise those monies which may be used towards meeting the objectives of the College at the discretion of the Trustees.

Notes to the financial statements 31 July 2023

1 Income from donations and legacies

	Unrestricted funds	
	2023 Total funds £'000	2022 Total funds £'000
Donations	15	16

2 Income from charitable activities: Provision of education

	Unrestricted funds £'000	Restricted funds £'000	2023 Total funds £'000	2022 Total funds £'000
Educational Skills Funding Agency:				
- 16-19 funding	4,476	90	4,566	4,105
- 19+ funding	1,085	—	1,085	969
	5,561	90	5,651	5,074
Local Authority educational contracts	11,259	—	11,259	11,944
Other educational operations	232	—	232	279
Covid-19 additional funding (DfE/ESFA)				
- Catch-up premium (Tuition Fund)	—	71	71	114
Total 2023	17,052	161	17,213	17,411
Total 2022	17,252	159	17,411	

3 Income from other trading activities

	Unrestricted funds	
	2023 £'000	2022 £'000
Miscellaneous income	66	274

4 Income from investments

	Unrestricted funds	
	2023 £'000	2022 £'000
Bank interest receivable	80	4

5 Expenditure on charitable activities: Provision of education

	Unrestricted funds £'000	Restricted funds £'000	2022 Total funds £'000	2021 Total funds £'000
Staff costs (note 8)	12,883	—	12,883	13,476
Educational supplies	639	140	779	892
Allocated support costs (note 6)	4,831	—	4,831	5,314
Total 2023	18,353	140	18,493	19,682
Total 2022	19,523	159	19,682	

6 Support costs

	Unrestricted funds	
	2023 Total funds £'000	2022 Total funds £'000
Premises costs	1,802	2,582
Administration costs	2,981	2,678
Legal and professional fees	15	17
Governance costs (note 7)	33	37
	4,831	5,314

Administration costs above include £2,495,000 for the core service charge and business support services provided by Orchard Hill College Academy Trust (2022: £2,268,000). See also note 20 to these financial statements. Included in premises costs in 2022 is a loss on disposal of tangible fixed assets of £519,000.

7 Governance costs

	Unrestricted funds	
	2023 £'000	2022 £'000
External auditor's remuneration		
- Audit services	25	24
- Other services	1	5
Internal auditor's remuneration	7	8
	33	37

8 Staff costs

	2023 £'000	2022 £'000
Wages and salaries	10,069	9,528
Social security costs	681	653
Pension costs:		
. TPS contributions payable	485	438
. LGPS contributions payable	967	973
. LGPS service cost adjustment	672	1,888
Severance payments	9	(4)
	12,883	13,476

Staff numbers

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

	2023 Number	2022 Number
Lecturers & management	62	59
Teaching support staff	189	199
Admin staff	14	11
	265	269

The number of employees whose annualised emoluments (including taxable benefits in kind but excluding employer pension costs) exceeded £60,000 were as follows:

	2023 Number	2022 Number
£60,001 - £70,000	—	2
£70,001 - £80,000	7	4
£100,001 - £110,000	1	1

Remuneration of key management personnel

The Trustees consider that they, together with the Executive Senior Leadership Team, comprise the key management personnel of the charity in charge of directing and controlling, running and operating the College on a day-to-day basis.

Trustees were not remunerated for their services to the College apart from the CEO, who is an employee of Orchard Hill College Academy Trust, and is remunerated by the College under a service level agreement with the Academy Trust (see note 20 Related Party Transactions).

The total remuneration of the Principal for the year ended 31 July 2023 (including employer pension contributions and employer national insurance contributions) was £138,000 (2022: £139,000 for services to Orchard Hill College and Orchard Hill College Academy Trust).

Other members of the Executive Senior Leadership Team are employed by Orchard Hill College Academy Trust and the split of the remuneration attributable to the College and the Academy Trust individually cannot be determined with sufficient reliability. The total remuneration (including employer pension contributions and employer national insurance contributions) of the Executive Senior Leadership Team (payable by Orchard Hill College Academy Trust) for the year ended 31 July 2023 was £854,000 (2022: £795,000).

9 Staff costs (continued)

Staff numbers (continued)

As noted in the Trustees' report, Orchard Hill College continues to be the academy sponsor of Orchard Hill College Academy Trust. Further information regarding transactions between the College and the Academy Trust is given in note 20.

Trustees' expenses

Trustees may claim reimbursement for any out-of-pocket expenditure incurred in connection with their duties as Trustees of the College. During the year ended 31 July 2023, no trustee received reimbursement for travel and subsistence expenses (2022: £NIL).

10 Net expenditure for the year

This is stated after charging:

	2023 £'000	2022 £'000
Staff costs (note 8)	12,883	13,476
Depreciation (note 11)	456	529
Operating lease rentals	369	214
External auditor's remuneration	26	29

11 Tangible assets

	Long leasehold buildings £'000	Furniture and equipment £'000	Motor vehicles £'000	Total £'000
Cost or valuation				
At 1 August 2022	5,539	2,481	123	8,143
Additions	487	219	119	825
Disposals	—	(1)	—	(1)
At 31 July 2023	6,026	2,699	242	8,967
Depreciation				
At 1 August 2022	1,041	2,082	123	3,246
Charge for the year	241	210	5	456
Released on disposal	—	—	—	—
At 31 July 2023	1,282	2,292	128	3,702
Net book values				
At 31 July 2023	4,744	407	114	5,265
At 1 August 2022	4,498	399	—	4,897

At 31 July 2023, the College had capital commitments of £435,000 in respect of orders placed for the year, these related to building works on Old Town Hall, not yet started at year end. These are included within prepayments and have not been capitalised during the year.

Notes to the financial statements 31 July 2023

12 Debtors

	2023 £'000	2022 £'000
Educational fees receivable	409	179
Due from Orchard Hill College Academy Trust (note 20)	219	297
Prepayments and accrued income	1,022	460
Other debtors	13	280
	1,663	1,216

13 Creditors: amounts falling due within one year

	2023 £'000	2022 £'000
Expense creditors	69	54
Accruals	1,377	670
Due to Orchard Hill College Academy Trust (note 20)	1,239	626
Deferred income	437	518
Finance lease obligation (note 14)	20	20
Other taxation and social security	306	285
Other creditors	85	502
	3,533	2,675
Movements on deferred income (included above)		
Balance brought forward at 1 August 2022	518	196
Income deferred in current reporting year end	260	518
Amounts released to income from prior reporting year end	(341)	(196)
Balance carried forward at 31 July 2023	437	518

Deferred income in the main relates to funding received in advance from the ESFA and local authorities.

14 Creditors: amounts falling due after one year

	2023 £'000	2022 £'000
Finance lease obligation	1,264	1,265
	1,264	1,265

At 31 July 2023, the present value of future minimum lease payments in respect to finance lease obligations for the College was as follows:

	2023 £'000	2022 £'000
Amounts falling due within one year (note 13)	20	20
Amounts falling due after one year:		
. Amounts falling due between one to two years	22	22
. Amounts falling due between two to five years	81	81
. Amounts falling due after more than five years	1,161	1,162
	1,264	1,265
Total finance lease obligations	1,284	1,285

14 Creditors: amounts falling due after one year (continued)

The above obligations are in respect to long-leasehold properties transferred from the London Borough of Sutton and have been discounted at a rate of 4.00% and 5.25%.

15 Tangible fixed assets fund

	£'000
At 1 August 2022	3,612
Net movement in year	369
At 31 July 2023	3,981

The tangible fixed assets fund represents the net book value of the College's tangible fixed assets net of associated finance lease obligations. A decision was made to separate this fund from the general funds and other funds of the College in recognition of the fact that the tangible fixed assets are essential to the day-to-day work of the College and as such their value should not be regarded as funds that would be realisable with ease, in order to meet future contingencies.

16 Pension reserve fund

	£'000
At 1 August 2022	(8,149)
Net movement in year	5,716
At 31 July 2023	(2,433)

The pension reserve fund represents the College's share of the net liability in respect of the Local Government Pension Scheme. This fund has been separated on the College's balance sheet in order to distinguish the liability from the operational liabilities which form part of the College's working capital.

17 Restricted funds

The income funds of the College include restricted funds comprising the following balances of donations and grants held on trust to be applied for specific purposes.

	At 1 August 2022 £'000	Income £'000	Expenditure £'000	At 31 July 2023 £'000
Covid-19 funding	—	71	(71)	—
Other restricted DfE/ESFA funding	—	90	(69)	21
	—	161	(140)	21

The specific purposes for which the monies are held are as follows:

- ◆ Covid-19 funding - this comprises monies received from government to provide additional financial support to the College with managing the disruption caused by Covid-19
- ◆ Other restricted DfE/ESFA funding - this comprises monies received from government, the use of which is limited to very specific purposes in line with the grant conditions.

18 Analysis of net assets between funds

	Unrestricted funds			Restricted funds £'000	2023 Total funds £'000
	General funds £'000	Tangible fixed assets fund £'000	Pensions reserve fund £'000		
Tangible fixed assets	—	5,265	—	—	5,265
Debtors	1,663	—	—	—	1,663
Cash at bank and in hand	6,780	—	—	—	6,780
Creditors due within one year	(3,534)	(20)	—	21	(3,533)
Creditors due after more than one year	—	(1,264)	—	—	(1,264)
Defined benefit pension liability	—	—	(2,433)	—	(2,433)
	4,909	3,981	(2,433)	21	6,478

19 Pension and similar obligations

The College's employees belong to two principal pension schemes: the Teachers' Pension Scheme England and Wales (TPS) for academic and related staff: and the Local Government Pension Scheme (LGPS) for non-teaching staff, which is managed by London Borough of Sutton Pension Fund. Both are multi-employer defined benefit schemes.

Prior to 31 August 2023, the latest actuarial valuation of the TPS related to the period ended 31 March 2016 and of the LGPS 31 March 2022. A further valuation of the TPS scheme, relating to the period ended 31 March 2020 was published in October 2023.

Contributions amounting to £156,000 were payable to the schemes at 31 July 2023 (2022: £135,000) and are included within creditors.

Teachers' Pension Scheme

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pension Scheme Regulations 2014. These regulations apply to teachers in schools, colleges and other educational establishments. Membership is automatic for teachers and lecturers at eligible institutions. Teachers and lecturers have the option to opt out of the TPS following enrolment. The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis – these contributions, along with those made by employers, are credited to the Exchequer under arrangements governed by the above Act. Retirement and other pension benefits are paid by public funds provided by Parliament.

Valuation of the Teachers' Pension Scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The actuarial valuation of the TPS which applied during the year ended 31 August 2023 was carried out as at 31 March 2016. The valuation report was published by the Department for Education on 5 March 2019. The key elements of the valuation and subsequent consultation are:

19 Pension and similar obligations (continued)

Valuation of the Teachers' Pension Scheme (continued)

- ◆ employer contribution rates set at 23.68% of pensionable pay (including a 0.08% administration levy);
- ◆ total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £218,100 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £196,100 million, giving a notional past service deficit of £22,000 million;
- ◆ the SCAPE rate, set by HMT, is used to determine the notional investment return. The current SCAPE rate is 2.4% above the rate of CPI. Assumed real rate of return is 2.4% in excess of prices and 2% in excess of earnings. The rate of real earnings growth is assumed to be 2.2%. The assumed nominal rate of return including earnings growth is 4.45%.

The latest actuarial TPS valuation results, as at 31 March 2020, were released in October 2023. The valuation result is due to be implemented from 1 April 2024, from this date employer contribution rates will increase to 28.6% (including a 0.08% administration levy).

A full copy of the valuation report and supporting documentation can be found on the Teachers' Pension Scheme website.

Under the definitions set out in FRS 102, the TPS is a multi-employer pension scheme. The College has accounted for its contributions to the scheme as if it were a defined contribution scheme. The College has set out above the information available on the scheme.

The employer's pension costs paid to TPS during the year amounted £463,000 (2022: £438,000).

Local Government Pension Scheme (LGPS)

The LGPS is a funded defined-benefit scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 July 2023 was £1,259,000 (2022: £1,216,000), of which employer's contributions totalled £981,000 (2022: £947,000) and employees' contributions totalled £278,000 (2022: £269,000)

Principal actuarial assumptions	At 31 July 2023 %	At 31 July 2022 %
Rate of increase in salaries	2.95	3.70
Rate of increase for pensions in payment	2.95	2.70
Discount rate for scheme liabilities	5.00	3.50
Inflation assumption (CPI)	2.95	2.70

19 Pension and similar obligations (continued)

Local Government Pension Scheme (LGPS) (continued)

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

	2023 Years	2022 Years
<i>Retiring today</i>		
Males	20.2	21.4
Females	24.3	24.1
<i>Retiring in 20 years</i>		
Males	21.6	22.9
Females	25.4	25.8

	Fair value 2023 £'000	Fair value 2022 £'000
The College's share of the assets in the scheme were:		
Equities	5,127	3,838
Bonds	1,912	1,599
Property	1,130	704
Cash	520	256
Total market value of assets	8,689	6,397

The actual return on scheme assets was £188,000 (2022: £495,000).

Amounts recognised in statement of financial activities	2023 £'000	2022 £'000
Current service costs	1,361	2,835
Net interest cost	292	244
	1,653	3,079

Changes in the present value of defined benefit obligations were as follows:	2023 £'000	2022 £'000
Opening balance	14,546	19,971
Current service cost	1,361	2,835
Interest cost	536	343
Employee contributions	278	269
Actuarial gain	(5,524)	(8,793)
Benefits paid	(75)	(79)
At 31 July 2023	11,122	14,546

19 Pension and similar obligations (continued)

Local Government Pension Scheme (LGPS) (continued)

Changes in the fair value of the College's share of scheme assets:	2023 £'000	2022 £'000
Opening balance	6,397	5,656
Interest income	244	99
Actuarial gain / (loss)	864	(495)
Employer contributions	981	947
Employee contributions	278	269
Benefits paid	(75)	(79)
At 31 July 2023	8,689	6,397

20 Related party transactions

Owing to the nature of the College's operations and the composition of the Governing Body being drawn from local public and private sector organisations. It is inevitable that transactions will take place with organisations in which a Governor may have an interest. All transactions involving such organisations are conducted at arm's length and in accordance with the College's financial regulations and normal procurement procedures.

Related party income

The College collaborates with OHCAT and its academies, which provide learning support services to the College. For the year ended 31 July 2023, these amounted to £2,000 (2022: £78,000).

Related party expenditure

During the year, the College received services from Orchard Hill College Academy Trust under service level agreements, at cost of £2,557,000 (2022: £2,268,000). This included recharges of leadership and support staffing costs, IT support, MIS services, marketing services, governance, training, safeguarding, legal, procurement and occupational health services. All services were provided at cost.

In addition to the above, the following transactions took place between the College and individual academies within the Academy Trust:

- ◆ A College centre is based at one of the academies of Orchard Hill College Academy Trust; the College pays rent of £44,000 (2022: £40,000);
- ◆ During 2022-23, College students accessed a vocational provision delivered by one of the academies; the cost of these courses amounted to £42,000 (2022: £58,000).
- ◆ The College has a service level agreement to reimburse the Academy Trust for costs incurred in relation to Garratt House, a College site transferred from the Academy Trust on a 50-year lease. In the year to 31 July 2023, the College paid £11,185 (2022: £11,388);
- ◆ All of these transactions were provided by Orchard Hill College Academy Trust at cost.

20 Related party transactions (continued)

The amount due from the Academy Trust to the College at 31 July 2023 was £219,000 as disclosed in note 12 (2022: £297,000).

The amount due to the Academy Trust from the College at 31 July 2023 was £1,239,000 as disclosed in note 13 (2022: £626,000).

21 Operating lease commitments

At 31 July 2023, the total of the College's future minimum lease payments under non-cancellable operating leases was as follows:

	At 31 July 2023 £'000	At 31 July 2022 £'000
Amounts due within one year	453	341
Amounts due within one to two years	1,705	1,648
Amounts due after more than five years	6,379	6,808
	8,537	8,795

22 Comparative information

Analysis of income and expenditure account for the year ended 31 July 2022 between restricted and unrestricted funds:

	Unrestricted funds £'000	Restricted funds £'000	2022 Total funds £'000
Income and expenditure account			
Income from:			
Donations and legacies	16	—	16
Charitable activities			
. Provision of education	17,252	159	17,411
Other trading activities	274	—	274
Investments	4	—	4
Other items: pension liability transferred	—	—	—
Total income	17,546	159	17,705
Expenditure on:			
Charitable activities			
. Provision of education	19,523	159	19,682
Total expenditure	19,523	159	19,682
Net expenditure	(1,977)	—	(1,977)
Other recognised gains and losses			
Actuarial losses on defined benefit pension scheme	8,298	—	8,298
Net movement in funds	6,321	—	6,321
Reconciliation of funds			
Fund balances brought forward at 1 August 2021	(5,112)	—	(5,112)
Fund balances carried forward at 31 July 2022	1,209	—	1,209

Accounts

Orchard Hill College

Annual Report and Financial Statements

31 July 2022

Charity Registration Number
1144922

Company Registration Number
07586715 (England and Wales)

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Reference and administrative information 31 July 2022

Members	John Brown Darren Coghlan Peter Holmes Roger Mills
Trustees / Directors	Peter Lauener (Chair) Rama Venchard (Vice Chair) John Prior (CEO) Akansha Arya (Appointed 25.3.22) Julie Avis Simon Fryer
Principal office	8th Floor Quadrant House The Quadrant Sutton Surrey SM2 5AS
Telephone	0345 402 0453
Website	www.orchardhill.ac.uk
Charity Registration Number	1144922
Company Registration Number	07586715 (England and Wales)
Executive Senior Leadership Team	
CEO	John Prior
Chief Finance Officer	Corrina Jenkins
Chief Operating Officer	Stuart Dixon
Executive Principal/ Deputy CEO	Laurie Cornwell
Principal	Kelly Phillips
Executive Director of Development	Lynn Barratt
External Auditor	Buzzacott LLP 130 Wood Street London EC2V 6DL

Internal Auditor	TIAA Ltd Artillery House, Fort Fareham Newgate Lane Fareham PO14 1AH
Bankers	Lloyds Bank Plc 49/53 High Street Sutton Surrey SM1 1DT Barclays Corporate Banking 1 Churchill Place Canary Wharf London E14 5HP
Solicitors	Veale Wasborough Vizards Orchard Court Orchard Lane Bristol BS1 5WS

The Trustees present their statutory report together with the financial statements of Orchard Hill College ('OHC' or 'the College') for the year ended 31 July 2022.

The report has been prepared in accordance with Part 8 of the Charities Act 2011 and it is also the report of the directors for the purposes of the Companies Act 2006.

The financial statements have been prepared in accordance with the accounting policies set out on pages 28 to 32 and comply with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102).

It should be noted that the directors of Orchard Hill College are the Trustees and as such both terms are used interchangeably throughout this report.

OBJECTIVES AND ACTIVITIES

Orchard Hill College is a specialist college committed to offering social and vocational opportunities for students in the heart of their communities. Our vision statement is "Building Futures, Changing Lives" and this commitment informs everything we do.

Our provision is open to students over the age of 16 with a wide range of additional needs. All students are individual, and each programme is as unique as they are. Operating out of eight main centres and additional satellite provision across London and Surrey, our programmes are designed to support and empower each student to achieve their aspirations and goals, whilst developing skills to prepare them for adulthood. Alongside this, we work closely with families, local authorities, community stakeholders and other external partners in order to broker strong community partnerships that will support our students to build meaningful and fulfilling lives.

As a charity, our objects are to advance education, training, vocational and occupational opportunities for the benefit of the public in the following ways:

- ◆ promoting and widening participation in education, training, vocational and occupational opportunities, particularly for students with complex/profound/severe learning difficulties and/or disabilities and those who have been previously excluded from such opportunities and supporting practitioners who work with such students;
- ◆ improving the quality of education, training, work placements and employment prospects, particularly for students with complex/profound/severe learning difficulties and/or disabilities and those who have not previously been equitably represented in such opportunities and supporting practitioners who work with such students;
- ◆ recognising progress in all forms: promoting and improving access to education, training, work and employment opportunities, through the development and promotion of resources, provision, organisations and systems; and
- ◆ any other activity in its own work or work with others not covered by the above which, in the view of the Trustees directly enhances the charity's activities and objectives.

Public benefit

In formulating the College's aims and in planning its activities, the Trustees confirm that they have had due regard to the general guidance published by the Charity Commission on public benefit.

ACHIEVEMENTS AND PERFORMANCE

Orchard Hill College (OHC) is an outstanding college and continues to be so. The College provides exceptional opportunities for learning and meeting the needs and aspirations of its students. Orchard Hill College works closely with its many communities and commissioners, including 28 local authorities, to ensure that it is always responsive to increased student demand which is growing year on year. Specialist centres are sited in Camberwell, Kingston, Wandsworth, Carshalton, Sutton and Hillingdon.

