

Company registration number 07650609 (England and Wales)

**QUEENS' SCHOOL (BUSHEY)**  
**(A COMPANY LIMITED BY GUARANTEE)**

**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2025**

# QUEENS' SCHOOL (BUSHEY)

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# QUEENS' SCHOOL (BUSHEY)

## REFERENCE AND ADMINISTRATIVE DETAILS

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### Members

Yvonne Adshead  
Catherine Agnihotri  
Ashok Patil  
Aideen Ward  
Gillian Gray

### Trustees

Mrs M Alpern (Appointed 5 September 2024)  
Mrs S Barrett (Appointed 1 October 2025)  
Mr D Carson (Appointed 17 January 2025)  
Mr S Clarke  
Mr A Filer  
Ms S Gorton (Staff Trustee)  
Ms S Henry (Chair of Trustees)  
Ms K Kallah (Staff Trustee)  
Mr J Morrell (Headteacher and Accounting Officer)  
Mr A Patel (Appointed 2 April 2025)  
Mr J Patel  
Mr R Patel (Resigned 6 October 2025)  
Mr S Purdasy  
Ms J Raybould (Resigned 7 October 2025)  
Mr T Tsokos  
Ms C Watson (Vice Chair of Trustees)

### Accounting Officer

Jonathan Morrell

### Chief Financial Officer

Caroline Pearce

### Senior management team

- Headteacher	Jonathan Morrell
- Deputy Headteacher	Michael Taylor
- Deputy Headteacher	Richard Titley
- School Business Manager	Caroline Pearce

### Company registration number

07650609 (England and Wales)

### Principal and registered office

Aldenham Road  
Bushey  
Hertfordshire  
WD23 2TY  
United Kingdom

### Independent auditor

Azets Audit Services  
Westpoint  
Lynch Wood  
Peterborough  
Cambridgeshire  
PE2 6FZ  
United Kingdom

# QUEENS' SCHOOL (BUSHEY)

## TRUSTEES' REPORT

### FOR THE YEAR ENDED 31 AUGUST 2025

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The trustees present their annual report together with the financial statements and auditor's report of the charitable company for the year 1 September 2024 to 31 August 2025. The annual report serves the purposes of both a trustees' report, and a directors' report under company law.

The academy trust operates an academy for pupils aged 11 to 19 serving a catchment area in Bushey and Watford, Hertfordshire, it has a pupil capacity of 1,750 and had a roll of 1,687 in the school census on 3 October 2024.

#### **Structure, governance and management**

##### Constitution

The academy trust is a company limited by guarantee and an exempt charity. The charitable company's memorandum and articles of association are the primary governing documents of the academy trust.

The charitable company operates and is known as Queens' School (Bushey).

The trustees of Queens' School (Bushey) are also the directors of the charitable company for the purposes of company law. Details of the trustees who served during the year, and to the date these accounts are approved, are included in the Reference and Administrative Details on Page 1.

##### Members' liability

Each member of the charitable company undertakes to contribute to the assets of the charitable company in the event of it being wound up while they are a member, or within one year after they cease to be a member, such amount as may be required, not exceeding £10, for the debts and liabilities contracted before they ceased to be a member.

##### Trustees' indemnities

The academy trust maintains governors' and officers' liability insurance which gives appropriate cover for any legal action brought against its governors. The academy trust has also granted indemnities to each of its governors and other officers to the extent permitted by law.

Qualifying third party (as defined by Section 234 of the Companies Act 2006) were in force during the year and remain in force, in relation to certain losses and liabilities, which the governors or other officers may incur to third parties in the course of acting as governors or officers of the academy trust.

Details of the insurance cover are provided in Note 12 to the financial statements.

##### Method of recruitment and appointment or election of trustees

Under the terms of its memorandum and articles of association, the academy trust shall have the following trustees:

- Up to 12 Member-appointed trustees.
- A minimum of 2 parent trustees, elected by parents/carers of registered pupils of the academy trust. A parent trustee must be a parent/carer of a pupil of the academy trust at the time when he/she is elected. The parent trustees shall serve for a period of four years and may stand for re-election.
- The Headteacher.
- The trustees may also appoint co-opted trustees who shall serve for a period of four years

# QUEENS' SCHOOL (BUSHEY)

## TRUSTEES' REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2025

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#### Policies and procedures adopted for the induction and training of trustees

Prospective trustees are fully briefed regarding the role and responsibilities of trustees prior to their appointment. The academy trust's induction process for new trustees is designed to fully equip newcomers to carry out the role of a trustee and director of the academy trust effectively.