Orchard Hill College is an Independent Specialist College listed in Section 41 of the Children and Families Act 2014 and also delivers work-related training through a GLA (AEB) funding grant as well as apprenticeship delivery. The College delivers the highly regarded Diploma in Education & Training (SEND pathway), validated by Canterbury Christchurch College University. The College continues to be listed on the Register of Apprenticeship Training Providers; all providers were invited to reapply in 21-22 as part of a full refresh of the Register in which no previous information was considered by the ESFA. OHC's application was submitted in November 2021 and subsequently approved.

Overall student numbers increased from 354 in 2020-21 to 411 in 2021-22, an increase of 14%, with overall retention at 97%. Across all courses and centres the quality of education students receive continues to be outstanding. Typically 100% of teaching is at least Good or better. The overall effectiveness of teaching is quality assured using the Teacher Evaluation Schedule (TES).

OHC students help to design their programmes to achieve their aspirations and goals, whilst developing their skills and talents to become more independent in their lives in the future. The College is a busy, diverse and vibrant place to work and study, with a high focus on vocational programmes together with being part of the local communities it serves.

The College was re-accredited with the Matrix Standard in January 2022 which affirms the many areas of outstanding practice, particularly in relation to careers education, information, advice and guidance (CEIAG), and how the College has evolved over the last three years since the last inspection, as well as the College's response to Covid so that students could progress through the swift development of the recovery curriculum.

The majority of students attend a full-time course. There are two course offers:

- ◆ Foundation Skills for Life which is a specialist Post-19 programmes for students with complex, profound, and severe learning difficulties and/or disabilities, and;
- ◆ Skills for Work and Living, for students with an aspiration or an identified outcome in employment.

Both courses have four study programmes which are related to preparation for adulthood outcomes (employment, independent living, good health and friends and relationships in the community) and lead to individualised destinations in work, living and community. Students attending these programmes grew from 252 in 2020-21 to 284 students in 2021-22, an 11% increase, with retention at 97% for the year. Achievements remained high in 2021-22: of the 37 students on high needs programmes who were working towards accreditation, 100% achieved accreditation relevant to their individual Education and Healthcare Plan (EHCP) and life goal. Within high needs programmes, overall sustainability of destinations after College remained strong, with 95% of students sustaining their onward destination 6 months after leaving OHC. Whilst not possible to compare pre-Covid sustainability data, this figure still represents strong outcomes for these students and is reflective of our aspirational approach within the College.

ACHIEVEMENTS AND PERFORMANCE (continued)

The College offers a range of work-related learning courses. The WorkStart programme suite comprises Supported Internships, Traineeships, inclusive Apprenticeships, Project Search, Pathway to Employment and Preparation for Employment. These programmes provide opportunities for students to gain relevant employability qualifications and work experience and to define their working ambitions for the future. They also give students, where appropriate, the opportunity to work towards achieving Functional Skills qualifications in English and maths. The courses are open to students who have experienced barriers to learning, including young people who are NEET (not in education, employment or training) as well as students with a learning difficulty or disability. A significant cohort of the students also have complex behaviours of concerns aligned to their disabilities. Numbers on Workstart programmes grew from 102 in 2020-21 to 127 in 2021-22, an increase of 20%. Outcomes continued to be positive for Workstart students: overall retention during 2021-22 was 97%, with 90% of students on these programmes progressing into work and/or further education. OHC is the education provider for Project Search in Hillingdon, working with the Local Authority and Hillingdon Autistic Care and Support to deliver one-year supported internships with the aim of securing paid employment for participants. During 2021-22, the College was named as education provider in a similar partnership with Sutton & St Helier Hospital. Project Search will commence in Sutton from September 2022.

The College has effective links with over 80 employers and community-based programmes; these provide outstanding progression into local supported living schemes, supported employment, internships and volunteering and Further Education and Adult Community programmes, as well as enhancing students' educational and pastoral experience during their time with us. In addition to existing partnerships, new projects initiated throughout the year include: working with Crawley College and AoC to broaden access to mainstream FE provision for young people with medical needs; a partnership with Kingston University which has successfully enabled students' access to software such as Spotify; and a five-year funded project with SeeAbility and the NHS, improving OHC students' access to eye care in order to improve cognitive and communicative ability.

The College offers apprenticeship programmes in Customer Service and Supporting Teaching and Learning and specialises in inclusive apprenticeships. The apprenticeship programme was inspected by Ofsted for the first time in November 2019 and was judged as Good. Our robust internal assessment, that includes the judicious use of Ofsted-trained external verifiers, which evidences that the programme continues to be Good. Apprentices are making good progress and taking on more responsibilities in the workplace. 10 apprentices had timely completion rates in 2021-22 with 100% retention and 100% achievement rates, and 90% remain in employment. 4 inclusive apprenticeships are included in the above figures. 70% gained a Distinction grade following End Point Assessment.

Throughout 2021-22 the College continued to follow all Covid-19 guidance with risk assessments in place and remained open throughout this period. OHC continued to implement its award-winning recovery curriculum, which supports students in returning to College following Covid disruption including blended/home learning, isolation or shielding. The Covid Catch-up fund has been used effectively to support the safeguarding, mental health and wellbeing of students. To ensure that the additional funds were deployed to students, the College set up the Creative Arts Therapist locum team, which worked across all regions, offering a range of responsive therapy, including Art Therapy, Music Therapy and Drama therapy to students who had been impacted by covid, whether via a direct bereavement or heightened anxiety following the pandemic or other concerns. This enabled the College to respond quickly to urgent referrals, picking up students within 1-3 weeks from referral. The College did see a rise in referrals around anxiety and were able to respond swiftly. Twenty students were able to be referred and picked up between January and July 2022 for an immediate response, including three urgent safeguarding concerns.

ACHIEVEMENTS AND PERFORMANCE (continued)

In 2021-22 the College also launched the Duke of Edinburgh Award Scheme, with 13 students completing their gold achievers, bronze and silver awards. In December 2021 the lecturer leading on DoE was one of only 50 people nationwide to be recognised with a prestigious Duke of Edinburgh coin.

Safeguarding across the College continues to be outstanding, underpinned by a robust set of policies, procedures and training for all staff, which are informed by the SEND-specialist knowledge of OHC leaders and practitioners. All staff receive training as part of their annual safeguarding update as well as bespoke training and refreshers throughout the year. The College Designated Safeguarding Lead (DSL) works closely with the Director of Safeguarding & Wellbeing and participates in the cross-organisational DSLs' network with OHCAT DSLs. This has continued to be a rich source of knowledge exchange and resource sharing throughout 2021-22, enabling a consistent and evidence-led response to current safeguarding issues, as well as greater triangulation of compliance requirements. Through delivery of a bespoke curriculum including relationships, sex and health education, e-safety and British values, students learn how to safeguard themselves and how to apply this knowledge in a variety of settings, particularly focusing on contextual safeguarding in their local communities.

The College continues its journey in securing Trauma Informed status. The process of becoming trauma informed has involved training at all levels, enabling staff to feel more confident when supporting students who may require additional support with their mental health. Following 2020-21's whole staff and Senior Leadership training, in 2021-22 five members of staff obtained their Diploma in Trauma and Mental Health. As a result, key staff are able to support across the College with the wider strategy, which includes approaches and training. In 2021-22 the College also expanded its pool of trained Mental Health First Aiders (MHFAs) and implemented a supervision programme for MHFAs, to further strengthen support for students and staff.

OHC has a comprehensive and highly effectively CPD (Continuing Professional Development) programme in place to ensure that staff receive high quality training and development pertinent to their job role and to support succession planning. All staff access regular training on key compliance areas such as safeguarding, Positive Behaviour Support (PBS) and Team Teach, manual handling and therapeutic approaches to underpin curriculum delivery, as well as a range of specialist CPD focused on best practice within SEND. Alongside regular INSET days, OHC runs a full Training Week in October half term and an annual Development Planning Day for all staff. Training Week took place 18-22nd October 2022 across all centres, with staff accessing individualised training programmes spanning compliance matters and specialism-focused content. Development Planning Day was held at Twickenham Stadium on 22nd April 2022, with keynotes from external speakers on exploitation and gang violence, as well as staff wellbeing within an educational context, alongside OHC and wider Trust updates, strategic discussions and team building exercises.

The College delivers the Diploma in Education & Training (DET) SEND specialist pathway, validated by Canterbury Christ Church University (CCCU), which offers staff a route into qualified teaching and a clear career progression pathway within the organisation. During 2021-22, 14 OHC and Trust staff joined in Year 1 and the full cohort of 16 staff progressed to Year 2 of the course. In addition, 13 external DET students took up the specialist pathway, enabling OHC to further disseminate SEND best practice to organisations including Ambitious About Autism, White Rocks Farm, Beyond Autism and Drumbeat School.

ACHIEVEMENTS AND PERFORMANCE (continued)

OHC offers Level 1 and 2 Functional Skills in maths and English for all staff members who do not yet hold such qualifications. During 2021-22, the College delivered Level 1 and 2 Functional Skills English and maths courses to staff from OHC and OHCAT. Leaders and managers have an individualised CPD programme, including one Deputy Principal undertaking an NPQH and one Head of College undertaking a Level 7 leadership and management apprenticeship.

The Principal and Senior Leadership Team (SLT) continue to make a regional and national contribution to government and advisory groups, influencing policy for the benefit of all students and the wider community. During 2021-22 members of the College SLT were represented on national, regional and local bodies including:

- ◆ London Councils' Young People Education and Skills Board
- ◆ The London Implementation Group
- ◆ Natspec's national committee
- ◆ PBS Alliance National Steering Group and Schools and Colleges Community of Practice,
- ◆ Contributing to National Guidelines in Learning Disabilities for The Royal College of Speech & Language Therapy
- ◆ AoC's Prevent Pilot Board
- ◆ AoC's Sports Inclusion Hub
- ◆ Sutton Local Safeguarding Board

The College Senior Leadership Team are regularly asked to speak regularly at regional and national conferences.

The wider OHC&AT team also includes current and former badged Ofsted inspectors for both schools and further education. During 2021-22, articles on College practice were published in the NASEN journal and SEN magazine.

Orchard Hill College sponsors Orchard Hill College Academy Trust, which supports the development of high-quality educational provision for children and young people with SEND. The symbiotic relationship between College and Trust promotes collaborative working and enables a two-way flow of best practice and specialist knowledge which enriches and strengthens the student experience on both sides, as well as smoothing transitions for students moving from school to College. Working as a group enables the College to share good practice, to gain from the knowledge and expertise of colleagues in the academies, and to support smoother transitions for the students who are moving from school to college.

FINANCIAL REVIEW

Results for the year

A summary of the results for the year can be found on page 24 of the financial statements.

Income for the year totalled £17,705,000 (2021: £17,902,000). The major part of this income is in relation to core grants from the Education and Skills Funding Agency (ESFA) of £5,074,000 (2021: £4,742,000), funding from Local Authorities for educational contracts of £11,944,000 (2021: £11,005,000) and services provided to academies of £78,000 (2021: £297,000).

FINANCIAL REVIEW (continued)

Results for the year (continued)

Expenditure for the year, which principally related to the provision of education, totalled £19,682,000 (2021: £16,976,000).

The net loss for the year ended 31 July as shown on the statement of financial activities was £1,977,000 (2021: net income of £926,000). Excluding the pension current service cost and interest cost adjustments in relation to the Local Government Scheme required by FRS 102 of £2,132,000 (2021: £1,220,000), the net position would be a surplus of £155,000 (2021: surplus of £664,000).

Financial position and reserves policy

As at 31 July 2022, the balance sheet included net assets totalling £1,209,000 (2021: net liabilities of £5,112,000). This is comprised of:

- ◆ The Tangible Fixed Assets fund of £3,612,000 (2021: £4,147,000). This fund represents the net book value of the College's tangible fixed assets net of any associated lease obligations and has been separated on the balance sheet in recognition of the fact that these assets are essential to the day-to-day operation of the College, and the value of the assets can therefore not be considered as realisable. During the year there was a relocation of one of the centres in Hillingdon, this has resulted in a write off of assets and a provision for potential dilapidation costs in the current year.
- ◆ The negative Pension Reserve fund of £8,149,000 (2021: £14,315,000). This fund reflects the College's share of the net liability in respect of the Local Government Pension Scheme. This fund has been separated on the College's balance sheet in order to distinguish the liability from the operational liabilities which form part of the College's working capital.
- ◆ The Unrestricted General Fund of £5,746,000 (2021: £5,056,000) are funds which are not represented by the tangible fixed assets fund, the pension reserve fund, restricted, or otherwise designated, and are in effect the College's free reserves which are immediately available for general charitable use.

Maintaining an appropriate level of financial reserves is considered essential in protecting the charity from financial risk generated by, for example:

- ◆ Income reduction due to Government funding changes;
- ◆ Unexpected falls in student numbers;
- ◆ Cash flow issues due to delays in receipt of funding; and
- ◆ Emergencies.

In general, it is considered prudent to maintain a level of usable reserves sufficient to cover unexpected and unplanned events so that the individual College's primary objective is preserved. At the same time, the College wishes to ensure that it uses its funding to benefit the students in its care which implies an imperative to consider actively the use of reserves to enhance educational provision.

The Board of Trustees monitors levels of reserves in financial reports provided by the Chief Finance Officer. Trustees look to ensure that a prudent level of reserves is maintained, bearing in mind the recurrent spending needs to ensure high quality provision. In deciding the level of reserves, Trustees take into account the following:

FINANCIAL REVIEW (continued)

Financial position and reserves policy (continued)

- ◆ One month's salary bill;
- ◆ The College's annual budget;

The need for any large project spend such as facilities development or building condition needs; Any uncertainty, turbulence or expected reduction in funding arrangements, including the level of transitional protection within the College funding and its expiry date; and

Anticipated funding over the next three years. As a prudent measure, the College will aim for between 45 and 60 consecutive days of free reserves based on annual expenditure before depreciation and pension adjustments.

During the year the College achieved free reserves of 120 days based on the free reserves balance at 31 July 2022 of £5,746,000 (£5,056,000) (2021: 121 days). General reserves will support the next phase of investment in the College premises, including the refurbishment of the Hillingdon site, as identified in the estate's strategy. Furthermore, £138,000 has been ring-fenced for LGPS deficit repayments due between August 2022 and March 2023.

Fundraising

The College accesses funds for specific projects that will benefit existing and future students where funds for these projects cannot be accessed via existing channels i.e. government education funding. The College will access funds for projects that will provide opportunities and enhance the learning experience and environment for students.

The code of fundraising practice is followed (<https://www.fundraisingregulator.org.uk/code>).

The College does not use commercial organisations to support its fundraising activities. There were no complaints concerning the College's fundraising activities during the year.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

The College is an independent charitable company. The Company Registration Number is 07586715 and the Charity Registration number is 1144922. The College's primary governance document is the Articles of Association.

As a charity and company limited by guarantee, Orchard Hill College is governed by a Board of Directors (also referred to as Trustees) who are responsible for, and oversee, the management and administration of the College. The Trustees have overall responsibility and ultimate decision-making authority for all the work of the College. This is largely exercised through strategic planning and the setting of policy. It is managed through business planning, monitoring of budgets, performance management, the setting of standards and the implementation of quality management processes.

The Trustees (who are ultimately responsible for the delivery of the College's objectives) are supported by an Executive Senior Leadership Team (ESLT) which includes the CEO, College Principal, Executive Principal/Deputy CEO, the Chief Finance Officer, the Chief Operating Officer and the Executive Director of Development. The services of ESLT (excluding the College Principal) are provided to the College by OHCAT as part of the core service charge service level agreement.

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Constitution (continued)

Local governance of the College falls to the College Committee, which is a committee formed by the Directors and which derives its power from them. The College Committee is responsible for fulfilling a largely strategic role in the conduct of the College and is supported by the College Senior Leadership Team (SLT) in conjunction with the Principal who is responsible for the internal organisation, management and control of the College. The Directors may also delegate responsibility to the Principal.

The College's Senior Leadership Team comprises the Principal, five Heads of College and four deputy Heads of College, who oversee the curriculum budgets of the College centres along with a Director of Operations, who helps to oversee all the College centres.

The College employs a Head of Corporate Governance, an experienced Governance professional with over 30 years' experience in the governance sector. The Head of Corporate Governance reports directly to the Executive Director of Development who is qualified and experienced in corporate and school governance.

The Head of Corporate Governance maintains her professional development through engaging in regular training and further education briefings. These have been online this year due to the pandemic. She is also a member of the FE Clerks' network, a forum that shares good practice and information from the FE Governance sector.

Orchard Hill College has four Members, to whom the Board of Trustees report (see page 1 for details). The College operates a portfolio governance system, assigning strategic areas to directors and governors of the College Committee via skills matching. The portfolio governance arrangements for Directors and College Committee members which existed during the financial year is set out below:

Organisational structure

Portfolio	OHC Director	OHC Committee member
Ethos, Vision and Strategy	Peter Lauener	Dave Hobday
Teaching and Learning	Vacancy	Michele Humphreys
Finance and Resources	Akansha Arya (appointed 25.3.22)	Akansha Arya
Health and Safety, Safeguarding and Child Protection	Julie Avis	Neil Mears
Business Development and Marketing	Rama Venchard	Helen Norris
HR and Organisational Development	Simon Fryer	Ric Adams

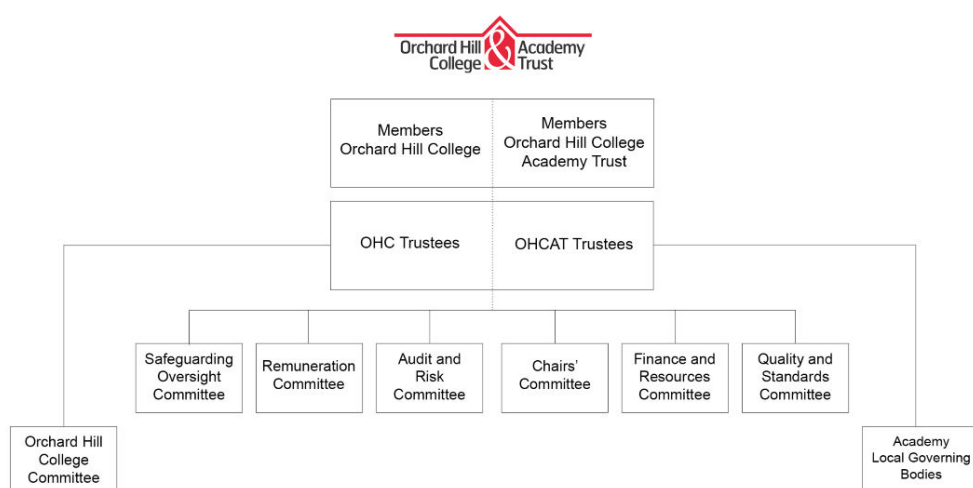
The Board normally meets formally three times a year during the second half of each term. To maintain financial oversight, the Chief Financial Officer also meets with the Finance Portfolio holder termly, the Finance Portfolio holder will feedback on these meetings to other Board members between formal meetings. During the period that the Finance and Resources Portfolio Holder post was vacant (Until March 2022), oversight was delegated to the OHCAT Finance Portfolio Holder in order to ensure continuity of financial probity and scrutiny. In addition, TIAA Ltd performed an annual Internal Audit programme to provide Trustees with additional assurances on key risks focussing on Key Finance Systems, Procurement, Risk Management, Safeguarding, ICT Disaster recovery and GDPR. Financial management is monitored by the Executive Senior Leadership Team at monthly meetings and through regular departmental budget meetings.

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Organisational structure (continued)

Orchard Hill College Academy Trust was established in 2013 by Orchard Hill College, in response to a request from the London Borough of Sutton and the DfE to sponsor Carew Manor School (now Carew Academy). The College and the Trust are independent legal entities that form a family of providers, collectively known as Orchard Hill College and Academy Trust (OHC&AT), working for the benefit of students and pupils in local communities.

The College and the Academy Trust operate a collaborated 'family' Board of Trustees, as shown below. This model of governance has proven to be a great success, allowing greater coherence in decision-making and greater clarity of communication while retaining the individuality of each organisation. Risk continues to be managed separately and collaboratively, allowing either organisation to retract from the collaboration if required while at the same time promoting transparency. In addition to the Remuneration Committee, the collaborated Board of Trustees also operates an Audit and Risk Committee, Finance and Resources committee, Safeguarding Oversight Committee (first meeting held on 11.06.21), Quality and Standards committee (first meeting held on 10.6.22) and a Chairs' Committee.



Connected organisations

The College and Academy Trust work closely together and are responsive to the requirements of each other and of academies within the Trust. The aligned Executive Senior Leadership Team (ESLT) maintains a close working relationship with the College Senior Leadership Team as well as those of each academy, and learning support is provided to the academies by the College in a number of areas, including therapy, training and digital learning. The Academy Trust provides operational support to the College in a number of areas including HR, IT, Finance and Facilities.

The College is represented as one of the members of the Academy Trust, and may appoint Directors to the Board of the Academy Trust in agreement with all other Trust members.

Trustees

The Trustees (Directors) who served during the period and up to the date of approval of the report are included on page 1.

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Trustees (continued)

All new Trustees receive an induction on appointment and receive regular briefings from the ESLT and other senior leaders. All Members, Trustees and Governors have access to GovernorHub, a comprehensive online governance portal which includes online training and resources. All Members, Trustees and Governors have access to Educare, a comprehensive online training package, as well as the National Governance Association's online training modules, both of which offer key compliance modules around safeguarding, health and safety and equality and diversity, as well as wider areas of interest. The College also offers bespoke training sessions on request. Additionally, the College and OHCAT jointly hold an annual governors' conference, offering Trustees and LGB governors across both organisations the chance to take part in training and development opportunities as well as networking. The 2021-22 governor conference was held in October 2021, with an agenda that included strategic updates, safeguarding and health and safety training, and discussion on the portfolio governance system.

All new Governors receive a comprehensive induction pack and an introductory training session and are actively encouraged to participate in the relevant training offered, enabling them to understand their role within the College and the wider family formed with OHC&AT. As part of the portfolio governance arrangements, portfolio holders are also paired with members of College staff and expected to meet two to three times each year, or more as required, to discuss progress and any issues that may have arisen.

Key management personnel

The Trustees consider the key management personnel for the College to include:

- ◆ The Trustees: and
- ◆ The Executive Senior Leadership Team:
 - ◇ The CEO
 - ◇ The Executive Principal/Deputy CEO
 - ◇ The College Principal
 - ◇ The Chief Finance Officer
 - ◇ The Chief Operating Officer
 - ◇ The Executive Director of Development

The Executive Senior Leadership Team (except for the College Principal) all offer their services on a Service Level Agreement arrangement with OHCAT and are not employees of the College.

The OHC&AT Board has appointed an OHC&AT Remuneration Committee to consider salaries for senior post holders including the key management personnel of the College.

The OHC&AT Remuneration Committee is comprised of four members as follows:

- ◆ Chair of OHC Board of Trustees
- ◆ Chair of OHCAT Board of Trustees.
- ◆ OHC Trustee
- ◆ OHCAT Trustee

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Key Management Personnel (continued)

The quorum for the meeting is two members (one member from each Board). The Remuneration Committee makes recommendations to the OHC&AT Board for approval. The Executive Senior Leadership team are awarded a spot salary. The Trustees, except for the CEO, who is also a Trustee of the charitable company, did not receive any remuneration for their services to the College in the period of report; as noted above, the CEO is remunerated by Orchard Hill College Academy Trust and the College is recharged by the Academy Trust for his time under a service level agreement.

The following factors are taken into account when considering the level of remuneration:

- ◆ Skills, experience and responsibilities;
- ◆ Performance appraisals;
- ◆ Annual turnover;
- ◆ Range of salaries for senior post holders in similar organisations;
- ◆ Retention;
- ◆ Average cost of living and incremental pay for all staff; and
- ◆ Role changes.

Statement of Trustees' responsibilities

The Trustees (who are also Directors of Orchard Hill College for the purposes of company law) are responsible for preparing the Trustees' report and 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 which give a true and fair view of the state of affairs of the charitable company and of 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 then apply them consistently;
- ◆ observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102);
- ◆ make judgements and estimates that are reasonable and prudent;
- ◆ state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- ◆ prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company 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 charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Statement of Trustees' responsibilities (continued)

Statement of Trustees' responsibilities (continued) Each of the Trustees confirms that:

- ◆ so far as the Trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- ◆ the Trustee has taken all the steps that he/she ought to have taken as a Trustee in order to make himself/herself aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

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

FUTURE PLANS

Orchard Hill College and the OHC&AT family of providers

Orchard Hill College, together with Orchard Hill College Academy Trust, operates as a collaborative family of specialist providers. Our mission is to support, enable and champion the talents, skills and rights of the most complex and vulnerable people in our society, in order that we can release their potential, promote their wellbeing and transform their lives. As a community of learners, families and colleagues we believe that by working collaboratively, with energy and ambition, we can always effect positive change. At the core of our ethos is the conviction that there should be no limit placed on what is possible and that everyone has the ability to be the very best they can be.

Our learners require and receive a high-quality blended offer within their local context in order to meet their different needs and ambitions. By working together as a family, we can maximise the benefits to our pupils and students from having staff, leaders, governance and associates with extensive expertise and experience in both the special and mainstream sectors, from pre-school through to Further Education (FE).

Currently, the College offers specialist educational programmes for pupils and students aged 16 and over in six main centres and additional satellite provision in London and Surrey. The Trust operates 15 academies. Provision is organised on a hub model, with College centres and schools clustered around four hubs: Sutton and Croydon, North West London and Slough, South West London, and Surrey and Sussex. The hub model supports effective cross-organisational working and best use of resources to benefit every OHC&AT student. The College operates in a combination of co-located and community-based centres, offering a curriculum closely aligned to the needs of pupils in each hub who are leaving OHCAT schools to attend the College. Each hub develops or forms partnerships with providers to ensure that resourced facilities may be accessed by multiple OHC&AT provisions as required; this may include vocational facilities, digital hubs, generic/specialist sports facilities, independent living practice suites.

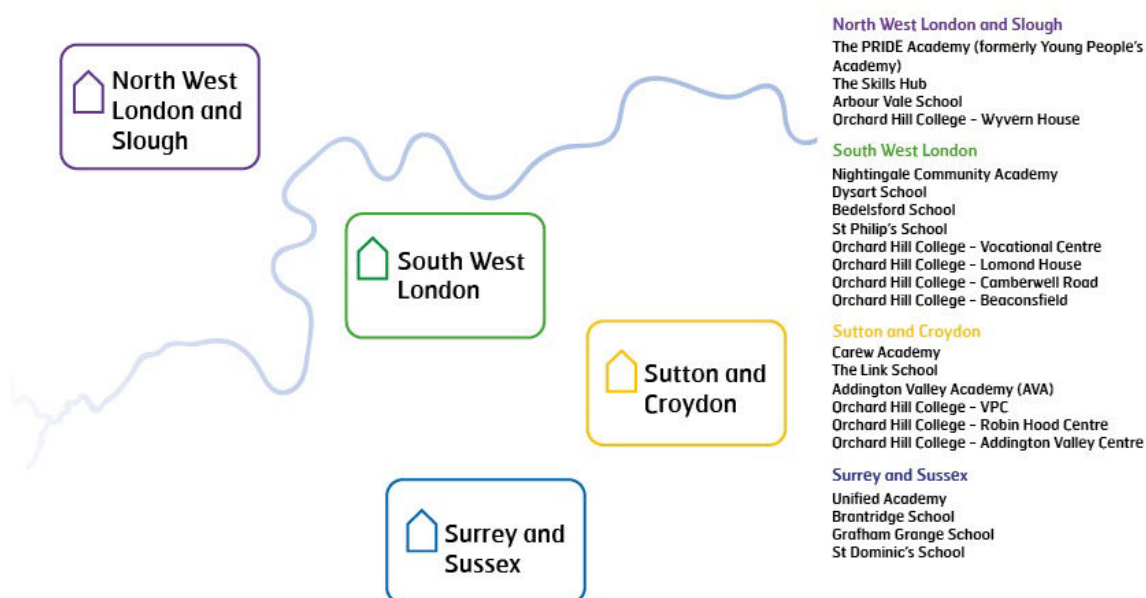
The regional model is now well embedded across the organisation. OHC&AT operates a four-hub model:

- ◆ Sutton and Croydon – OHC Vocational Progression Centre, OHC Quadrant House, plus Carew Academy, The Link Primary School, The Link Secondary School and Addington Valley Academy;

FUTURE PLANS (continued)

Orchard Hill College and the OHC&AT family of providers (continued)

- ◆ Northwest London and Slough – OHC Wyvern House (closed in July 2022 and replaced by Park View in August 2023), plus The PRIDE Academy (formerly Young People's Academy), The Skills Hub and Arbour Vale School;
- ◆ Southwest London – OHC Beaconsfield, OHC Lomond House, OHC Camberwell Road, OHC Vocational Centre, plus Dysart School, St Philip's School, Bedelsford School and Nightingale Community Academy;
- ◆ Surrey and Sussex – St Dominic's School, Grafham Grange School, Brantridge School, Unified Academy.



The development of the hub model has supported both College and Trust to offset potential limitations associated with geographical dispersion. By growing local excellence alongside OHCAT academies, the College has been able to smooth transitions for students, provide additional learning opportunities through shared facilities and resources, and enable staff to build networks and share expertise. Each member of the College Senior Leadership Team acts as Regional Lead for a specific area or areas, liaising closely with both College centre staff and OHCAT academies in the hub to ensure that quality assurance, compliance processes and responsive localised support are robust.

The period under discussion has seen the continuation of a planned shift in focus and a further evolution of strategic priorities. Building on the rapid growth and expansion of OHC&AT's (which implicitly implies the College) first seven years, phase two of the organisational strategy is structured around the following key priorities:

- ◆ Quality, standards and reputation: ensuring life-changing outcomes, meaningful destinations and quality of life for every young person within the organisation, through the delivery of consistently

excellent teaching and learning across a rich and relevant curriculum offer;

FUTURE PLANS (continued)

Orchard Hill College and the OHC&AT family of providers (continued)

- ◆ Innovation and specialism: growing and developing the existing wealth of specialist knowledge within the organisation through the establishment of internal and external professional networks, robust impact measurement processes that feed into year-on-year strategic plans, and active engagement in research;
- ◆ Development and growth: taking an ambitious, judicious approach to securing the future of the organisation, through capacity building, maximising financial probity and efficiency, and the
- ◆ Strategic improvement of estates;
- ◆ System leadership: building influence and advocacy, and ensuring compliance and accountability, through a strong organisational culture that promotes responsive governance and leadership at all levels;
- ◆ Nurturing talent: future-proofing the organisation through a strategic approach to recruitment and retention, including training and development opportunities and career pathways that enable every staff member to maximise their potential within the College and the Trust.

In alignment with these strategic priorities, the College's immediate future plans include further development of premises to meet local need, ongoing staff and whole organisational development around the specialisms associated with the cohort, and the further development of the digital offer to support students in and out of College. Following the successful addition of OHC Camberwell Road in 2020-21, OHC Robin Hood Lane opened in Sutton from September 2021, providing space for up to 30 Workstart and apprenticeship students as well as classroom space and a resource library for the Diploma in Education & Training. OHC and OHCAT continue to work with Achieving for Children (AfC), which provides children's services in Kingston, and Kingston Council to progress a proposal for a post-16 SEND campus for OHC and Dysart, St Philip's and Bedelsford schools. The proposed campus is intended to offer local pathways to some young people already attending the special schools and to other local young people attending nearby who might benefit from having additional post-16 choice. As well as classroom spaces for young people with different needs and abilities, the campus would aim to ensure the provision of a flat for independent-living practice and a wide range of vocational workshops giving young people sustainable employability skills.

The College also ended its occupation of Wyvern House at the end of the 2021/22 academic year and moved this provision in to its new Hillingdon site, Park View, at the start of the 2022/23 academic year. Refurbishment works to the new centre will take at the start of 2022/23.

PRINCIPAL RISKS AND UNCERTAINTIES

The Trustees have assessed the major risks to which the College is exposed and have implemented strategies in order to manage those risks. The following key principles outline the College's approach to risk management and internal control as set out in the Risk Management Policy:

- ◆ The Board of Trustees has responsibility for overseeing risk management within the College as a whole.
- ◆ An open and receptive approach to solving risk problems is adopted by the Board of Trustees.

PRINCIPAL RISKS AND UNCERTAINTIES (continued)

- ◆ The Executive Senior Leadership Team and the Principal support, advise on and implement policies approved by the Board of Trustees.
- ◆ The College makes conservative and prudent recognition and disclosure of the financial and non-financial implications of risks.
- ◆ Senior and middle managers are responsible for ensuring good risk management practice within their designated managed area.
- ◆ Key risk indicators are identified and closely monitored on a regular basis.

Principal risks are detailed in the risk register, which is reviewed by the Board of Trustees each term. Key risks include:

Quality

The College currently operates eight related but separate centres, with additional satellite provision where necessary to meet demand. Ensuring the delivery of a transformative, high quality of education and pastoral care is the central mission of OHC and crucial to its continued success and growth. The College's robust quality and progression monitoring framework is fully embedded, enabling a deep understanding at executive level of each centre and work stream's strengths and areas for development to inform targeted improvement initiatives, underpinned by robust quantitative and qualitative data.

Compliance

The College is geographically dispersed across four regional hubs. In addition, the College works to an underlying principle of localism supported by a central function. Such a local and regional focus means that individual centres can be more responsive to the bespoke nature of their context. It also reduces the risk of micro-management from a central function that may be less well informed about the local landscape and impose less efficacious solutions. Overarching this approach is the core role that OHC&AT plays in the monitoring and assurance of each College centre and work stream and in relation to statutory policies and procedures, key stakeholder engagement and the promotion of OHC's broader mission and vision more widely. The reciprocal risk of this approach is that on matters of compliance, local variations could result in inconsistencies across the organisation. Our well-developed and established risk assessment processes – particularly, but not exclusively, in relation to safeguarding, financial systems, processes and reporting, recruitment and statutory policies – ensure that the College has comprehensive executive oversight of risk and any behaviours that may be sub-optimal in relation to compliance, and is able to intervene appropriately, decisively and in a timely manner.

Recruitment

Recruitment continues to be a risk for the college. Whilst some provisions have more challenges due to local and/or circumstantial reasons, such as Uxbridge and Southwark all centres are experiencing challenges, which is consistent with the national picture. The cost-of-living challenges, alongside Covid and (no doubt at least to an extent, Brexit), coupled with higher rates of pay being offered in some other industries (for example retail), have made it more challenging to recruit to roles at the lower end of the pay scales. It is particularly difficult to attract Teaching Assistants and other support staff. This also applies to Integrated Services for the College (therapy and nursing), as availability of skilled personnel in this sector is diminishing. However, HR have diligently supported overseas recruitment for several members of Integrated Services staff and worked with key stakeholders to implement a reviewed set of terms and conditions for Integrated Services personnel that benchmark to the NHS Agenda for Change.

PRINCIPAL RISKS AND UNCERTAINTIES (continued)

Recruitment (continued)

Over the past five years, the College has seen significant growth not only in numbers on roll but also the wide range of need and especially over the last few years we have seen an increasing pattern of students presenting with more profound and complex need which cannot be met within some of our centres. This is particularly pertinent for students within our two centres VPC and Lomond. By way of example, since 2018, Lomond college centre has provided 136 places to Southwark young people but we have not been able to provide places for a further 79 young people in that time.

The critical challenge currently facing the College is working within the constraints that some of the current buildings have. It has now come to a point where we have a mismatch between some of the accommodation and the demand for more complex student places. In order to meet the increased demand, we do need to work in partnership with local authorities to purchase or secure long term leases with enough building capacity to offer an innovative curriculum, to enable more young people to study in their local areas.

Infrastructure and capacity

In order to most effectively meet its strategic aims and objectives, the College requires an infrastructure for its business support services that enables it to operate in an efficient, coordinated and reliable way. Systems and processes are well established, appropriately supported and remain under active review by ESLT and Trustees in order to ensure that they are effective and fit for purpose. Central support, as well as delivery to students, requires sufficient capacity, in terms of quality, number of personnel and coherent organisational management in order to promote exceptional outcomes.

As both an outstanding provider and the sponsor of an Academy Trust, the College faces a range of potential challenges to its ability to continuously deliver high quality education and related services. The College and the Trust have taken steps to more closely align themselves in recent years, which increases the risk of issues impacting on both organisations rather than individually. The College has developed robust succession planning arrangements, developing leadership within the organisation and recruiting high quality staff in order to increase capacity, while strengthening cross-organisational support systems that encourage knowledge sharing and staff support targeted at areas of high demand. Internal reporting mechanisms have been synchronised across both organisations, allowing senior leaders to anticipate support needs and act rapidly in order to mitigate risk.

Over-expansion

Any organisation that expands too rapidly risks downturns in the quality of provision and financial overstretch, to the detriment of its reputation and quality. OHC has agreed a three-year strategy that allows for growth while retaining the focus on quality, standards and wellbeing. The current strategic focus is on growth in numbers of provisions through building on existing commissioning, as well as deepening and maturing the College's work so that best practice is consolidated.

Business continuity

Interruptions to typical activity can have a negative impact on the offer provided to OHC students. In a dynamically shifting national, regional and local landscape, threats to normal business continuity are real and to the fore. OHC has a secure ethos, a clearly defined headline mission and vision, and a well-articulated and understood set of values, in addition to an effective and responsive business support service. These combine to support the College to continue to deliver to a high standard even if working practices need to be adapted. Our suite of risk assessment and monitoring supports a detailed understanding of the overall operational picture across OHC at any given time.

PRINCIPAL RISKS AND UNCERTAINTIES (continued)

Funding

The College is reliant on Government funding to support students whose additional support needs carry costs that exceed most other forms of ongoing funding. Variations in the funding methodology and levels of resource, as well as changes in eligibility criteria and uncertainty associated with major political events, create potential risk. OHC engages proactively with funding bodies to raise awareness of the potential impact of planned actions and maintains strong working relationships with external agencies in order to ensure that productive dialogue takes place at local, regional and national level. This risk is particularly acute in the forthcoming academic year and beyond, as inflation has significantly increased (to levels around 10% at the time of writing) this is directly impacting on the cost of attracting and retaining staff, the procurement of goods and services, in particular energy and the cost of borrowing which would be needed to support our estates strategy. This alongside a downward pressure to reduce pricing will have a double effect.

Risk Management

OHC regularly reviews the key risks to which its operations are exposed, together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Trustees are of the view that there is a formal ongoing process for identifying, evaluating and managing the College's significant risks. In addition, factors are in place that provide the Trustees with the capacity to deal with issues or problems that occur, for example, calling on an experienced, capable Executive Senior Leadership Team, which can act quickly in response to unexpected events through forward planning, policies and insurance and through holding appropriate reserves. Additionally, the Board of Trustees has established an Audit & Risk Committee and a Finance & Resources Committee; membership of these committees is drawn from both OHC and OHCAT Trustees, and they report to the Trustees as a whole.

The overall responsibilities for the Audit Committee, on behalf of the OHC Trustees, are:

- ◆ Internal scrutiny – to have in place a process for checking financial systems, controls, transactions and risks and quality of provision.
- ◆ To achieve internal scrutiny which delivers objective and independent assurance.
- ◆ To provide assurance to Trustees that risks are being adequately identified and managed by:
 - ◆ reviewing the risks; and
 - ◆ agreeing a programme of work to address and provide assurance on those risks.

A risk report is submitted to the Trustees at each meeting and operational risks are reviewed at regular meetings of the Executive Senior Leadership Team and the CEO.

Trustees' report, including Strategic Report, approved by the Board of Trustees and signed on its behalf by:



Mr P Lauener
Trustee

9th December 2022

Date: Independent auditor's report to the members of Orchard Hill College

Opinion

We have audited the financial statements of Orchard Hill College (the 'College') for the year ended 31 July 2022 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, the principal accounting policies, and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law 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 College's affairs as at 31 July 2022 and of its income and expenditure for the year then ended;
- ◆ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ◆ have been prepared in accordance with the requirements of the 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 College 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 College'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 and financial statements other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report and financial statements. 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.

Other information (continued)

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.

Opinions on other matters prescribed by the Companies Act 2006

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

- ◆ the information given in the trustees' report, which is also the directors' report for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- ◆ the trustees' report, which is also the directors' report for the purposes of company law, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the College and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report including the strategic report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- ◆ adequate accounting records have not been kept; 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.

Responsibilities of Trustees

In the light of the knowledge and understanding of the College and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report including the strategic report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- ◆ adequate accounting records have not been kept; 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.

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 College through discussions with management, and from our 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 College, including the Charities Act 2011, Companies Act 2006, funding agreements with the ESFA and associated funding rules, ESFA regulations, data protection legislation, anti-bribery, safeguarding, employment, health and safety legislation;
- ◆ we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- ◆ identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the College'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; and

Auditor's responsibilities for the audit of the financial statements (continued)

- ♦ assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias;

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 trustee meetings; and
- ♦ enquiring of management as to actual and potential litigation and claims.

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 is available on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the College's members, as a body, in accordance with the College's Articles of Government / Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the College'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 College and the College's members as a body, for our audit work, for this report, or for the opinions we have formed.



Katharine Patel (Senior Statutory Auditor)
For and on behalf of Buzzacott LLP
Statutory Auditor
130 Wood Street
London
EC2V 6DL

Date: 19 December 2022

Statement of financial activities Year to 31 July 2022

Income and expenditure account	Notes	Unrestricted funds £'000	Restricted funds £'000	31 July 2022 Total funds £'000	31 July 2021 Total funds £'000
Income from:					
Donations and legacies	1	16	—	16	1,026
Charitable activities					
. Provision of education	2	17,252	159	17,411	16,339
Other trading activities	3	274	—	274	80
Investments	4	4	—	4	1
Other items: pension liability transferred	5	—	—	—	456
Total income		17,546	159	17,705	17,902
Expenditure on:					
Charitable activities					
. Provision of education	6	19,523	159	19,682	16,976
Total expenditure		19,523	159	19,682	16,976
Net (expenditure) / income		(1,977)	—	(1,977)	926
Other recognised gains and losses					
Actuarial gains (losses) on defined benefit pension scheme	19	8,298	—	8,298	(3,016)
Net movement in funds		6,321	—	6,321	(2,090)
Reconciliation of funds					
Fund balances brought forward at 1 August 2021		(5,112)	—	(5,112)	(3,022)
Fund balances carried forward at 31 July 2022		1,209	—	1,209	(5,112)

All recognised gains and losses are included in the above statement of financial activities.