The academy trust provides a comprehensive folder of documents, policies and guidance designed to offer a thorough understanding of the school and of the role and responsibilities of a trustee. A skills audit is undertaken to inform a bespoke training plan and opportunities for training offered via the HFL Education in-person and online governor training suite and also via the National Governance Association bespoke online training portal.

The academy trust offers a buddy system for new trustee and encourages school visits at the earliest opportunity. The academy trust ensures the trustee are fully briefed regarding their role and responsibilities via a mandatory 1-day induction training course (run by HFL Education) and offer support with the unfamiliar educational jargon and acronyms. All trustees are also required to undertake safeguarding training.

The academy trust ensures all new trustees are prepared for their first meeting and provide a welcoming environment where questioning and input are actively encouraged from the outset. All trustees are annually invited to hold a 1-2-1 with the Chair of Trustees to reflect on their contribution, training and skills gaps. A full 360-degree review of the Chair of trustees performance is undertaken annually and a full external review of the effectiveness of the Governing Board, commissioned by the Board of trustees itself, was conducted in July 2024.

The trustees have adopted and agree to abide by the model National Governance Association's Code of Conduct and are supported in their role by the following policies: Trustee Visits Policy and Trustee Expense Policy. All trustees are additionally required to declare that they have read and understood the following documents: Academies Financial Handbook, Keeping Children Safe in Education, Child Protection Policy, Whistleblowing Policy and ICT Acceptable Use Agreement.

#### Organisational structure

The organisational structure consists of three levels: The members; the Board of Trustees, the Senior Leadership Team and the Middle Management Team, consisting of Heads of Faculty, Heads of Department and Directors of Learning. The aim of the management structure is to devolve responsibility and encourage involvement in decision making at all levels.

The Board of Trustees provide clarity of vision, ethos, strategic management and direction, and at the start of the 2024/2025 academic year after extensive consultation, the Board of Trustees set a 5-year strategic plan including a new vision for the school with new values of Scholarship, Tenacity, Altruism and Respect.

The Board of Trustees hold the Headteacher to account for the educational performance of the school and its pupils, and the performance management of the staff. The Board of Trustees also oversee the financial performance of the school and make sure its money is well spent. The Board of Trustees also ensure that engagement with stakeholders is effective.

The Senior Leadership Team comprises the Headteacher, Deputy Headteachers, Assistant Headteachers and the School Business Manager. The Senior Leadership Team control the academy trust at an executive level implementing the policies laid down by the Board of Trustees and reporting back to them.

As a group the Senior Leadership Team are responsible for the authorisation of spending up to a level delegated to them within agreed budgets and the appointment of staff, although appointments for posts in the Senior Leadership Team always contain a trustee. Some spending control is devolved to members of the Middle Management Team, with limits above which a member of the Senior Leadership Team must countersign.

The Middle Management Team include Curriculum and Pastoral Leaders. Along with the Senior Leadership Team the Middle Management Team are responsible for the day-to-day operation of the Trust, in particular organising the teaching staff, facilities and students.

# QUEENS' SCHOOL (BUSHEY)

## TRUSTEES' REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2025

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#### Arrangements for setting pay and remuneration of key management personnel

All staff are employed in accordance with the provisions of the School Teachers' Pay and Conditions Document or the National Joint Council (NJC) for Local Government Services Terms and Conditions. The trustees recognise the requirement that all pay progression decisions for staff must be linked to annual appraisal of performance. The procedures set out to seek to ensure that this is achieved in a fair, equitable and transparent way. A report confirming that a review of staff salaries has taken place is presented to the Pay Committee.

Key operational management personnel, subject to remuneration, are the Headteacher, Deputy Headteachers, Assistant Headteachers and the School Business Manager.

The trustees assign a pay range for the Headteacher based on the school group size, ensuring that the process for determining this is fair and transparent and the reasons are recorded. A range is determined for all staff in a leadership role from within the leadership scale contained in the School Teachers' Pay and Conditions Document. For support staff in a leadership role the pay scales are structured around locally agreed grades using nationally agreed salary points.