All of the College's activities derived from continuing operations during the period of report.

Balance Sheet 31 July 2022

	Notes	31 July 2022 £'000	31 July 2022 £'000	31 July 2021 £'000	31 July 2021 £'000
Fixed assets					
Tangible assets	11		4,897		5,450
Current assets					
Debtors	12	1,216		995	
Cash at bank and in hand		7,185		6,729	
		<u>8,401</u>		<u>7,724</u>	
Creditors: amounts falling due within one year	13	<u>(2,675)</u>		<u>(2,686)</u>	
Net current assets			5,726		5,038
Total assets less current liabilities			<u>10,623</u>		<u>10,488</u>
Creditors: amounts falling due after more than one year	14		(1,265)		(1,285)
Net assets excluding pension liability			<u>9,358</u>		<u>9,203</u>
Defined benefit pension scheme liability	19		(8,149)		(14,315)
Total net assets / (liabilities)			<u>1,209</u>		<u>(5,112)</u>
The funds of the College:					
Unrestricted funds					
. Tangible fixed assets fund	15		3,612		4,147
. Pensions reserve fund	16		(8,149)		(14,315)
. General fund	18		5,746		5,056
			<u>1,209</u>		<u>(5,112)</u>

Approved by the Board of Trustees and signed on its behalf by:



Mr P Lauener
Trustee

Date: 9 December 2022

Statement of cash flows 31 July 2022

	Notes	31 July 2022 £'000	31 July 2021 £'000
Cash flows from operating activities:			
Net cash provided by operating activities	A	982	1,367
Cash flows from investing activities:			
Bank interest receivable		4	1
Purchase of tangible fixed assets		(494)	(855)
Net cash used in investing activities		(490)	(854)
Cash flows from financing activities:			
Interest on finance lease obligation		(18)	(15)
Repayment of finance lease obligation		(18)	—
Net cash used in financing activities		(36)	(15)
Change in cash and cash equivalents in the year		456	498
Cash and cash equivalents at 1 August 2021	B	6,729	6,231
Cash and cash equivalents at 31 July 2022	B	7,185	6,729

Notes to the statement of cash flows for the year ended 31 July 2022

A Reconciliation of net income to net cash provided by operating activities

	31 July 2022 £'000	31 July 2021 £'000
Net (expenditure) / income (as per the statement of financial activities)	(1,977)	926
Adjustments for:		
Depreciation charge	529	555
Loss on disposal of tangible fixed assets	518	—
Defined benefit pension scheme service cost adjustment	1,888	1,071
Defined benefit pension scheme finance cost adjustment	244	149
Adjustment in respect of value of property inherited at conversion from LA	—	(660)
Adjustment in respect of finance lease inherited at conversion from LA	—	(251)
Pension liability transferred to Orchard Hill College Academy Trust	—	(456)
Interest receivable	(4)	(1)
Interest payable on finance lease obligation	18	15
Decrease / (increase) in debtors	56	(365)
(Decrease) / Increase in creditors	(290)	384
Net cash provided by operating activities	982	1,367

B Analysis of cash and cash equivalents

	31 July 2022 £'000	31 July 2021 £'000
Cash at bank and in hand	6,729	6,231
Change in cash and cash equivalents in the year	456	498
Total cash and cash equivalents	7,185	6,729

Statement of cash flows 31 July 2022

C Analysis of change in net debt

	1 August 2021 £'000	Cashflows £'000	31 July 2022 £'000
Cash at bank	6,729	456	7,185
Loans falling due within one year	(18)	(2)	(20)
Loans falling due after more than one year	(1,285)	20	(1,265)
Total	5,426	474	5,900

Principal accounting policies 31 July 2022

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are laid out below.

Basis of preparation

These financial statements have been prepared for the year ended 31 July 2022. The comparative results are for the year ended 31 July 2021.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these accounts.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (Charities SORP FRS102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The College constitutes a public benefit entity as defined by FRS 102.

The financial statements are presented in sterling and are rounded to the nearest thousand pounds.

Critical accounting estimates and areas of judgement

Preparation of the financial statements requires the Trustees and management to make significant judgements and estimates.

The items in the accounts where these judgements and estimates have been made include:

- ◆ the useful economic lives attributed to tangible fixed assets used to determine the annual depreciation charge;
- ◆ the assumptions adopted by the Trustees and management in determining the value of any designations required from the College's general unrestricted funds;
- ◆ the present value of the Local Government Pension Scheme defined benefit liability depends on several factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost for pensions include the discount rate and salary increase rate. Any changes in these assumptions, which are disclosed in note 19, will impact the carrying amount of the pension liability; and
- ◆ the discount rate applied in relation to the carrying value of building finance lease obligations.

Assessment of going concern

The Trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The Trustees have made this assessment in respect to a period of at least one year from the date of approval of these financial statements.

The Trustees of the College have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the College to continue as a going concern. The Trustees are of the opinion that the College will have sufficient resources to meet its liabilities as they fall due.

Assessment of going concern (continued)

In forming this assessment, the Trustees have considered the impact of the current coronavirus pandemic on the College's activities with a particular focus on its effect on the College's financial position including income, expenditure and reserves; the College's beneficiaries; and its employees. Whilst we acknowledge the disruption caused by the pandemic to the College's day-to-day operations, we confirm that we do not consider this to be cause for material uncertainty in respect to the College's ability to continue as a going concern. The College has sufficient liquid resources to continue for the foreseeable future, despite the current crisis.

Income

Income is recognised in the year in which the College has entitlement to the income, the amount of income can be measured reliably, and it is probable that the income will be received.

Grants

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

Tuition fees and educational contracts

Fee and educational contract income is recognised in the year in which the education was delivered.

Donations

Donations are recognised on a receivable basis (where there are no performance-related conditions) where the receipt is probable and the amount can be reliably measured.

Assets donated to the College by Orchard Hill College Academy Trust have been accounted for based on the net book value of the asset in the Academy Trust balance sheet immediately before the date of transfer.

Net assets donated to the College by the London Borough of Sutton have been accounted for using the acquisition method. The assets and liabilities transferred were valued at their fair value and recognised in the balance sheet under the appropriate headings with a corresponding net amount recognised as net income in the statement of financial activities as donations income.

Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the College; this is normally upon notification of the interest paid or payable by the bank.

Expenditure

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

Expenditure (continued)

Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources.

Expenditure headings are as follows:

- a. Expenditure on raising funds - This includes all expenditure incurred by the College to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.
- b. Expenditure on charitable activities - These are costs incurred on the College's educational operations, including support costs and costs relating to the governance of the College. Governance costs comprise the costs involving the public accountability of the College (including audit costs) and costs in respect to its compliance with regulation and good practice.

All expenditure is inclusive of irrecoverable VAT.

Tangible fixed assets

All assets costing more than £2,000 and with an expected useful life exceeding one year are capitalised.

All assets are stated at cost less depreciation.

Depreciation has been calculated at the following rates in order to write off each asset over its estimated useful life:

- ◆ Leasehold Buildings – to match the length of the lease subject to impairment review.
- ◆ Motor Vehicles - 25% (4 years) straight line.
- ◆ Furniture & Equipment - 25% (4 years) straight line.
- ◆ Computer Equipment & Software - 33.33% (3 years) straight line.
- ◆ Major Works (£50,000 - £100,000) - 10%-20% (5-10 years) straight line.

Depreciation on assets in the course of construction is not charged until they are brought into use.

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition. Deposits for more than three months but less than one year have been disclosed as short-term deposits. Cash placed on deposit for more than one year is disclosed as a fixed asset investment.

Creditors and provisions

Creditors and provisions 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. Creditors and provisions are recognised at the amount the College anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Pension costs

Retirement benefits to employees of the College are provided by the Teachers' Pension Scheme ('TPS') and the Local Government Pension Scheme ('LGPS'). These are defined benefit schemes.

The TPS is an unfunded scheme and contributions are calculated to spread the cost of pensions over employees' working lives with the College in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary based on quadrennial valuations using a prospective unit credit method. The TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions recognised in the year to which they relate.

The LGPS is a funded scheme, and the assets are held separately from those of the College in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high-quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. The amounts charged to operating surplus are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred.

Net interest on the net defined benefit liability is also recognised in the statement of financial activities and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest income on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses.

Actuarial gains and losses are recognised immediately in other recognised gains and losses.

Leased assets

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

Assets held under finance leases and hire purchase contracts are capitalised and depreciated over their useful economic lives (or the term of lease if shorter). The corresponding lease or hire purchase obligation is treated in the balance sheet as a liability. The interest element of rental obligations is charged to the statement of financial activities over the year of the lease at a constant proportion of the outstanding balance of capital repayments.

Principal accounting policies 31 July 2022

Fund accounting

Restricted funds are monies raised for, and their use restricted to, a specific purpose, or donations subject to donor-imposed conditions.

Designated funds comprise monies set aside out of unrestricted funds for specific future purposes or projects, including:

- ◆ The tangible fixed assets fund represents the net book value of the College's tangible fixed assets.
- ◆ The pension reserve fund represents the net defined benefit pension scheme liability in respect to the LGPS.

Unrestricted general funds comprise those monies which may be used towards meeting the objectives of the College at the discretion of the Trustees.

1 Income from donations and legacies

	Unrestricted funds	
	31 July 2022 Total funds £'000	31 July 2021 Total funds £'000
Donations	16	—
Adjustment to net assets transferred from the London Borough of Sutton in October 2015 (see below)	—	1,026
	16	1,026

The long leasehold interest in various properties transferred from the London Borough of Sutton to Orchard Hill College in October 2015. These properties were originally recognised on the College's balance sheet based upon an estimate of its fair value which, in the absence of sufficient market activity data at the time, was determined with professional assistance with reference to the properties' depreciated replacement cost. For one such property, better information pertaining to the property's market value at October 2015 has since become available, and as such, an adjustment was made in the year ending 31 July 2021. The original book value of the property (taken to be its deemed cost for reporting purposes going forward) - had an uplift of £660,000. The valuation was determined with professional assistance.

The finance lease obligation of a second property transferred from the London Borough of Sutton in October 2015 had been overstated as the primary rent had been calculated for the full term of the lease (March 2049) despite there being a rent-free period between April 2029 and March 2049. As a result, the liability on conversion had been overstated by £366,000 (note 14) this was corrected in the year ending 31 July 2021.

Overall, the total adjustment for the year ending 31 July 2021 to the net assets transferred from the local authority is £1,026,000.

2 Income from charitable activities: Provision of education

	Unrestricted funds £'000	Restricted funds £'000	31 July 2022 Total funds £'000	31 July 2021 Total funds £'000
Educational Skills Funding Agency:				
- 16-19 funding	4,058	47	4,105	3,701
- 19+ funding	971	(2)	969	1,040
Local Authority educational contracts	11,944	—	11,944	11,005
Other educational operations	279	—	279	483
Covid-19 additional funding (DfE/ESFA)				
- Catch-up premium (Tuition Fund)	—	114	114	41
- Mass testing funding	—	—	—	22
Covid-19 additional funding (non-DfE/ESFA)	—	—	—	47
Total 2022	17,252	159	17,411	16,339
Total 2021	16,170	169	16,339	

3 Income from other trading activities

	Unrestricted funds	
	31 July 2021 £'000	31 July 2021 £'000
Miscellaneous income	274	80

4 Income from investments

	Unrestricted funds	
	31 July 2022 £'000	31 July 2021 £'000
Bank interest receivable	4	1

5 Income from other items

	Unrestricted funds	
	31 July 2022 £'000	31 July 2021 £'000
Pension liability transferred to Orchard Hill College Academy Trust (see below)	—	456

In October 2018, 73 members of central services staff were transferred from Orchard Hill College to Orchard Hill College Academy Trust. During the year ended 31 July 2021, additional employees were identified and their net liability of £456,000 was transferred to the Academy Trust.

6 Expenditure on charitable activities: Provision of education

	Unrestricted funds £'000	Restricted funds £'000	31 July 2022 Total funds £'000	31 July 2021 Total funds £'000
Staff costs (note 9)	13,476	—	13,476	11,261
Educational supplies	733	159	892	1,133
Allocated support costs (note 7)	5,314	—	5,314	4,582
	19,523	159	19,682	16,976
Year ended 31 July 2021	16,831	145	16,976	

7 Support costs

	Unrestricted funds	
	31 July 2022 Total funds £'000	31 July 2021 Total funds £'000
Premises costs	2,582	2,043
Administration costs	2,678	2,502
Legal and professional fees	17	11
Governance costs (note 8)	37	26
	5,314	4,582

Administration costs above include £2,267,560 for the core service charge and business support services bought from Orchard Hill College Academy Trust (2021: £2,191,737). See also note 20 to these financial statements.

8 Governance costs

	Unrestricted funds	
	31 July 2022 £'000	31 July 2021 £'000
External auditor's remuneration		
- Audit services	24	20
- Other services	5	3
Internal auditor's remuneration	8	3
	37	26

9 Staff costs

	31 July 2022 £'000	31 July 2021 £'000
Wages and salaries	9,528	8,215
Social security costs	653	603
Pension costs:		
. TPS contributions payable	438	470
. LGPS contributions payable	973	865
. LGPS service cost adjustment	1,888	1,071
Severance payments	(4)	37
	13,476	11,261

Staff numbers

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

	31 July 2022 Number	31 July 2021 Number
Lecturers & management	59	45
Teaching support staff	199	196
Admin staff	11	18
	269	259

9 Staff costs (continued)

Staff numbers (continued)

The number of employees whose annualised emoluments (including taxable benefits in kind but excluding employer pension costs) exceeded £60,000 were as follows:

	31 July 2022 Number	31 July 2021 Number
£60,001 - £70,000	2	4
£70,001 - £80,000	4	3
£90,001 - £100,000	—	2
£100,001 - £110,000	1	—

Remuneration of key management personnel

The Trustees consider that they, together with the Executive Senior Leadership Team, comprise the key management personnel of the charity in charge of directing and controlling, running and operating the College on a day-to-day basis.

Trustees were not remunerated for their services to the College apart from the CEO, who is an employee of Orchard Hill College Academy Trust, and is remunerated by the College under a service level agreement with the Academy Trust (see note 20 Related Party Transactions).

The total remuneration of the Principal for the year ended 31 July 2022 (including employer pension contributions and employer national insurance contributions) was £139,000 (2021: £136,000 for services to Orchard Hill College and Orchard Hill College Academy Trust).

Other members of the Executive Senior Leadership Team are employed by Orchard Hill College Academy Trust and the split of the remuneration attributable to the College and the Academy Trust individually cannot be determined with sufficient reliability. The total remuneration (including employer pension contributions and employer national insurance contributions) of the Executive Senior Leadership Team (payable by Orchard Hill College Academy Trust) for the year ended 31 July 2022 was £795,000 (2021: £653,000).

As noted in the Trustees' report, Orchard Hill College continues to be the academy sponsor of Orchard Hill College Academy Trust. Further information regarding transactions between the College and the Academy Trust is given in note 20.

Trustees' expenses

Trustees may claim reimbursement for any out-of-pocket expenditure incurred in connection with their duties as Trustees of the College. During the year ended 31 July 2022, no trustee received reimbursement for travel and subsistence expenses (2021: £NIL).

10 Net income for the year

This is stated after charging:

	31 July 2022 £'000	31 July 2021 £'000
Staff costs (note 9)	14,423	11,261
Depreciation (note 11)	529	555
Operating lease rentals	214	83
External auditor's remuneration	29	23

11 Tangible assets

	Long leasehold buildings £'000	Furniture and equipment £'000	Motor vehicles £'000	Total £'000
Cost or valuation				
At 1 August 2021	5,951	2,393	123	8,467
Additions	378	116	—	494
Disposals	(790)	(28)	—	(818)
At 31 July 2022	<u>5,539</u>	<u>2,481</u>	<u>123</u>	<u>8,143</u>
Depreciation				
At 1 August 2021	999	1,895	123	3,017
Charge for the year	314	215	—	529
Released on disposal	(272)	(28)	—	(300)
At 31 July 2022	<u>1,041</u>	<u>2,082</u>	<u>123</u>	<u>3,246</u>
Net book values				
At 31 July 2022	<u>4,498</u>	<u>399</u>	<u>—</u>	<u>4,897</u>
At 1 August 2021	<u>4,952</u>	<u>498</u>	<u>—</u>	<u>5,450</u>

At 31 July 2022, the College had capital commitments of £509,282 (2021: £381,000) in respect of orders placed for the year, these related to building works and motor vehicles.

12 Debtors

	31 July 2022 £'000	31 July 2021 £'000
Educational fees receivable	179	212
Due from Orchard Hill College Academy Trust (note 20)	297	269
Prepayments and accrued income	460	514
Other debtors	280	—
	<u>1,216</u>	<u>995</u>

Notes to the financial statements 31 July 2022

13 Creditors: amounts falling due within one year

	31 July 2022 £'000	31 July 2021 £'000
Expense creditors	54	351
Accruals	670	772
Due to Orchard Hill College Academy Trust (note 20)	626	—
Deferred income	518	196
Finance lease obligation (note 14)	20	18
Other taxation and social security	285	307
Other creditors	502	1,042
	2,675	2,686
Movements on deferred income (included above)		
Balance brought forward at 1 August 2021	196	471
Income deferred in current reporting year end	518	196
Amounts released to income from prior reporting year end	(196)	(471)
Balance carried forward at 31 July 2022	518	196

Deferred income in the main relates to funding received in advance from the ESFA and local authorities.

14 Creditors: amounts falling due after one year

	31 July 2022 £'000	31 July 2021 £'000
Finance lease obligation	1,265	1,285
	1,265	1,285

At 31 July 2022, the present value of future minimum lease payments in respect to finance lease obligations for the College was as follows:

	31 July 2022 £'000	31 July 2021 £'000
Amounts falling due within one year (note 13)	20	18
Amounts falling due after one year:		
. Amounts falling due between one to two years	22	19
. Amounts falling due between two to five years	81	74
. Amounts falling due after more than five years	1,162	1,192
	1,265	1,285
	1,285	1,303

The above obligations are in respect to long-leasehold properties transferred from the London Borough of Sutton and have been discounted at a rate of 4%.

15 Tangible fixed assets fund

	£'000
At 1 August 2021	4,147
Net movement in year	(535)
At 31 July 2022	3,612

The tangible fixed assets fund represents the net book value of the College's tangible fixed assets net of associated finance lease obligations. A decision was made to separate this fund from the general funds and other funds of the College in recognition of the fact that the tangible fixed assets are essential to the day-to-day work of the College and as such their value should not be regarded as funds that would be realisable with ease, in order to meet future contingencies.

16 Pension reserve fund

	£'000
At 1 August 2021	(14,315)
Net movement in year	6,166
At 31 July 2022	(8,149)

The pension reserve fund represents the College's share of the net liability in respect of the Local Government Pension Scheme. This fund has been separated on the College's balance sheet in order to distinguish the liability from the operational liabilities which form part of the College's working capital.

17 Restricted funds

The income funds of the College include restricted funds comprising the following balances of donations and grants held on trust to be applied for specific purposes.

	At 1 August 2021 £'000	Income £'000	Expenditure £'000	At 31 July 2022 £'000
Covid-19 funding	—	114	(114)	—
Other restricted DfE/ESFA funding	—	45	(45)	—
	—	159	(159)	—

The specific purposes for which the monies are held are as follows:

- ◆ Covid-19 funding

This comprises monies received from government to provide additional financial support to the College with managing the disruption caused by Covid-19

- ◆ Other restricted DfE/ESFA funding

This comprises monies received from government, the use of which is limited to very specific purposes in line with the grant conditions.

18 Analysis of net liabilities between funds

	Unrestricted funds			Restricted funds £'000	2022 Total funds £'000
	General funds £'000	Tangible fixed assets fund £'000	Pensions reserve fund £'000		
Tangible fixed assets	—	4,897	—	—	4,897
Debtors	1,216	—	—	—	1,216
Cash at bank and in hand	7,185	—	—	—	7,185
Creditors due within one year	(2,655)	(20)	—	—	(2,675)
Creditors due after more than one year	—	(1,265)	—	—	(1,265)
Defined benefit pension liability	—	—	(8,149)	—	(8,149)
	5,746	3,612	(8,149)	—	1,209

19 Pension and similar obligations

The College's employees belong to two principal pension schemes: the Teachers' Pension Scheme England and Wales (TPS) for academic and related staff; and the Local Government Pension Scheme (LGPS) for non-teaching staff, which is managed by London Borough of Sutton Pension Fund. Both are multi-employer defined benefit schemes.

The latest actuarial valuation of the TPS and of the LGPS related to the period 31 March 2019.

Contributions amounting to £134,707 (2021: £139,116) were payable to the schemes at 31 July 2022 and are included within creditors.

Teachers' Pension Scheme

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pension Scheme Regulations 2014. These regulations apply to teachers in schools, colleges and other educational establishments. Membership is automatic for teachers and lecturers at eligible institutions. Teachers and lecturers have the option to opt out of the TPS following enrolment.

The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis – these contributions, along with those made by employers, are credited to the Exchequer under arrangements governed by the above Act. Retirement and other pension benefits are paid by public funds provided by Parliament.

Valuation of the Teachers' Pension Scheme

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

- ♦ employer contribution rates set at 23.68% of pensionable pay (including a 0.08% administration levy);

19 Pension and similar obligations (continued)

Valuation of the Teachers' Pension Scheme (continued)

- ◆ total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £218,100 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £196,100 million, giving a notional past service deficit of £22,000 million;
- ◆ the SCAPE rate, set by HMT, is used to determine the notional investment return. The current SCAPE rate is 2.4% above the rate of CPI. assumed real rate of return is 2.4% in excess of prices and 2% in excess of earnings. The rate of real earnings growth is assumed to be 2.2%. The assumed nominal rate of return including earnings growth is 4.45%.

The next valuation result is due to be implemented from 1 April 2024.

The employer's pension costs paid to TPS during the year amounted £438,000 (2021: £470,000).

A full copy of the valuation report and supporting documentation can be found on the Teachers' Pension Scheme website.

Under the definitions set out in FRS 102, the TPS is a multi-employer pension scheme. The College has accounted for its contributions to the scheme as if it were a defined contribution scheme. The College has set out above the information available on the scheme.

Local Government Pension Scheme (LGPS)

The LGPS is a funded defined-benefit scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 July 2022 was £1,216,000 (2021: £1,113,000), of which employer's contributions totalled £947,000 (2021: £870,000) and employees' contributions totalled £269,000 (2021: £243,000)

Principal actuarial assumptions	At 31 July 2022 %	At 31 July 2021 %
Rate of increase in salaries	3.70	3.75
Rate of increase for pensions in payment	2.70	2.75
Discount rate for scheme liabilities	3.50	1.60
Inflation assumption (CPI)	2.70	2.75

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

	At 31 July 2022 Years	At 31 July 2021 Years
<i>Retiring today</i>		
Males	21.4	21.6
Females	24.1	24.3
<i>Retiring in 20 years</i>		
Males	22.9	22.9
Females	25.8	25.7

19 Pension and similar obligations (continued)

Local Government Pension Scheme (LGPS) (continued)

	Fair value at 31 July 2022 £'000	Fair value at 31 July 2021 £'000
The College's share of the assets in the scheme were:		
Equities	3,838	3,619
Bonds	1,599	1,301
Property	704	566
Cash	256	170
Total market value of assets	6,397	5,656

The actual return on scheme assets was £495,000 (2021: £529,000). During the year the College had a change of actuary from Barnett Waddingham to Hymans.

	31 July 2022 £'000	31 July 2021 £'000
Amounts recognised in statement of financial activities		
Current service costs	2,835	1,071
Net interest cost	244	149
Net liability transferred to Orchard Hill College Academy Trust (note 5)	—	(456)
	3,079	764

	31 July 2022 £'000	31 July 2021 £'000
Changes in the present value of defined benefit obligations were as follows:		
Opening balance	19,971	15,083
Current service cost	2,835	1,941
Interest cost	343	197
Employee contributions	269	243
Actuarial (gain) / loss	(8,793)	3,545
Benefits paid	(79)	(27)
Liability transferred to Orchard Hill College Academy Trust (note 5)	—	(1,011)
At 31 July 2022	14,546	19,971

19 Pension and similar obligations (continued)

Local Government Pension Scheme (LGPS) (continued)

	31 July 2022 £'000	31 July 2021 £'000
Changes in the fair value of the College's share of scheme assets:		
Opening balance	5,656	4,548
Interest income	99	55
Actuarial (loss) / gain	(495)	529
Employer contributions	947	870
Employee contributions	269	243
Benefits paid	(79)	(27)
Administration expenses	—	(7)
Assets transferred to Orchard Hill College Academy Trust (note 5)	—	(555)
At 31 July 2022	6,397	5,656

20 Related party transactions

Owing to the nature of the College's operations and the composition of the Governing Body being drawn from local public and private sector organisations. It is inevitable that transactions will take place with organisations in which a Governor may have an interest. All transactions involving such organisations are conducted at arm's length and in accordance with the College's financial regulations and normal procurement procedures.

Related party income

The College has formalised a service level agreement with OHCAT and its academies for the provision of learning support services which, for the year ended 31 July 2022, amounted to £78,155 (2021: £297,000). The total value of services to individual academies and the central MAT during the year was as follows:

	2022 £	2021 £
Orchard Hill College Academy Trust	56,037	169,144
Carew Academy	1,950	2,674
Young People's Academy	250	1,442
The Skills Hub	—	117
Bedelsford School	3,353	51,045
Dysart School	4,576	583
St Philip's School	411	4,936
Nightingale Community Academy	—	19,471
The Link Primary School	2,965	2,435
The Link Secondary School	7,601	9,871
Brantridge	—	600
Grafham Grange	—	895
St Dominic's	675	9,502
Arbour Vale School	—	17,197
Unified Academy	337	6,516
Addington Valley Academy	—	525
	78,155	296,953

20 Related party transactions (continued)

Related party expenditure

The College has a Service Level Agreement with Orchard Hill College Academy Trust for the provision of business support services, including leadership, IT, MIS, Marketing, HR & Payroll and Finance.

The following services were provided at-cost basis during the period:

	At 31 July 2022 £	At 31 July 2021 £
Leadership	—	10,384
PA support	31,814	50,021
Finance	289,307	232,708
HR	150,752	140,411
Governance	10,411	22,305
Marketing	62,443	48,426
IT	179,596	220,586
MIS	9,658	111,741
Facilities	277,195	280,220
Safeguarding	15,721	—
Training	19,146	—
Occupational Health	15,259	—
Legal	1,800	—
Core service contribution	1,204,458	1,074,935
	2,267,560	2,191,737

In addition to the above, the following transactions took place between the College and individual academies within the Academy Trust:

- ◆ A College centre is based at one of the academies of Orchard Hill College Academy Trust; the College pays rent of £39,975 (2021: £39,975);
- ◆ During 2021-22, College students accessed a vocational provision delivered by one of the academies; the cost of these courses amounted to £58,000 (2021: £90,000).
- ◆ The College has a service level agreement to reimburse the Academy Trust for costs incurred in relation to Garratt House, a College site transferred from the Academy Trust on a 50-year lease. In the year to 31 July 2022, the College paid £11,388 (2021: £11,032);
- ◆ All of these transactions were provided by Orchard Hill College Academy Trust at cost.

The amount due from the Academy Trust to the College at 31 July 2022 was £297,000 as disclosed in note 12 (2021: £269,000).

The amount due to the Academy Trust from the College at 31 July 2022 was £626,000 as disclosed in note 13 (2021: £nil), the majority of which relates to a VAT payment from the VAT group, which relates to OHCAT.

21 Operating lease commitments

At 31 July 2022, the total of the College's future minimum lease payments under non-cancellable operating leases was as follows:

	At 31 July 2022 £'000	At 31 July 2021 £'000
Amounts due within one year	503	487
Amounts due within one to two years	412	404
Amounts due after more than five years	412	408
	1,327	1,299

22 Comparative information

Analysis of income and expenditure account for the year ended 31 July 2021 between restricted and unrestricted funds:

	Unrestricted funds £'000	Restricted funds £'000	31 July 2021 Total funds £'000	31 July 2020 Total funds £'000
Income and expenditure account				
Income from:				
Donations and legacies	1,026	—	1,026	452
Charitable activities				
. Provision of education	16,156	183	16,339	14,399
Other trading activities	80	—	80	3
Investments	1	—	1	6
Other items: pension liability transferred	456	—	456	0
Total income	17,719	183	17,902	14,860
Expenditure on:				
Charitable activities				
. Provision of education	16,831	145	16,976	13,772
Total expenditure	16,831	145	16,976	13,772
Net income before transfers	888	38	926	1,088
Transfer between funds	38	(38)	—	—
Net income	926	—	926	1,088
Other recognised gains and losses				
Actuarial losses on defined benefit pension scheme	(3,016)	—	(3,016)	(4,694)
Net movement in funds	(2,090)	—	(2,090)	(3,606)
Reconciliation of funds				
Fund balances brought forward at 1 August 2020	(3,022)	—	(3,022)	584
Fund balances carried forward at 31 July 2021	(5,112)	—	(5,112)	(3,022)

Accounts

Orchard Hill College

Annual Report and Financial Statements

31 July 2022

Charity Registration Number
1144922

Company Registration Number
07586715 (England and Wales)

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Members	John Brown Darren Coghlan Peter Holmes Roger Mills
Trustees / Directors	Peter Lauener (Chair) Rama Venchard (Vice Chair) John Prior (CEO) Akansha Arya (Appointed 25.3.22) Julie Avis Simon Fryer
Principal office	8th Floor Quadrant House The Quadrant Sutton Surrey SM2 5AS
Telephone	0345 402 0453
Website	www.orchardhill.ac.uk
Charity Registration Number	1144922
Company Registration Number	07586715 (England and Wales)
Executive Senior Leadership Team	
CEO	John Prior
Chief Finance Officer	Corrina Jenkins
Chief Operating Officer	Stuart Dixon
Executive Principal/ Deputy CEO	Laurie Cornwell
Principal	Kelly Phillips
Executive Director of Development	Lynn Barratt
External Auditor	Buzzacott LLP 130 Wood Street London EC2V 6DL

Internal Auditor TIAA Ltd
Artillery House, Fort Fareham
Newgate Lane
Fareham
PO14 1AH

Bankers Lloyds Bank Plc
49/53 High Street
Sutton
Surrey
SM1 1DT

Barclays Corporate Banking
1 Churchhill Place
Canary Wharf
London
E14 5HP

Solicitors Veale Wasborough Vizards
Orchard Court
Orchard Lane
Bristol
BS1 5WS

The Trustees present their statutory report together with the financial statements of Orchard Hill College ('OHC' or 'the College') for the year ended 31 July 2022.

The report has been prepared in accordance with Part 8 of the Charities Act 2011 and it is also the report of the directors for the purposes of the Companies Act 2006.

The financial statements have been prepared in accordance with the accounting policies set out on pages 28 to 32 and comply with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102).

It should be noted that the directors of Orchard Hill College are the Trustees and as such both terms are used interchangeably throughout this report.

OBJECTIVES AND ACTIVITIES

Orchard Hill College is a specialist college committed to offering social and vocational opportunities for students in the heart of their communities. Our vision statement is "Building Futures, Changing Lives" and this commitment informs everything we do.

Our provision is open to students over the age of 16 with a wide range of additional needs. All students are individual, and each programme is as unique as they are. Operating out of eight main centres and additional satellite provision across London and Surrey, our programmes are designed to support and empower each student to achieve their aspirations and goals, whilst developing skills to prepare them for adulthood. Alongside this, we work closely with families, local authorities, community stakeholders and other external partners in order to broker strong community partnerships that will support our students to build meaningful and fulfilling lives.

As a charity, our objects are to advance education, training, vocational and occupational opportunities for the benefit of the public in the following ways:

- ◆ promoting and widening participation in education, training, vocational and occupational opportunities, particularly for students with complex/profound/severe learning difficulties and/or disabilities and those who have been previously excluded from such opportunities and supporting practitioners who work with such students;
- ◆ improving the quality of education, training, work placements and employment prospects, particularly for students with complex/profound/severe learning difficulties and/or disabilities and those who have not previously been equitably represented in such opportunities and supporting practitioners who work with such students;
- ◆ recognising progress in all forms: promoting and improving access to education, training, work and employment opportunities, through the development and promotion of resources, provision, organisations and systems; and
- ◆ any other activity in its own work or work with others not covered by the above which, in the view of the Trustees directly enhances the charity's activities and objectives.

Public benefit

In formulating the College's aims and in planning its activities, the Trustees confirm that they have had due regard to the general guidance published by the Charity Commission on public benefit.

ACHIEVEMENTS AND PERFORMANCE

Orchard Hill College (OHC) is an outstanding college and continues to be so. The College provides exceptional opportunities for learning and meeting the needs and aspirations of its students. Orchard Hill College works closely with its many communities and commissioners, including 28 local authorities, to ensure that it is always responsive to increased student demand which is growing year on year. Specialist centres are sited in Camberwell, Kingston, Wandsworth, Carshalton, Sutton and Hillingdon.

Orchard Hill College is an Independent Specialist College listed in Section 41 of the Children and Families Act 2014 and also delivers work-related training through a GLA (AEB) funding grant as well as apprenticeship delivery. The College delivers the highly regarded Diploma in Education & Training (SEND pathway), validated by Canterbury Christchurch College University. The College continues to be listed on the Register of Apprenticeship Training Providers; all providers were invited to reapply in 21-22 as part of a full refresh of the Register in which no previous information was considered by the ESFA. OHC's application was submitted in November 2021 and subsequently approved.

Overall student numbers increased from 354 in 2020-21 to 411 in 2021-22, an increase of 14%, with overall retention at 97%. Across all courses and centres the quality of education students receive continues to be outstanding. Typically 100% of teaching is at least Good or better. The overall effectiveness of teaching is quality assured using the Teacher Evaluation Schedule (TES).

OHC students help to design their programmes to achieve their aspirations and goals, whilst developing their skills and talents to become more independent in their lives in the future. The College is a busy, diverse and vibrant place to work and study, with a high focus on vocational programmes together with being part of the local communities it serves.

The College was re-accredited with the Matrix Standard in January 2022 which affirms the many areas of outstanding practice, particularly in relation to careers education, information, advice and guidance (CEIAG), and how the College has evolved over the last three years since the last inspection, as well as the College's response to Covid so that students could progress through the swift development of the recovery curriculum.

The majority of students attend a full-time course. There are two course offers:

- ◆ Foundation Skills for Life which is a specialist Post-19 programmes for students with complex, profound, and severe learning difficulties and/or disabilities, and;
- ◆ Skills for Work and Living, for students with an aspiration or an identified outcome in employment.

Both courses have four study programmes which are related to preparation for adulthood outcomes (employment, independent living, good health and friends and relationships in the community) and lead to individualised destinations in work, living and community. Students attending these programmes grew from 252 in 2020-21 to 284 students in 2021-22, an 11% increase, with retention at 97% for the year. Achievements remained high in 2021-22: of the 37 students on high needs programmes who were working towards accreditation, 100% achieved accreditation relevant to their individual Education and Healthcare Plan (EHCP) and life goal. Within high needs programmes, overall sustainability of destinations after College remained strong, with 95% of students sustaining their onward destination 6 months after leaving OHC. Whilst not possible to compare pre-Covid sustainability data, this figure still represents strong outcomes for these students and is reflective of our aspirational approach within the College.

ACHIEVEMENTS AND PERFORMANCE (continued)

The College offers a range of work-related learning courses. The WorkStart programme suite comprises Supported Internships, Traineeships, inclusive Apprenticeships, Project Search, Pathway to Employment and Preparation for Employment. These programmes provide opportunities for students to gain relevant employability qualifications and work experience and to define their working ambitions for the future. They also give students, where appropriate, the opportunity to work towards achieving Functional Skills qualifications in English and maths. The courses are open to students who have experienced barriers to learning, including young people who are NEET (not in education, employment or training) as well as students with a learning difficulty or disability. A significant cohort of the students also have complex behaviours of concerns aligned to their disabilities. Numbers on Workstart programmes grew from 102 in 2020-21 to 127 in 2021-22, an increase of 20%. Outcomes continued to be positive for Workstart students: overall retention during 2021-22 was 97%, with 90% of students on these programmes progressing into work and/or further education. OHC is the education provider for Project Search in Hillingdon, working with the Local Authority and Hillingdon Autistic Care and Support to deliver one-year supported internships with the aim of securing paid employment for participants. During 2021-22, the College was named as education provider in a similar partnership with Sutton & St Helier Hospital. Project Search will commence in Sutton from September 2022.

The College has effective links with over 80 employers and community-based programmes; these provide outstanding progression into local supported living schemes, supported employment, internships and volunteering and Further Education and Adult Community programmes, as well as enhancing students' educational and pastoral experience during their time with us. In addition to existing partnerships, new projects initiated throughout the year include: working with Crawley College and AoC to broaden access to mainstream FE provision for young people with medical needs; a partnership with Kingston University which has successfully enabled students' access to software such as Spotify; and a five-year funded project with SeeAbility and the NHS, improving OHC students' access to eye care in order to improve cognitive and communicative ability.

The College offers apprenticeship programmes in Customer Service and Supporting Teaching and Learning and specialises in inclusive apprenticeships. The apprenticeship programme was inspected by Ofsted for the first time in November 2019 and was judged as Good. Our robust internal assessment, that includes the judicious use of Ofsted-trained external verifiers, which evidences that the programme continues to be Good. Apprentices are making good progress and taking on more responsibilities in the workplace. 10 apprentices had timely completion rates in 2021-22 with 100% retention and 100% achievement rates, and 90% remain in employment. 4 inclusive apprenticeships are included in the above figures. 70% gained a Distinction grade following End Point Assessment.

Throughout 2021-22 the College continued to follow all Covid-19 guidance with risk assessments in place and remained open throughout this period. OHC continued to implement its award-winning recovery curriculum, which supports students in returning to College following Covid disruption including blended/home learning, isolation or shielding. The Covid Catch-up fund has been used effectively to support the safeguarding, mental health and wellbeing of students. To ensure that the additional funds were deployed to students, the College set up the Creative Arts Therapist locum team, which worked across all regions, offering a range of responsive therapy, including Art Therapy, Music Therapy and Drama therapy to students who had been impacted by covid, whether via a direct bereavement or heightened anxiety following the pandemic or other concerns. This enabled the College to respond quickly to urgent referrals, picking up students within 1-3 weeks from referral. The College did see a rise in referrals around anxiety and were able to respond swiftly. Twenty students were able to be referred and picked up between January and July 2022 for an immediate response, including three urgent safeguarding concerns.

ACHIEVEMENTS AND PERFORMANCE (continued)

In 2021-22 the College also launched the Duke of Edinburgh Award Scheme, with 13 students completing their gold achievers, bronze and silver awards. In December 2021 the lecturer leading on DoE was one of only 50 people nationwide to be recognised with a prestigious Duke of Edinburgh coin.

Safeguarding across the College continues to be outstanding, underpinned by a robust set of policies, procedures and training for all staff, which are informed by the SEND-specialist knowledge of OHC leaders and practitioners. All staff receive training as part of their annual safeguarding update as well as bespoke training and refreshers throughout the year. The College Designated Safeguarding Lead (DSL) works closely with the Director of Safeguarding & Wellbeing and participates in the cross-organisational DSLs' network with OHCAT DSLs. This has continued to be a rich source of knowledge exchange and resource sharing throughout 2021-22, enabling a consistent and evidence-led response to current safeguarding issues, as well as greater triangulation of compliance requirements. Through delivery of a bespoke curriculum including relationships, sex and health education, e-safety and British values, students learn how to safeguard themselves and how to apply this knowledge in a variety of settings, particularly focusing on contextual safeguarding in their local communities.

The College continues its journey in securing Trauma Informed status. The process of becoming trauma informed has involved training at all levels, enabling staff to feel more confident when supporting students who may require additional support with their mental health. Following 2020-21's whole staff and Senior Leadership training, in 2021-22 five members of staff obtained their Diploma in Trauma and Mental Health. As a result, key staff are able to support across the College with the wider strategy, which includes approaches and training. In 2021-22 the College also expanded its pool of trained Mental Health First Aiders (MHFAs) and implemented a supervision programme for MHFAs, to further strengthen support for students and staff.

OHC has a comprehensive and highly effectively CPD (Continuing Professional Development) programme in place to ensure that staff receive high quality training and development pertinent to their job role and to support succession planning. All staff access regular training on key compliance areas such as safeguarding, Positive Behaviour Support (PBS) and Team Teach, manual handling and therapeutic approaches to underpin curriculum delivery, as well as a range of specialist CPD focused on best practice within SEND. Alongside regular INSET days, OHC runs a full Training Week in October half term and an annual Development Planning Day for all staff. Training Week took place 18-22nd October 2022 across all centres, with staff accessing individualised training programmes spanning compliance matters and specialism-focused content. Development Planning Day was held at Twickenham Stadium on 22nd April 2022, with keynotes from external speakers on exploitation and gang violence, as well as staff wellbeing within an educational context, alongside OHC and wider Trust updates, strategic discussions and team building exercises.

The College delivers the Diploma in Education & Training (DET) SEND specialist pathway, validated by Canterbury Christ Church University (CCCU), which offers staff a route into qualified teaching and a clear career progression pathway within the organisation. During 2021-22, 14 OHC and Trust staff joined in Year 1 and the full cohort of 16 staff progressed to Year 2 of the course. In addition, 13 external DET students took up the specialist pathway, enabling OHC to further disseminate SEND best practice to organisations including Ambitious About Autism, White Rocks Farm, Beyond Autism and Drumbeat School.