Progression within the range will be subject to a review of the staff performance set against the annual appraisal review and in line with the appraisal policies.

#### Trade union facility time

##### *Relevant union officials*

Number of employees who were relevant union officials during the relevant period	1
Full-time equivalent employee number	-

##### *Percentage of time spent on facility time*

Percentage of time	Number of employees
0%	1
1%-50%	-
51%-99%	-
100%	-

##### *Percentage of pay bill spent on facility time*

Total cost of facility time	-
Total pay bill	-
Percentage of the total pay bill spent on facility time	-

##### *Paid trade union activities*

Time spent on paid trade union activities as a percentage of total paid facility time hours	-
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#### Related parties and other connected charities and organisations

The academy trust is not part of any federation. There is a parents' association, 'The Queens' Parents Association' (QPA), who make small donations to individual curriculum areas.

A register of interests of trustees is held by the academy trust and parties related to the academy trust identified.

There has been a related party transaction where the academy trust purchased services from a company which is related by virtue of an employee being a director of the company. By entering into this transaction, the trustees have complied with the requirements of the Academy's Financial Handbook 2024.

Salary payments for related parties who have been employed by the academy trust have been disclosed in the notes to the academy trust's financial statements.

# QUEENS' SCHOOL (BUSHEY)

## TRUSTEES' REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2025

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#### Objectives and activities

##### Objects and aims

The principal object and activity of the academy trust is to provide education for pupils of different abilities between the ages of 11 and 19. In accordance with the academy trust's memorandum and articles of association, the academy trust has adopted a Transfer Agreement approved by the Secretary of State for Education, which specifies, amongst other things, the basis for admitting students and that the curriculum should comply with the substance of the national curriculum.

The academy trust aspires to provide each student with the best educational opportunities that transform potential into the highest academic and social achievement. Students at the academy trust consistently achieve examination results that are well-above the national average. The academy trust cares passionately about our student's character, personality and social skills, the way they treat others and the contribution they will make to society. The academy trust actively promotes a culture where students feel safe particularly through our House System.

The trustees recognise that equal opportunities should be an integral part of good practice within the workplace. The academy trust aims to establish equal opportunities in all areas of its activities including creating a working environment in which the contribution and needs of all people are fully valued. The academy trust does this by adapting the physical environment, by making support resources available and through training and career development. Lifts, ramps and disabled toilets are installed and door widths are adequate to enable wheelchair access to all the main areas of the academy trust.

##### Objectives, strategies and activities

The Queens' School Vision:

*'Daring to be Great by pursuing our values of Scholarship, Tenacity, Altruism and Respect'*

The academy trust's strategic objectives are:

- Scholarship: Every member of the Queens' community can pro-actively pursue learning.
- Tenacity: Every member of the Queens' community has opportunities for character development
- Altruism: Every member of the Queens' School community understands the importance of selflessness and the welfare of others.
- Respect: Every member of the Queens' School community knows how to take responsibility for self, other and the environment.

The academy trust's key strategies, and the action taken to achieve these are detailed in the School Development Plan 2025-2026.

The trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

##### Public benefit

Queens' School (Bushey) is an academy converter catering for children aged 11 to 19 and strives to promote and support the advancement of education within the Watford and Bushey area. The school provides an extensive programme of educational and recreational activity - all designed to contribute to the overall education of our students in areas such as academic distinction, music, the arts and sport.

Wherever possible the academy trust also aims to contribute to the benefit of the wider public, by making available the premises to third parties for the provision of educational and other opportunities. For example, the schools offers "school to school" support to a number of other schools.

In setting our objectives and planning our activities the trustees have given careful consideration to the Charity Commission's general guidance on public benefit. The trustees believe that the academy trust's aims, together with the activities outlined above, are demonstrably to the public benefit.

# QUEENS' SCHOOL (BUSHEY)

## TRUSTEES' REPORT (CONTINUED)

*FOR THE YEAR ENDED 31 AUGUST 2025*

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### Strategic report

#### Achievements and performance

The academy trust is an oversubscribed and thriving secondary school with a well-established reputation for academic success. Last year the academy trust had over 1,500 applications for the 270 places available in Year 7. The academy trust continues to maintain long waiting lists in many of our year groups.