ACHIEVEMENTS AND PERFORMANCE (continued)

OHC offers Level 1 and 2 Functional Skills in maths and English for all staff members who do not yet hold such qualifications. During 2021-22, the College delivered Level 1 and 2 Functional Skills English and maths courses to staff from OHC and OHCAT. Leaders and managers have an individualised CPD programme, including one Deputy Principal undertaking an NPQH and one Head of College undertaking a Level 7 leadership and management apprenticeship.

The Principal and Senior Leadership Team (SLT) continue to make a regional and national contribution to government and advisory groups, influencing policy for the benefit of all students and the wider community. During 2021-22 members of the College SLT were represented on national, regional and local bodies including:

- ◆ London Councils' Young People Education and Skills Board
- ◆ The London Implementation Group
- ◆ Natspec's national committee
- ◆ PBS Alliance National Steering Group and Schools and Colleges Community of Practice,
- ◆ Contributing to National Guidelines in Learning Disabilities for The Royal College of Speech & Language Therapy
- ◆ AoC's Prevent Pilot Board
- ◆ AoC's Sports Inclusion Hub
- ◆ Sutton Local Safeguarding Board

The College Senior Leadership Team are regularly asked to speak regularly at regional and national conferences.

The wider OHC&AT team also includes current and former badged Ofsted inspectors for both schools and further education. During 2021-22, articles on College practice were published in the NASEN journal and SEN magazine.

Orchard Hill College sponsors Orchard Hill College Academy Trust, which supports the development of high-quality educational provision for children and young people with SEND. The symbiotic relationship between College and Trust promotes collaborative working and enables a two-way flow of best practice and specialist knowledge which enriches and strengthens the student experience on both sides, as well as smoothing transitions for students moving from school to College. Working as a group enables the College to share good practice, to gain from the knowledge and expertise of colleagues in the academies, and to support smoother transitions for the students who are moving from school to college.

FINANCIAL REVIEW

Results for the year

A summary of the results for the year can be found on page 24 of the financial statements.

Income for the year totalled £17,705,000 (2021: £17,902,000). The major part of this income is in relation to core grants from the Education and Skills Funding Agency (ESFA) of £5,074,000 (2021: £4,742,000), funding from Local Authorities for educational contracts of £11,944,000 (2021: £11,005,000) and services provided to academies of £78,000 (2021: £297,000).

FINANCIAL REVIEW (continued)

Results for the year (continued)

Expenditure for the year, which principally related to the provision of education, totalled £19,682,000 (2021: £16,976,000).

The net loss for the year ended 31 July as shown on the statement of financial activities was £1,977,000 (2021: net income of £926,000). Excluding the pension current service cost and interest cost adjustments in relation to the Local Government Scheme required by FRS 102 of £2,132,000 (2021: £1,220,000), the net position would be a surplus of £155,000 (2021: surplus of £664,000).

Financial position and reserves policy

As at 31 July 2022, the balance sheet included net assets totalling £1,209,000 (2021: net liabilities of £5,112,000). This is comprised of:

- ◆ The Tangible Fixed Assets fund of £3,612,000 (2021: £4,147,000). This fund represents the net book value of the College's tangible fixed assets net of any associated lease obligations and has been separated on the balance sheet in recognition of the fact that these assets are essential to the day-to-day operation of the College, and the value of the assets can therefore not be considered as realisable. During the year there was a relocation of one of the centres in Hillingdon, this has resulted in a write off of assets and a provision for potential dilapidation costs in the current year.
- ◆ The negative Pension Reserve fund of £8,149,000 (2021: £14,315,000). This fund reflects the College's share of the net liability in respect of the Local Government Pension Scheme. This fund has been separated on the College's balance sheet in order to distinguish the liability from the operational liabilities which form part of the College's working capital.
- ◆ The Unrestricted General Fund of £5,746,000 (2021: £5,056,000) are funds which are not represented by the tangible fixed assets fund, the pension reserve fund, restricted, or otherwise designated, and are in effect the College's free reserves which are immediately available for general charitable use.

Maintaining an appropriate level of financial reserves is considered essential in protecting the charity from financial risk generated by, for example:

- ◆ Income reduction due to Government funding changes;
- ◆ Unexpected falls in student numbers;
- ◆ Cash flow issues due to delays in receipt of funding; and
- ◆ Emergencies.

In general, it is considered prudent to maintain a level of usable reserves sufficient to cover unexpected and unplanned events so that the individual College's primary objective is preserved. At the same time, the College wishes to ensure that it uses its funding to benefit the students in its care which implies an imperative to consider actively the use of reserves to enhance educational provision.

The Board of Trustees monitors levels of reserves in financial reports provided by the Chief Finance Officer. Trustees look to ensure that a prudent level of reserves is maintained, bearing in mind the recurrent spending needs to ensure high quality provision. In deciding the level of reserves, Trustees take into account the following:

FINANCIAL REVIEW (continued)

Financial position and reserves policy (continued)

- ◆ One month's salary bill;
- ◆ The College's annual budget;

The need for any large project spend such as facilities development or building condition needs; Any uncertainty, turbulence or expected reduction in funding arrangements, including the level of transitional protection within the College funding and its expiry date; and

Anticipated funding over the next three years. As a prudent measure, the College will aim for between 45 and 60 consecutive days of free reserves based on annual expenditure before depreciation and pension adjustments.

During the year the College achieved free reserves of 120 days based on the free reserves balance at 31 July 2022 of £5,746,000 (£5,056,000) (2021: 121 days). General reserves will support the next phase of investment in the College premises, including the refurbishment of the Hillingdon site, as identified in the estate's strategy. Furthermore, £138,000 has been ring-fenced for LGPS deficit repayments due between August 2022 and March 2023.

Fundraising

The College accesses funds for specific projects that will benefit existing and future students where funds for these projects cannot be accessed via existing channels i.e. government education funding. The College will access funds for projects that will provide opportunities and enhance the learning experience and environment for students.

The code of fundraising practice is followed (<https://www.fundraisingregulator.org.uk/code>).

The College does not use commercial organisations to support its fundraising activities. There were no complaints concerning the College's fundraising activities during the year.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

The College is an independent charitable company. The Company Registration Number is 07586715 and the Charity Registration number is 1144922. The College's primary governance document is the Articles of Association.

As a charity and company limited by guarantee, Orchard Hill College is governed by a Board of Directors (also referred to as Trustees) who are responsible for, and oversee, the management and administration of the College. The Trustees have overall responsibility and ultimate decision-making authority for all the work of the College. This is largely exercised through strategic planning and the setting of policy. It is managed through business planning, monitoring of budgets, performance management, the setting of standards and the implementation of quality management processes.

The Trustees (who are ultimately responsible for the delivery of the College's objectives) are supported by an Executive Senior Leadership Team (ESLT) which includes the CEO, College Principal, Executive Principal/Deputy CEO, the Chief Finance Officer, the Chief Operating Officer and the Executive Director of Development. The services of ESLT (excluding the College Principal) are provided to the College by OHCAT as part of the core service charge service level agreement.

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Constitution (continued)

Local governance of the College falls to the College Committee, which is a committee formed by the Directors and which derives its power from them. The College Committee is responsible for fulfilling a largely strategic role in the conduct of the College and is supported by the College Senior Leadership Team (SLT) in conjunction with the Principal who is responsible for the internal organisation, management and control of the College. The Directors may also delegate responsibility to the Principal.

The College's Senior Leadership Team comprises the Principal, five Heads of College and four deputy Heads of College, who oversee the curriculum budgets of the College centres along with a Director of Operations, who helps to oversee all the College centres.

The College employs a Head of Corporate Governance, an experienced Governance professional with over 30 years' experience in the governance sector. The Head of Corporate Governance reports directly to the Executive Director of Development who is qualified and experienced in corporate and school governance.

The Head of Corporate Governance maintains her professional development through engaging in regular training and further education briefings. These have been online this year due to the pandemic. She is also a member of the FE Clerks' network, a forum that shares good practice and information from the FE Governance sector.

Orchard Hill College has four Members, to whom the Board of Trustees report (see page 1 for details). The College operates a portfolio governance system, assigning strategic areas to directors and governors of the College Committee via skills matching. The portfolio governance arrangements for Directors and College Committee members which existed during the financial year is set out below:

Organisational structure

Portfolio	OHC Director	OHC Committee member
Ethos, Vision and Strategy	Peter Lauener	Dave Hobday
Teaching and Learning	Vacancy	Michele Humphreys
Finance and Resources	Akansha Arya (appointed 25.3.22)	Akansha Arya
Health and Safety, Safeguarding and Child Protection	Julie Avis	Neil Mears
Business Development and Marketing	Rama Venchard	Helen Norris
HR and Organisational Development	Simon Fryer	Ric Adams

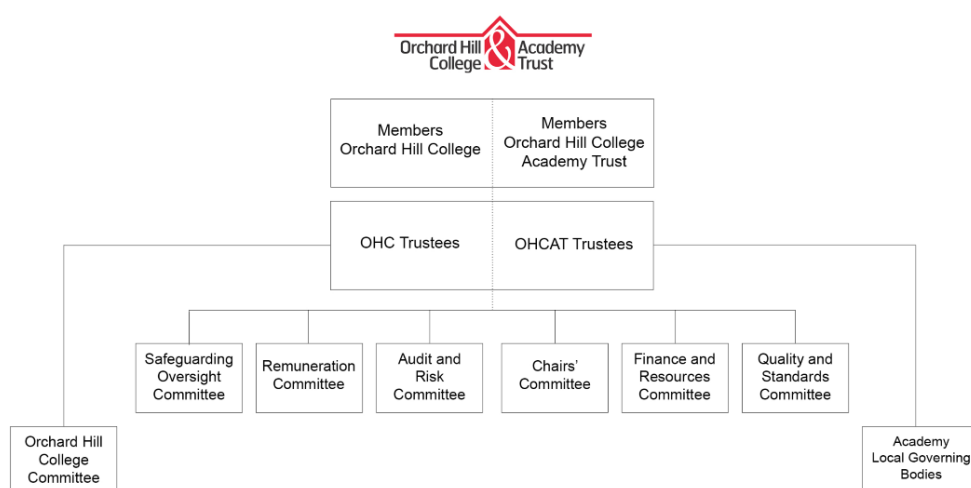
The Board normally meets formally three times a year during the second half of each term. To maintain financial oversight, the Chief Financial Officer also meets with the Finance Portfolio holder termly, the Finance Portfolio holder will feedback on these meetings to other Board members between formal meetings. During the period that the Finance and Resources Portfolio Holder post was vacant (Until March 2022), oversight was delegated to the OHCAT Finance Portfolio Holder in order to ensure continuity of financial probity and scrutiny. In addition, TIAA Ltd performed an annual Internal Audit programme to provide Trustees with additional assurances on key risks focussing on Key Finance Systems, Procurement, Risk Management, Safeguarding, ICT Disaster recovery and GDPR. Financial management is monitored by the Executive Senior Leadership Team at monthly meetings and through regular departmental budget meetings.

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Organisational structure (continued)

Orchard Hill College Academy Trust was established in 2013 by Orchard Hill College, in response to a request from the London Borough of Sutton and the DfE to sponsor Carew Manor School (now Carew Academy). The College and the Trust are independent legal entities that form a family of providers, collectively known as Orchard Hill College and Academy Trust (OHC&AT), working for the benefit of students and pupils in local communities.

The College and the Academy Trust operate a collaborated 'family' Board of Trustees, as shown below. This model of governance has proven to be a great success, allowing greater coherence in decision-making and greater clarity of communication while retaining the individuality of each organisation. Risk continues to be managed separately and collaboratively, allowing either organisation to retract from the collaboration if required while at the same time promoting transparency. In addition to the Remuneration Committee, the collaborated Board of Trustees also operates an Audit and Risk Committee, Finance and Resources committee, Safeguarding Oversight Committee (first meeting held on 11.06.21), Quality and Standards committee (first meeting held on 10.6.22) and a Chairs' Committee.



Connected organisations

The College and Academy Trust work closely together and are responsive to the requirements of each other and of academies within the Trust. The aligned Executive Senior Leadership Team (ESLT) maintains a close working relationship with the College Senior Leadership Team as well as those of each academy, and learning support is provided to the academies by the College in a number of areas, including therapy, training and digital learning. The Academy Trust provides operational support to the College in a number of areas including HR, IT, Finance and Facilities.

The College is represented as one of the members of the Academy Trust, and may appoint Directors to the Board of the Academy Trust in agreement with all other Trust members.

Trustees

The Trustees (Directors) who served during the period and up to the date of approval of the report are included on page 1.

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Trustees (continued)

All new Trustees receive an induction on appointment and receive regular briefings from the ESLT and other senior leaders. All Members, Trustees and Governors have access to GovernorHub, a comprehensive online governance portal which includes online training and resources. All Members, Trustees and Governors have access to Educare, a comprehensive online training package, as well as the National Governance Association's online training modules, both of which offer key compliance modules around safeguarding, health and safety and equality and diversity, as well as wider areas of interest. The College also offers bespoke training sessions on request. Additionally, the College and OHCAT jointly hold an annual governors' conference, offering Trustees and LGB governors across both organisations the chance to take part in training and development opportunities as well as networking. The 2021-22 governor conference was held in October 2021, with an agenda that included strategic updates, safeguarding and health and safety training, and discussion on the portfolio governance system.

All new Governors receive a comprehensive induction pack and an introductory training session and are actively encouraged to participate in the relevant training offered, enabling them to understand their role within the College and the wider family formed with OHC&AT. As part of the portfolio governance arrangements, portfolio holders are also paired with members of College staff and expected to meet two to three times each year, or more as required, to discuss progress and any issues that may have arisen.

Key management personnel

The Trustees consider the key management personnel for the College to include:

- ◆ The Trustees: and
- ◆ The Executive Senior Leadership Team:
 - ◇ The CEO
 - ◇ The Executive Principal/Deputy CEO
 - ◇ The College Principal
 - ◇ The Chief Finance Officer
 - ◇ The Chief Operating Officer
 - ◇ The Executive Director of Development

The Executive Senior Leadership Team (except for the College Principal) all offer their services on a Service Level Agreement arrangement with OHCAT and are not employees of the College.

The OHC&AT Board has appointed an OHC&AT Remuneration Committee to consider salaries for senior post holders including the key management personnel of the College.

The OHC&AT Remuneration Committee is comprised of four members as follows:

- ◆ Chair of OHC Board of Trustees
- ◆ Chair of OHCAT Board of Trustees.
- ◆ OHC Trustee
- ◆ OHCAT Trustee

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Key Management Personnel (continued)

The quorum for the meeting is two members (one member from each Board). The Remuneration Committee makes recommendations to the OHC&AT Board for approval. The Executive Senior Leadership team are awarded a spot salary. The Trustees, except for the CEO, who is also a Trustee of the charitable company, did not receive any remuneration for their services to the College in the period of report; as noted above, the CEO is remunerated by Orchard Hill College Academy Trust and the College is recharged by the Academy Trust for his time under a service level agreement.

The following factors are taken into account when considering the level of remuneration:

- ◆ Skills, experience and responsibilities;
- ◆ Performance appraisals;
- ◆ Annual turnover;
- ◆ Range of salaries for senior post holders in similar organisations;
- ◆ Retention;
- ◆ Average cost of living and incremental pay for all staff; and
- ◆ Role changes.

Statement of Trustees' responsibilities

The Trustees (who are also Directors of Orchard Hill College for the purposes of company law) are responsible for preparing the Trustees' report and 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 which give a true and fair view of the state of affairs of the charitable company and of 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 then apply them consistently;
- ◆ observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102);
- ◆ make judgements and estimates that are reasonable and prudent;
- ◆ state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- ◆ prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company 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 charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Statement of Trustees' responsibilities (continued)

Statement of Trustees' responsibilities (continued) Each of the Trustees confirms that:

- ◆ so far as the Trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- ◆ the Trustee has taken all the steps that he/she ought to have taken as a Trustee in order to make himself/herself aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

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

FUTURE PLANS

Orchard Hill College and the OHC&AT family of providers

Orchard Hill College, together with Orchard Hill College Academy Trust, operates as a collaborative family of specialist providers. Our mission is to support, enable and champion the talents, skills and rights of the most complex and vulnerable people in our society, in order that we can release their potential, promote their wellbeing and transform their lives. As a community of learners, families and colleagues we believe that by working collaboratively, with energy and ambition, we can always effect positive change. At the core of our ethos is the conviction that there should be no limit placed on what is possible and that everyone has the ability to be the very best they can be.

Our learners require and receive a high-quality blended offer within their local context in order to meet their different needs and ambitions. By working together as a family, we can maximise the benefits to our pupils and students from having staff, leaders, governance and associates with extensive expertise and experience in both the special and mainstream sectors, from pre-school through to Further Education (FE).

Currently, the College offers specialist educational programmes for pupils and students aged 16 and over in six main centres and additional satellite provision in London and Surrey. The Trust operates 15 academies. Provision is organised on a hub model, with College centres and schools clustered around four hubs: Sutton and Croydon, North West London and Slough, South West London, and Surrey and Sussex. The hub model supports effective cross-organisational working and best use of resources to benefit every OHC&AT student. The College operates in a combination of co-located and community-based centres, offering a curriculum closely aligned to the needs of pupils in each hub who are leaving OHC&AT schools to attend the College. Each hub develops or forms partnerships with providers to ensure that resourced facilities may be accessed by multiple OHC&AT provisions as required; this may include vocational facilities, digital hubs, generic/specialist sports facilities, independent living practice suites.

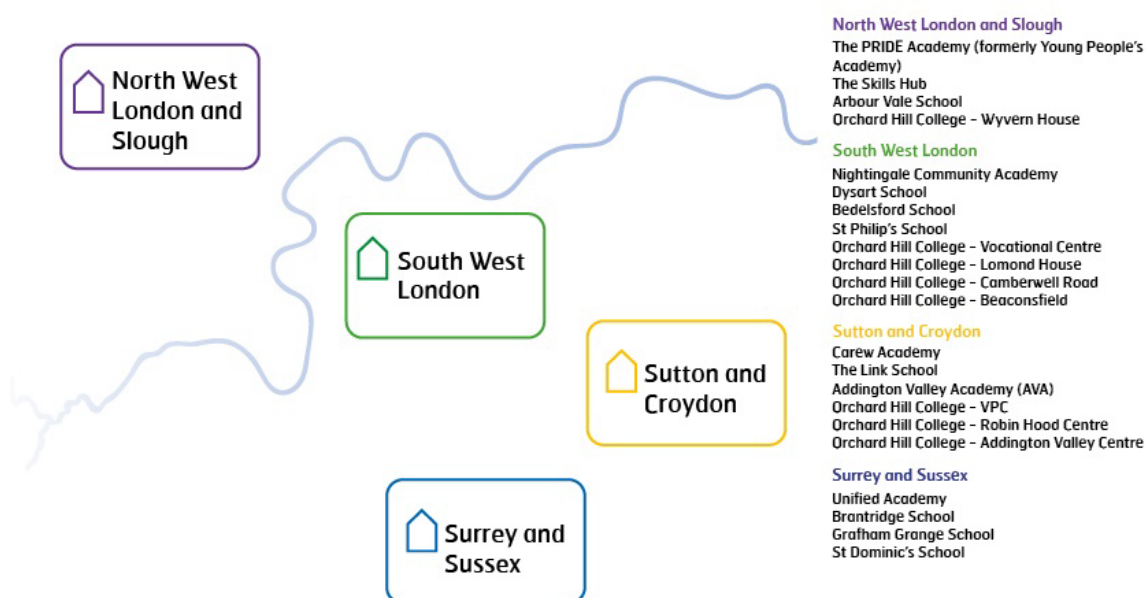
The regional model is now well embedded across the organisation. OHC&AT operates a four-hub model:

- ◆ Sutton and Croydon – OHC Vocational Progression Centre, OHC Quadrant House, plus Carew Academy, The Link Primary School, The Link Secondary School and Addington Valley Academy;

FUTURE PLANS (continued)

Orchard Hill College and the OHC&AT family of providers (continued)

- ◆ Northwest London and Slough – OHC Wyvern House (closed in July 2022 and replaced by Park View in August 2023), plus The PRIDE Academy (formerly Young People's Academy), The Skills Hub and Arbour Vale School;
- ◆ Southwest London – OHC Beaconsfield, OHC Lomond House, OHC Camberwell Road, OHC Vocational Centre, plus Dysart School, St Philip's School, Bedelsford School and Nightingale Community Academy;
- ◆ Surrey and Sussex – St Dominic's School, Grafham Grange School, Brantridge School, Unified Academy.



The development of the hub model has supported both College and Trust to offset potential limitations associated with geographical dispersion. By growing local excellence alongside OHCAT academies, the College has been able to smooth transitions for students, provide additional learning opportunities through shared facilities and resources, and enable staff to build networks and share expertise. Each member of the College Senior Leadership Team acts as Regional Lead for a specific area or areas, liaising closely with both College centre staff and OHCAT academies in the hub to ensure that quality assurance, compliance processes and responsive localised support are robust.

The period under discussion has seen the continuation of a planned shift in focus and a further evolution of strategic priorities. Building on the rapid growth and expansion of OHC&AT's (which implicitly implies the College) first seven years, phase two of the organisational strategy is structured around the following key priorities:

- ◆ Quality, standards and reputation: ensuring life-changing outcomes, meaningful destinations and quality of life for every young person within the organisation, through the delivery of consistently

excellent teaching and learning across a rich and relevant curriculum offer;

FUTURE PLANS (continued)

Orchard Hill College and the OHC&AT family of providers (continued)

- ◆ Innovation and specialism: growing and developing the existing wealth of specialist knowledge within the organisation through the establishment of internal and external professional networks, robust impact measurement processes that feed into year-on-year strategic plans, and active engagement in research;
- ◆ Development and growth: taking an ambitious, judicious approach to securing the future of the organisation, through capacity building, maximising financial probity and efficiency, and the
- ◆ Strategic improvement of estates;
- ◆ System leadership: building influence and advocacy, and ensuring compliance and accountability, through a strong organisational culture that promotes responsive governance and leadership at all levels;
- ◆ Nurturing talent: future-proofing the organisation through a strategic approach to recruitment and retention, including training and development opportunities and career pathways that enable every staff member to maximise their potential within the College and the Trust.

In alignment with these strategic priorities, the College's immediate future plans include further development of premises to meet local need, ongoing staff and whole organisational development around the specialisms associated with the cohort, and the further development of the digital offer to support students in and out of College. Following the successful addition of OHC Camberwell Road in 2020-21, OHC Robin Hood Lane opened in Sutton from September 2021, providing space for up to 30 Workstart and apprenticeship students as well as classroom space and a resource library for the Diploma in Education & Training. OHC and OHCAT continue to work with Achieving for Children (AfC), which provides children's services in Kingston, and Kingston Council to progress a proposal for a post-16 SEND campus for OHC and Dysart, St Philip's and Bedelsford schools. The proposed campus is intended to offer local pathways to some young people already attending the special schools and to other local young people attending nearby who might benefit from having additional post-16 choice. As well as classroom spaces for young people with different needs and abilities, the campus would aim to ensure the provision of a flat for independent-living practice and a wide range of vocational workshops giving young people sustainable employability skills.

The College also ended its occupation of Wyvern House at the end of the 2021/22 academic year and moved this provision in to its new Hillingdon site, Park View, at the start of the 2022/23 academic year. Refurbishment works to the new centre will take at the start of 2022/23.

PRINCIPAL RISKS AND UNCERTAINTIES

The Trustees have assessed the major risks to which the College is exposed and have implemented strategies in order to manage those risks. The following key principles outline the College's approach to risk management and internal control as set out in the Risk Management Policy:

- ◆ The Board of Trustees has responsibility for overseeing risk management within the College as a whole.
- ◆ An open and receptive approach to solving risk problems is adopted by the Board of Trustees.

PRINCIPAL RISKS AND UNCERTAINTIES (continued)

- ◆ The Executive Senior Leadership Team and the Principal support, advise on and implement policies approved by the Board of Trustees.
- ◆ The College makes conservative and prudent recognition and disclosure of the financial and non-financial implications of risks.
- ◆ Senior and middle managers are responsible for ensuring good risk management practice within their designated managed area.
- ◆ Key risk indicators are identified and closely monitored on a regular basis.

Principal risks are detailed in the risk register, which is reviewed by the Board of Trustees each term. Key risks include:

Quality

The College currently operates eight related but separate centres, with additional satellite provision where necessary to meet demand. Ensuring the delivery of a transformative, high quality of education and pastoral care is the central mission of OHC and crucial to its continued success and growth. The College's robust quality and progression monitoring framework is fully embedded, enabling a deep understanding at executive level of each centre and work stream's strengths and areas for development to inform targeted improvement initiatives, underpinned by robust quantitative and qualitative data.

Compliance

The College is geographically dispersed across four regional hubs. In addition, the College works to an underlying principle of localism supported by a central function. Such a local and regional focus means that individual centres can be more responsive to the bespoke nature of their context. It also reduces the risk of micro-management from a central function that may be less well informed about the local landscape and impose less efficacious solutions. Overarching this approach is the core role that OHC&AT plays in the monitoring and assurance of each College centre and work stream and in relation to statutory policies and procedures, key stakeholder engagement and the promotion of OHC's broader mission and vision more widely. The reciprocal risk of this approach is that on matters of compliance, local variations could result in inconsistencies across the organisation. Our well-developed and established risk assessment processes – particularly, but not exclusively, in relation to safeguarding, financial systems, processes and reporting, recruitment and statutory policies – ensure that the College has comprehensive executive oversight of risk and any behaviours that may be sub-optimal in relation to compliance, and is able to intervene appropriately, decisively and in a timely manner.

Recruitment

Recruitment continues to be a risk for the college. Whilst some provisions have more challenges due to local and/or circumstantial reasons, such as Uxbridge and Southwark all centres are experiencing challenges, which is consistent with the national picture. The cost-of-living challenges, alongside Covid and (no doubt at least to an extent, Brexit), coupled with higher rates of pay being offered in some other industries (for example retail), have made it more challenging to recruit to roles at the lower end of the pay scales. It is particularly difficult to attract Teaching Assistants and other support staff. This also applies to Integrated Services for the College (therapy and nursing), as availability of skilled personnel in this sector is diminishing. However, HR have diligently supported overseas recruitment for several members of Integrated Services staff and worked with key stakeholders to implement a reviewed set of terms and conditions for Integrated Services personnel that benchmark to the NHS Agenda for Change.

PRINCIPAL RISKS AND UNCERTAINTIES (continued)

Recruitment (continued)

Over the past five years, the College has seen significant growth not only in numbers on roll but also the wide range of need and especially over the last few years we have seen an increasing pattern of students presenting with more profound and complex need which cannot be met within some of our centres. This is particularly pertinent for students within our two centres VPC and Lomond. By way of example, since 2018, Lomond college centre has provided 136 places to Southwark young people but we have not been able to provide places for a further 79 young people in that time.

The critical challenge currently facing the College is working within the constraints that some of the current buildings have. It has now come to a point where we have a mismatch between some of the accommodation and the demand for more complex student places. In order to meet the increased demand, we do need to work in partnership with local authorities to purchase or secure long term leases with enough building capacity to offer an innovative curriculum, to enable more young people to study in their local areas.

Infrastructure and capacity

In order to most effectively meet its strategic aims and objectives, the College requires an infrastructure for its business support services that enables it to operate in an efficient, coordinated and reliable way. Systems and processes are well established, appropriately supported and remain under active review by ESLT and Trustees in order to ensure that they are effective and fit for purpose. Central support, as well as delivery to students, requires sufficient capacity, in terms of quality, number of personnel and coherent organisational management in order to promote exceptional outcomes.

As both an outstanding provider and the sponsor of an Academy Trust, the College faces a range of potential challenges to its ability to continuously deliver high quality education and related services. The College and the Trust have taken steps to more closely align themselves in recent years, which increases the risk of issues impacting on both organisations rather than individually. The College has developed robust succession planning arrangements, developing leadership within the organisation and recruiting high quality staff in order to increase capacity, while strengthening cross-organisational support systems that encourage knowledge sharing and staff support targeted at areas of high demand. Internal reporting mechanisms have been synchronised across both organisations, allowing senior leaders to anticipate support needs and act rapidly in order to mitigate risk.

Over-expansion

Any organisation that expands too rapidly risks downturns in the quality of provision and financial overstretch, to the detriment of its reputation and quality. OHC has agreed a three-year strategy that allows for growth while retaining the focus on quality, standards and wellbeing. The current strategic focus is on growth in numbers of provisions through building on existing commissioning, as well as deepening and maturing the College's work so that best practice is consolidated.

Business continuity

Interruptions to typical activity can have a negative impact on the offer provided to OHC students. In a dynamically shifting national, regional and local landscape, threats to normal business continuity are real and to the fore. OHC has a secure ethos, a clearly defined headline mission and vision, and a well-articulated and understood set of values, in addition to an effective and responsive business support service. These combine to support the College to continue to deliver to a high standard even if working practices need to be adapted. Our suite of risk assessment and monitoring supports a detailed understanding of the overall operational picture across OHC at any given time.

PRINCIPAL RISKS AND UNCERTAINTIES (continued)

Funding

The College is reliant on Government funding to support students whose additional support needs carry costs that exceed most other forms of ongoing funding. Variations in the funding methodology and levels of resource, as well as changes in eligibility criteria and uncertainty associated with major political events, create potential risk. OHC engages proactively with funding bodies to raise awareness of the potential impact of planned actions and maintains strong working relationships with external agencies in order to ensure that productive dialogue takes place at local, regional and national level. This risk is particularly acute in the forthcoming academic year and beyond, as inflation has significantly increased (to levels around 10% at the time of writing) this is directly impacting on the cost of attracting and retaining staff, the procurement of goods and services, in particular energy and the cost of borrowing which would be needed to support our estates strategy. This alongside a downward pressure to reduce pricing will have a double effect.

Risk Management

OHC regularly reviews the key risks to which its operations are exposed, together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Trustees are of the view that there is a formal ongoing process for identifying, evaluating and managing the College's significant risks. In addition, factors are in place that provide the Trustees with the capacity to deal with issues or problems that occur, for example, calling on an experienced, capable Executive Senior Leadership Team, which can act quickly in response to unexpected events through forward planning, policies and insurance and through holding appropriate reserves. Additionally, the Board of Trustees has established an Audit & Risk Committee and a Finance & Resources Committee; membership of these committees is drawn from both OHC and OHCAT Trustees, and they report to the Trustees as a whole.

The overall responsibilities for the Audit Committee, on behalf of the OHC Trustees, are:

- ◆ Internal scrutiny – to have in place a process for checking financial systems, controls, transactions and risks and quality of provision.
- ◆ To achieve internal scrutiny which delivers objective and independent assurance.
- ◆ To provide assurance to Trustees that risks are being adequately identified and managed by:
 - ◆ reviewing the risks; and
 - ◆ agreeing a programme of work to address and provide assurance on those risks.

A risk report is submitted to the Trustees at each meeting and operational risks are reviewed at regular meetings of the Executive Senior Leadership Team and the CEO.

Trustees' report, including Strategic Report, approved by the Board of Trustees and signed on its behalf by:



Mr P Lauener
Trustee

9th December 2022

Date: Independent auditor's report to the members of Orchard Hill College

Opinion

We have audited the financial statements of Orchard Hill College (the 'College') for the year ended 31 July 2022 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, the principal accounting policies, and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law 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 College's affairs as at 31 July 2022 and of its income and expenditure for the year then ended;
- ◆ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ◆ have been prepared in accordance with the requirements of the 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 College 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 College'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 and financial statements other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report and financial statements. 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.

Other information (continued)

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.

Opinions on other matters prescribed by the Companies Act 2006

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

- ◆ the information given in the trustees' report, which is also the directors' report for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- ◆ the trustees' report, which is also the directors' report for the purposes of company law, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the College and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report including the strategic report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- ◆ adequate accounting records have not been kept; 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.

Responsibilities of Trustees

In the light of the knowledge and understanding of the College and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report including the strategic report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- ◆ adequate accounting records have not been kept; 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.

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 College through discussions with management, and from our 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 College, including the Charities Act 2011, Companies Act 2006, funding agreements with the ESFA and associated funding rules, ESFA regulations, data protection legislation, anti-bribery, safeguarding, employment, health and safety legislation;
- ◆ we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- ◆ identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the College'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; and

Auditor's responsibilities for the audit of the financial statements (continued)

- ♦ assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias;

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 trustee meetings; and
- ♦ enquiring of management as to actual and potential litigation and claims.

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 is available on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the College's members, as a body, in accordance with the College's Articles of Government / Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the College'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 College and the College's members as a body, for our audit work, for this report, or for the opinions we have formed.



Katharine Patel (Senior Statutory Auditor)
For and on behalf of Buzzacott LLP
Statutory Auditor
130 Wood Street
London
EC2V 6DL

Date: 19 December 2022

Statement of financial activities Year to 31 July 2022

Income and expenditure account	Notes	Unrestricted funds £'000	Restricted funds £'000	31 July 2022 Total funds £'000	31 July 2021 Total funds £'000
Income from:					
Donations and legacies	1	16	—	16	1,026
Charitable activities					
. Provision of education	2	17,252	159	17,411	16,339
Other trading activities	3	274	—	274	80
Investments	4	4	—	4	1
Other items: pension liability transferred	5	—	—	—	456
Total income		17,546	159	17,705	17,902
Expenditure on:					
Charitable activities					
. Provision of education	6	19,523	159	19,682	16,976
Total expenditure		19,523	159	19,682	16,976
Net (expenditure) / income		(1,977)	—	(1,977)	926
Other recognised gains and losses					
Actuarial gains (losses) on defined benefit pension scheme	19	8,298	—	8,298	(3,016)
Net movement in funds		6,321	—	6,321	(2,090)
Reconciliation of funds					
Fund balances brought forward at 1 August 2021		(5,112)	—	(5,112)	(3,022)
Fund balances carried forward at 31 July 2022		1,209	—	1,209	(5,112)

All recognised gains and losses are included in the above statement of financial activities.

All of the College's activities derived from continuing operations during the period of report.

Balance Sheet 31 July 2022

	Notes	31 July 2022 £'000	31 July 2022 £'000	31 July 2021 £'000	31 July 2021 £'000
Fixed assets					
Tangible assets	11		4,897		5,450
Current assets					
Debtors	12	1,216		995	
Cash at bank and in hand		7,185		6,729	
		<u>8,401</u>		<u>7,724</u>	
Creditors: amounts falling due within one year	13	<u>(2,675)</u>		<u>(2,686)</u>	
Net current assets			5,726		5,038
Total assets less current liabilities			<u>10,623</u>		<u>10,488</u>
Creditors: amounts falling due after more than one year	14		(1,265)		(1,285)
Net assets excluding pension liability			<u>9,358</u>		<u>9,203</u>
Defined benefit pension scheme liability	19		(8,149)		(14,315)
Total net assets / (liabilities)			<u>1,209</u>		<u>(5,112)</u>
The funds of the College:					
Unrestricted funds					
. Tangible fixed assets fund	15		3,612		4,147
. Pensions reserve fund	16		(8,149)		(14,315)
. General fund	18		5,746		5,056
			<u>1,209</u>		<u>(5,112)</u>

Approved by the Board of Trustees and signed on its behalf by:



Mr P Lauener
Trustee

Date: 9 December 2022

Statement of cash flows 31 July 2022

	Notes	31 July 2022 £'000	31 July 2021 £'000
Cash flows from operating activities:			
Net cash provided by operating activities	A	982	1,367
Cash flows from investing activities:			
Bank interest receivable		4	1
Purchase of tangible fixed assets		(494)	(855)
Net cash used in investing activities		(490)	(854)
Cash flows from financing activities:			
Interest on finance lease obligation		(18)	(15)
Repayment of finance lease obligation		(18)	—
Net cash used in financing activities		(36)	(15)
Change in cash and cash equivalents in the year		456	498
Cash and cash equivalents at 1 August 2021	B	6,729	6,231
Cash and cash equivalents at 31 July 2022	B	7,185	6,729

Notes to the statement of cash flows for the year ended 31 July 2022

A Reconciliation of net income to net cash provided by operating activities

	31 July 2022 £'000	31 July 2021 £'000
Net (expenditure) / income (as per the statement of financial activities)	(1,977)	926
Adjustments for:		
Depreciation charge	529	555
Loss on disposal of tangible fixed assets	518	—
Defined benefit pension scheme service cost adjustment	1,888	1,071
Defined benefit pension scheme finance cost adjustment	244	149
Adjustment in respect of value of property inherited at conversion from LA	—	(660)
Adjustment in respect of finance lease inherited at conversion from LA	—	(251)
Pension liability transferred to Orchard Hill College Academy Trust	—	(456)
Interest receivable	(4)	(1)
Interest payable on finance lease obligation	18	15
Decrease / (increase) in debtors	56	(365)
(Decrease) / Increase in creditors	(290)	384
Net cash provided by operating activities	982	1,367

B Analysis of cash and cash equivalents

	31 July 2022 £'000	31 July 2021 £'000
Cash at bank and in hand	6,729	6,231
Change in cash and cash equivalents in the year	456	498
Total cash and cash equivalents	7,185	6,729

Statement of cash flows 31 July 2022

C Analysis of change in net debt

	1 August 2021 £'000	Cashflows £'000	31 July 2022 £'000
Cash at bank	6,729	456	7,185
Loans falling due within one year	(18)	(2)	(20)
Loans falling due after more than one year	(1,285)	20	(1,265)
Total	5,426	474	5,900

Principal accounting policies 31 July 2022

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are laid out below.

Basis of preparation

These financial statements have been prepared for the year ended 31 July 2022. The comparative results are for the year ended 31 July 2021.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these accounts.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (Charities SORP FRS102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The College constitutes a public benefit entity as defined by FRS 102.

The financial statements are presented in sterling and are rounded to the nearest thousand pounds.

Critical accounting estimates and areas of judgement

Preparation of the financial statements requires the Trustees and management to make significant judgements and estimates.

The items in the accounts where these judgements and estimates have been made include:

- ◆ the useful economic lives attributed to tangible fixed assets used to determine the annual depreciation charge;
- ◆ the assumptions adopted by the Trustees and management in determining the value of any designations required from the College's general unrestricted funds;
- ◆ the present value of the Local Government Pension Scheme defined benefit liability depends on several factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost for pensions include the discount rate and salary increase rate. Any changes in these assumptions, which are disclosed in note 19, will impact the carrying amount of the pension liability; and
- ◆ the discount rate applied in relation to the carrying value of building finance lease obligations.

Assessment of going concern

The Trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The Trustees have made this assessment in respect to a period of at least one year from the date of approval of these financial statements.

The Trustees of the College have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the College to continue as a going concern. The Trustees are of the opinion that the College will have sufficient resources to meet its liabilities as they fall due.

Assessment of going concern (continued)

In forming this assessment, the Trustees have considered the impact of the current coronavirus pandemic on the College's activities with a particular focus on its effect on the College's financial position including income, expenditure and reserves; the College's beneficiaries; and its employees. Whilst we acknowledge the disruption caused by the pandemic to the College's day-to-day operations, we confirm that we do not consider this to be cause for material uncertainty in respect to the College's ability to continue as a going concern. The College has sufficient liquid resources to continue for the foreseeable future, despite the current crisis.

Income

Income is recognised in the year in which the College has entitlement to the income, the amount of income can be measured reliably, and it is probable that the income will be received.

Grants

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

Tuition fees and educational contracts

Fee and educational contract income is recognised in the year in which the education was delivered.

Donations

Donations are recognised on a receivable basis (where there are no performance-related conditions) where the receipt is probable and the amount can be reliably measured.

Assets donated to the College by Orchard Hill College Academy Trust have been accounted for based on the net book value of the asset in the Academy Trust balance sheet immediately before the date of transfer.

Net assets donated to the College by the London Borough of Sutton have been accounted for using the acquisition method. The assets and liabilities transferred were valued at their fair value and recognised in the balance sheet under the appropriate headings with a corresponding net amount recognised as net income in the statement of financial activities as donations income.

Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the College; this is normally upon notification of the interest paid or payable by the bank.

Expenditure

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

Expenditure (continued)

Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources.

Expenditure headings are as follows:

- a. Expenditure on raising funds - This includes all expenditure incurred by the College to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.
- b. Expenditure on charitable activities - These are costs incurred on the College's educational operations, including support costs and costs relating to the governance of the College. Governance costs comprise the costs involving the public accountability of the College (including audit costs) and costs in respect to its compliance with regulation and good practice.

All expenditure is inclusive of irrecoverable VAT.

Tangible fixed assets

All assets costing more than £2,000 and with an expected useful life exceeding one year are capitalised.

All assets are stated at cost less depreciation.

Depreciation has been calculated at the following rates in order to write off each asset over its estimated useful life:

- ◆ Leasehold Buildings – to match the length of the lease subject to impairment review.
- ◆ Motor Vehicles - 25% (4 years) straight line.
- ◆ Furniture & Equipment - 25% (4 years) straight line.
- ◆ Computer Equipment & Software - 33.33% (3 years) straight line.
- ◆ Major Works (£50,000 - £100,000) - 10%-20% (5-10 years) straight line.

Depreciation on assets in the course of construction is not charged until they are brought into use.

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition. Deposits for more than three months but less than one year have been disclosed as short-term deposits. Cash placed on deposit for more than one year is disclosed as a fixed asset investment.

Creditors and provisions

Creditors and provisions 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. Creditors and provisions are recognised at the amount the College anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Pension costs

Retirement benefits to employees of the College are provided by the Teachers' Pension Scheme ('TPS') and the Local Government Pension Scheme ('LGPS'). These are defined benefit schemes.

The TPS is an unfunded scheme and contributions are calculated to spread the cost of pensions over employees' working lives with the College in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary based on quadrennial valuations using a prospective unit credit method. The TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions recognised in the year to which they relate.

The LGPS is a funded scheme, and the assets are held separately from those of the College in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high-quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. The amounts charged to operating surplus are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred.

Net interest on the net defined benefit liability is also recognised in the statement of financial activities and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest income on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses.

Actuarial gains and losses are recognised immediately in other recognised gains and losses.

Leased assets

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

Assets held under finance leases and hire purchase contracts are capitalised and depreciated over their useful economic lives (or the term of lease if shorter). The corresponding lease or hire purchase obligation is treated in the balance sheet as a liability. The interest element of rental obligations is charged to the statement of financial activities over the year of the lease at a constant proportion of the outstanding balance of capital repayments.

Principal accounting policies 31 July 2022

Fund accounting

Restricted funds are monies raised for, and their use restricted to, a specific purpose, or donations subject to donor-imposed conditions.

Designated funds comprise monies set aside out of unrestricted funds for specific future purposes or projects, including:

- ◆ The tangible fixed assets fund represents the net book value of the College's tangible fixed assets.
- ◆ The pension reserve fund represents the net defined benefit pension scheme liability in respect to the LGPS.

Unrestricted general funds comprise those monies which may be used towards meeting the objectives of the College at the discretion of the Trustees.

1 Income from donations and legacies

	Unrestricted funds	
	31 July 2022 Total funds £'000	31 July 2021 Total funds £'000
Donations	16	—
Adjustment to net assets transferred from the London Borough of Sutton in October 2015 (see below)	—	1,026
	16	1,026

The long leasehold interest in various properties transferred from the London Borough of Sutton to Orchard Hill College in October 2015. These properties were originally recognised on the College's balance sheet based upon an estimate of its fair value which, in the absence of sufficient market activity data at the time, was determined with professional assistance with reference to the properties' depreciated replacement cost. For one such property, better information pertaining to the property's market value at October 2015 has since become available, and as such, an adjustment was made in the year ending 31 July 2021. The original book value of the property (taken to be its deemed cost for reporting purposes going forward) - had an uplift of £660,000. The valuation was determined with professional assistance.

The finance lease obligation of a second property transferred from the London Borough of Sutton in October 2015 had been overstated as the primary rent had been calculated for the full term of the lease (March 2049) despite there being a rent-free period between April 2029 and March 2049. As a result, the liability on conversion had been overstated by £366,000 (note 14) this was corrected in the year ending 31 July 2021.

Overall, the total adjustment for the year ending 31 July 2021 to the net assets transferred from the local authority is £1,026,000.

2 Income from charitable activities: Provision of education

	Unrestricted funds £'000	Restricted funds £'000	31 July 2022 Total funds £'000	31 July 2021 Total funds £'000
Educational Skills Funding Agency:				
- 16-19 funding	4,058	47	4,105	3,701
- 19+ funding	971	(2)	969	1,040
Local Authority educational contracts	11,944	—	11,944	11,005
Other educational operations	279	—	279	483
Covid-19 additional funding (DfE/ESFA)				
- Catch-up premium (Tuition Fund)	—	114	114	41
- Mass testing funding	—	—	—	22
Covid-19 additional funding (non-DfE/ESFA)	—	—	—	47
Total 2022	17,252	159	17,411	16,339
Total 2021	16,170	169	16,339	

3 Income from other trading activities

	Unrestricted funds	
	31 July 2021 £'000	31 July 2021 £'000
Miscellaneous income	274	80

4 Income from investments

	Unrestricted funds	
	31 July 2022 £'000	31 July 2021 £'000
Bank interest receivable	4	1

5 Income from other items

	Unrestricted funds	
	31 July 2022 £'000	31 July 2021 £'000
Pension liability transferred to Orchard Hill College Academy Trust (see below)	—	456

In October 2018, 73 members of central services staff were transferred from Orchard Hill College to Orchard Hill College Academy Trust. During the year ended 31 July 2021, additional employees were identified and their net liability of £456,000 was transferred to the Academy Trust.

6 Expenditure on charitable activities: Provision of education

	Unrestricted funds £'000	Restricted funds £'000	31 July 2022 Total funds £'000	31 July 2021 Total funds £'000
Staff costs (note 9)	13,476	—	13,476	11,261
Educational supplies	733	159	892	1,133
Allocated support costs (note 7)	5,314	—	5,314	4,582
	19,523	159	19,682	16,976
Year ended 31 July 2021	16,831	145	16,976	

7 Support costs

	Unrestricted funds	
	31 July 2022 Total funds £'000	31 July 2021 Total funds £'000
Premises costs	2,582	2,043
Administration costs	2,678	2,502
Legal and professional fees	17	11
Governance costs (note 8)	37	26
	5,314	4,582

Administration costs above include £2,267,560 for the core service charge and business support services bought from Orchard Hill College Academy Trust (2021: £2,191,737). See also note 20 to these financial statements.

8 Governance costs

	Unrestricted funds	
	31 July 2022 £'000	31 July 2021 £'000
External auditor's remuneration		
- Audit services	24	20
- Other services	5	3
Internal auditor's remuneration	8	3
	37	26

9 Staff costs

	31 July 2022 £'000	31 July 2021 £'000
Wages and salaries	9,528	8,215
Social security costs	653	603
Pension costs:		
. TPS contributions payable	438	470
. LGPS contributions payable	973	865
. LGPS service cost adjustment	1,888	1,071
Severance payments	(4)	37
	13,476	11,261

Staff numbers

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

	31 July 2022 Number	31 July 2021 Number
Lecturers & management	59	45
Teaching support staff	199	196
Admin staff	11	18
	269	259

9 Staff costs (continued)

Staff numbers (continued)

The number of employees whose annualised emoluments (including taxable benefits in kind but excluding employer pension costs) exceeded £60,000 were as follows:

	31 July 2022 Number	31 July 2021 Number
£60,001 - £70,000	2	4
£70,001 - £80,000	4	3
£90,001 - £100,000	—	2
£100,001 - £110,000	1	—

Remuneration of key management personnel

The Trustees consider that they, together with the Executive Senior Leadership Team, comprise the key management personnel of the charity in charge of directing and controlling, running and operating the College on a day-to-day basis.

Trustees were not remunerated for their services to the College apart from the CEO, who is an employee of Orchard Hill College Academy Trust, and is remunerated by the College under a service level agreement with the Academy Trust (see note 20 Related Party Transactions).

The total remuneration of the Principal for the year ended 31 July 2022 (including employer pension contributions and employer national insurance contributions) was £139,000 (2021: £136,000 for services to Orchard Hill College and Orchard Hill College Academy Trust).

Other members of the Executive Senior Leadership Team are employed by Orchard Hill College Academy Trust and the split of the remuneration attributable to the College and the Academy Trust individually cannot be determined with sufficient reliability. The total remuneration (including employer pension contributions and employer national insurance contributions) of the Executive Senior Leadership Team (payable by Orchard Hill College Academy Trust) for the year ended 31 July 2022 was £795,000 (2021: £653,000).

As noted in the Trustees' report, Orchard Hill College continues to be the academy sponsor of Orchard Hill College Academy Trust. Further information regarding transactions between the College and the Academy Trust is given in note 20.

Trustees' expenses

Trustees may claim reimbursement for any out-of-pocket expenditure incurred in connection with their duties as Trustees of the College. During the year ended 31 July 2022, no trustee received reimbursement for travel and subsistence expenses (2021: £NIL).

10 Net income for the year

This is stated after charging:

	31 July 2022 £'000	31 July 2021 £'000
Staff costs (note 9)	14,423	11,261
Depreciation (note 11)	529	555
Operating lease rentals	214	83
External auditor's remuneration	29	23

11 Tangible assets

	Long leasehold buildings £'000	Furniture and equipment £'000	Motor vehicles £'000	Total £'000
Cost or valuation				
At 1 August 2021	5,951	2,393	123	8,467
Additions	378	116	—	494
Disposals	(790)	(28)	—	(818)
At 31 July 2022	<u>5,539</u>	<u>2,481</u>	<u>123</u>	<u>8,143</u>
Depreciation				
At 1 August 2021	999	1,895	123	3,017
Charge for the year	314	215	—	529
Released on disposal	(272)	(28)	—	(300)
At 31 July 2022	<u>1,041</u>	<u>2,082</u>	<u>123</u>	<u>3,246</u>
Net book values				
At 31 July 2022	<u>4,498</u>	<u>399</u>	<u>—</u>	<u>4,897</u>
At 1 August 2021	<u>4,952</u>	<u>498</u>	<u>—</u>	<u>5,450</u>

At 31 July 2022, the College had capital commitments of £509,282 (2021: £381,000) in respect of orders placed for the year, these related to building works and motor vehicles.

12 Debtors

	31 July 2022 £'000	31 July 2021 £'000
Educational fees receivable	179	212
Due from Orchard Hill College Academy Trust (note 20)	297	269
Prepayments and accrued income	460	514
Other debtors	280	—
	<u>1,216</u>	<u>995</u>

13 Creditors: amounts falling due within one year

	31 July 2022 £'000	31 July 2021 £'000
Expense creditors	54	351
Accruals	670	772
Due to Orchard Hill College Academy Trust (note 20)	626	—
Deferred income	518	196
Finance lease obligation (note 14)	20	18
Other taxation and social security	285	307
Other creditors	502	1,042
	2,675	2,686
Movements on deferred income (included above)		
Balance brought forward at 1 August 2021	196	471
Income deferred in current reporting year end	518	196
Amounts released to income from prior reporting year end	(196)	(471)
Balance carried forward at 31 July 2022	518	196

Deferred income in the main relates to funding received in advance from the ESFA and local authorities.

14 Creditors: amounts falling due after one year

	31 July 2022 £'000	31 July 2021 £'000
Finance lease obligation	1,265	1,285
	1,265	1,285

At 31 July 2022, the present value of future minimum lease payments in respect to finance lease obligations for the College was as follows:

	31 July 2022 £'000	31 July 2021 £'000
Amounts falling due within one year (note 13)	20	18
Amounts falling due after one year:		
. Amounts falling due between one to two years	22	19
. Amounts falling due between two to five years	81	74
. Amounts falling due after more than five years	1,162	1,192
	1,265	1,285
	1,285	1,303

The above obligations are in respect to long-leasehold properties transferred from the London Borough of Sutton and have been discounted at a rate of 4%.

15 Tangible fixed assets fund

	£'000
At 1 August 2021	4,147
Net movement in year	(535)
At 31 July 2022	3,612

The tangible fixed assets fund represents the net book value of the College's tangible fixed assets net of associated finance lease obligations. A decision was made to separate this fund from the general funds and other funds of the College in recognition of the fact that the tangible fixed assets are essential to the day-to-day work of the College and as such their value should not be regarded as funds that would be realisable with ease, in order to meet future contingencies.

16 Pension reserve fund

	£'000
At 1 August 2021	(14,315)
Net movement in year	6,166
At 31 July 2022	(8,149)

The pension reserve fund represents the College's share of the net liability in respect of the Local Government Pension Scheme. This fund has been separated on the College's balance sheet in order to distinguish the liability from the operational liabilities which form part of the College's working capital.

17 Restricted funds

The income funds of the College include restricted funds comprising the following balances of donations and grants held on trust to be applied for specific purposes.

	At 1 August 2021 £'000	Income £'000	Expenditure £'000	At 31 July 2022 £'000
Covid-19 funding	—	114	(114)	—
Other restricted DfE/ESFA funding	—	45	(45)	—
	—	159	(159)	—

The specific purposes for which the monies are held are as follows:

- ◆ Covid-19 funding

This comprises monies received from government to provide additional financial support to the College with managing the disruption caused by Covid-19

- ◆ Other restricted DfE/ESFA funding

This comprises monies received from government, the use of which is limited to very specific purposes in line with the grant conditions.

18 Analysis of net liabilities between funds

	Unrestricted funds			Restricted funds	2022 Total funds £'000
	General funds £'000	Tangible fixed assets fund £'000	Pensions reserve fund £'000	£'000	
Tangible fixed assets	—	4,897	—	—	4,897
Debtors	1,216	—	—	—	1,216
Cash at bank and in hand	7,185	—	—	—	7,185
Creditors due within one year	(2,655)	(20)	—	—	(2,675)
Creditors due after more than one year	—	(1,265)	—	—	(1,265)
Defined benefit pension liability	—	—	(8,149)	—	(8,149)
	5,746	3,612	(8,149)	—	1,209

19 Pension and similar obligations

The College's employees belong to two principal pension schemes: the Teachers' Pension Scheme England and Wales (TPS) for academic and related staff; and the Local Government Pension Scheme (LGPS) for non-teaching staff, which is managed by London Borough of Sutton Pension Fund. Both are multi-employer defined benefit schemes.

The latest actuarial valuation of the TPS and of the LGPS related to the period 31 March 2019.

Contributions amounting to £134,707 (2021: £139,116) were payable to the schemes at 31 July 2022 and are included within creditors.

Teachers' Pension Scheme

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pension Scheme Regulations 2014. These regulations apply to teachers in schools, colleges and other educational establishments. Membership is automatic for teachers and lecturers at eligible institutions. Teachers and lecturers have the option to opt out of the TPS following enrolment.

The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis – these contributions, along with those made by employers, are credited to the Exchequer under arrangements governed by the above Act. Retirement and other pension benefits are paid by public funds provided by Parliament.

Valuation of the Teachers' Pension Scheme

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

- ♦ employer contribution rates set at 23.68% of pensionable pay (including a 0.08% administration levy);

19 Pension and similar obligations (continued)

Valuation of the Teachers' Pension Scheme (continued)

- ◆ total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £218,100 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £196,100 million, giving a notional past service deficit of £22,000 million;
- ◆ the SCAPE rate, set by HMT, is used to determine the notional investment return. The current SCAPE rate is 2.4% above the rate of CPI. assumed real rate of return is 2.4% in excess of prices and 2% in excess of earnings. The rate of real earnings growth is assumed to be 2.2%. The assumed nominal rate of return including earnings growth is 4.45%.

The next valuation result is due to be implemented from 1 April 2024.

The employer's pension costs paid to TPS during the year amounted £438,000 (2021: £470,000).

A full copy of the valuation report and supporting documentation can be found on the Teachers' Pension Scheme website.

Under the definitions set out in FRS 102, the TPS is a multi-employer pension scheme. The College has accounted for its contributions to the scheme as if it were a defined contribution scheme. The College has set out above the information available on the scheme.

Local Government Pension Scheme (LGPS)

The LGPS is a funded defined-benefit scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 July 2022 was £1,216,000 (2021: £1,113,000), of which employer's contributions totalled £947,000 (2021: £870,000) and employees' contributions totalled £269,000 (2021: £243,000)

Principal actuarial assumptions	At 31 July 2022 %	At 31 July 2021 %
Rate of increase in salaries	3.70	3.75
Rate of increase for pensions in payment	2.70	2.75
Discount rate for scheme liabilities	3.50	1.60
Inflation assumption (CPI)	2.70	2.75

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

	At 31 July 2022 Years	At 31 July 2021 Years
<i>Retiring today</i>		
Males	21.4	21.6
Females	24.1	24.3
<i>Retiring in 20 years</i>		
Males	22.9	22.9
Females	25.8	25.7

19 Pension and similar obligations (continued)

Local Government Pension Scheme (LGPS) (continued)

	Fair value at 31 July 2022 £'000	Fair value at 31 July 2021 £'000
The College's share of the assets in the scheme were:		
Equities	3,838	3,619
Bonds	1,599	1,301
Property	704	566
Cash	256	170
Total market value of assets	6,397	5,656

The actual return on scheme assets was £495,000 (2021: £529,000). During the year the College had a change of actuary from Barnett Waddingham to Hymans.

	31 July 2022 £'000	31 July 2021 £'000
Amounts recognised in statement of financial activities		
Current service costs	2,835	1,071
Net interest cost	244	149
Net liability transferred to Orchard Hill College Academy Trust (note 5)	—	(456)
	3,079	764

	31 July 2022 £'000	31 July 2021 £'000
Changes in the present value of defined benefit obligations were as follows:		
Opening balance	19,971	15,083
Current service cost	2,835	1,941
Interest cost	343	197
Employee contributions	269	243
Actuarial (gain) / loss	(8,793)	3,545
Benefits paid	(79)	(27)
Liability transferred to Orchard Hill College Academy Trust (note 5)	—	(1,011)
At 31 July 2022	14,546	19,971

19 Pension and similar obligations (continued)

Local Government Pension Scheme (LGPS) (continued)

	31 July 2022 £'000	31 July 2021 £'000
Changes in the fair value of the College's share of scheme assets:		
Opening balance	5,656	4,548
Interest income	99	55
Actuarial (loss) / gain	(495)	529
Employer contributions	947	870
Employee contributions	269	243
Benefits paid	(79)	(27)
Administration expenses	—	(7)
Assets transferred to Orchard Hill College Academy Trust (note 5)	—	(555)
At 31 July 2022	6,397	5,656

20 Related party transactions

Owing to the nature of the College's operations and the composition of the Governing Body being drawn from local public and private sector organisations. It is inevitable that transactions will take place with organisations in which a Governor may have an interest. All transactions involving such organisations are conducted at arm's length and in accordance with the College's financial regulations and normal procurement procedures.

Related party income

The College has formalised a service level agreement with OHCAT and its academies for the provision of learning support services which, for the year ended 31 July 2022, amounted to £78,155 (2021: £297,000). The total value of services to individual academies and the central MAT during the year was as follows:

	2022 £	2021 £
Orchard Hill College Academy Trust	56,037	169,144
Carew Academy	1,950	2,674
Young People's Academy	250	1,442
The Skills Hub	—	117
Bedelsford School	3,353	51,045
Dysart School	4,576	583
St Philip's School	411	4,936
Nightingale Community Academy	—	19,471
The Link Primary School	2,965	2,435
The Link Secondary School	7,601	9,871
Brantridge	—	600
Grafham Grange	—	895
St Dominic's	675	9,502
Arbour Vale School	—	17,197
Unified Academy	337	6,516
Addington Valley Academy	—	525
	78,155	296,953

20 Related party transactions (continued)

Related party expenditure

The College has a Service Level Agreement with Orchard Hill College Academy Trust for the provision of business support services, including leadership, IT, MIS, Marketing, HR & Payroll and Finance.

The following services were provided at-cost basis during the period:

	At 31 July 2022 £	At 31 July 2021 £
Leadership	—	10,384
PA support	31,814	50,021
Finance	289,307	232,708
HR	150,752	140,411
Governance	10,411	22,305
Marketing	62,443	48,426
IT	179,596	220,586
MIS	9,658	111,741
Facilities	277,195	280,220
Safeguarding	15,721	—
Training	19,146	—
Occupational Health	15,259	—
Legal	1,800	—
Core service contribution	1,204,458	1,074,935
	2,267,560	2,191,737

In addition to the above, the following transactions took place between the College and individual academies within the Academy Trust:

- ◆ A College centre is based at one of the academies of Orchard Hill College Academy Trust; the College pays rent of £39,975 (2021: £39,975);
- ◆ During 2021-22, College students accessed a vocational provision delivered by one of the academies; the cost of these courses amounted to £58,000 (2021: £90,000).
- ◆ The College has a service level agreement to reimburse the Academy Trust for costs incurred in relation to Garratt House, a College site transferred from the Academy Trust on a 50-year lease. In the year to 31 July 2022, the College paid £11,388 (2021: £11,032);
- ◆ All of these transactions were provided by Orchard Hill College Academy Trust at cost.

The amount due from the Academy Trust to the College at 31 July 2022 was £297,000 as disclosed in note 12 (2021: £269,000).

The amount due to the Academy Trust from the College at 31 July 2022 was £626,000 as disclosed in note 13 (2021: £nil), the majority of which relates to a VAT payment from the VAT group, which relates to OHCAT.

Notes to the financial statements 31 July 2022

21 Operating lease commitments

At 31 July 2022, the total of the College's future minimum lease payments under non-cancellable operating leases was as follows:

	At 31 July 2022 £'000	At 31 July 2021 £'000
Amounts due within one year	503	487
Amounts due within one to two years	412	404
Amounts due after more than five years	412	408
	1,327	1,299

22 Comparative information

Analysis of income and expenditure account for the year ended 31 July 2021 between restricted and unrestricted funds:

	Unrestricted funds £'000	Restricted funds £'000	31 July 2021 Total funds £'000	31 July 2020 Total funds £'000
Income and expenditure account				
Income from:				
Donations and legacies	1,026	—	1,026	452
Charitable activities				
. Provision of education	16,156	183	16,339	14,399
Other trading activities	80	—	80	3
Investments	1	—	1	6
Other items: pension liability transferred	456	—	456	0
Total income	17,719	183	17,902	14,860
Expenditure on:				
Charitable activities				
. Provision of education	16,831	145	16,976	13,772
Total expenditure	16,831	145	16,976	13,772
Net income before transfers	888	38	926	1,088
Transfer between funds	38	(38)	—	—
Net income	926	—	926	1,088
Other recognised gains and losses				
Actuarial losses on defined benefit pension scheme	(3,016)	—	(3,016)	(4,694)
Net movement in funds	(2,090)	—	(2,090)	(3,606)
Reconciliation of funds				
Fund balances brought forward at 1 August 2020	(3,022)	—	(3,022)	584
Fund balances carried forward at 31 July 2021	(5,112)	—	(5,112)	(3,022)