Students at the academy trust consistently achieve examination results that are well-above the national average. At GCSE, the Average Attainment 8 Grade was 5.69. Overall 82% of students obtained at least a Grade 4 (Standard Pass) in English and Maths and 67% a Grade 5 in English and Maths (Strong Pass). Both, significantly above the national average. There was no national Progress 8 score due to COVID.

At A-Level, the average point score per A-Level entry was 39.38 or when expressed as a grade, was grade B. This is above the national average of C+. 37% of students achieved A\*/A grades, 70% achieved A\*-B grades and 89% achieved A\*-C grades. Cumulatively, the best results to date excluding the COVID years.

#### Key performance indicators

The trustees consider that the following are the key performing indicators for the academy trust:

- Pupil Numbers - ensuring sufficient applications for each new year of entry and that all school Years 7 to 11 have maximum numbers, taking students from the waiting list as appropriate.
- General Financial Stability - aiming for revenue expenditure to match revenue income and for capital expenditure to either be funded from capital income or by a planned use of reserves.
- Staff Costs - that staff costs are approximately 80% to 85% of ESFA income and where in excess of this, that short to medium term plans are in place to reduce staff costs.
- Good Parental Feedback - that the feedback from parents is good, and that action taken from previous surveys have resulted in an improvement.
- Ofsted Inspection Results - that any Ofsted inspections result in a good or outstanding outcome.
- Audit Management Issues - that any recommendations from the Audit Management Letter or any Responsible Officer Audits have been acted upon and resulted in an improvement.
- Premises - that the academy trust's premises are sufficient to meet the accommodation needs of the trustees and in good condition, with plans in place for known risks and for redecoration and refurbishment programmes.

The trustees have been pleased that expectations for all key performance indicators listed have been successfully met during the period and have continued to be met from previous years.

#### Going concern

After making appropriate enquiries, the board of trustees has a reasonable expectation that the academy trust has adequate resources to continue in operational existence for the foreseeable future. For this reason, the board of trustees continues to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Statement of Accounting Policies.

The academy trust continues to have a sustainable income, manageable expenditure and a strong cash-flow. The reserves are being not only maintained but also increased, whilst still delivering a good curriculum offer and funding a proactive estates management plan.

The academy trust benefits from the economies of scale of being a large academy.

# QUEENS' SCHOOL (BUSHEY)

## TRUSTEES' REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2025

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#### Financial review

Most of the academy trust's recurrent income is obtained from the ESFA in the form of grants, the use of which is restricted to particular purposes. The grants received from the ESFA during the year ended 31 August 2025 and the associated expenditure are shown as restricted funds in the Statement of Financial Activities. The board of trustees is aware of the need to raise additional income to supplement the ESFA grants and is proactive in generating further funds, without detriment to the achievement and performance of the academy trust.

During the year ended 31 August 2025, total expenditure of £13,822,898 (2024: £12,834,061) was covered by recurrent grant funding from the ESFA together with other incoming resources. The shortfall of income over expenditure for the year (excluding restricted fixed asset funds) was £138,157 (2024: £136,611 excess).

At 31 August 2025, the net book value of academy trust's fixed assets was £37,479,117 (2024: £38,230,307) and movements in tangible fixed assets are shown in Note 13 to the financial statements. During the year the academy trust's fixed assets were used mainly for providing education and the associated support services to the pupils of the academy trust. Additional use is made of the premises when students are not in school, to generate income and promote our community involvement.

#### Reserves policy

The trust's reserves policy is focussed around the wish to maintain a level of cash reserves which will plan for capital investment in the medium to longer term, and still be able to respond quickly to unbudgeted financial needs.

The trust is also committed to utilising reserves in support of the school's Strategic Development Priorities over the next three years.

The trust does not stipulate a maximum level of reserves, but reviews the level of reserves on an annual basis. There is consideration of the DfE definition of a higher level of reserves, defined as 20% of income or above which for this year would be £2,514,000.

The following principles underpin the trust's approach to reserves management:

- The Trust will set a balanced in-year revenue budget every year
- The Trust's reserves balance must have a specific purpose related to future spending, or covering current and future risks.
- Reserves should only decrease due to capital investment which fits within the scope of 'Reserves Projects' and/or organisational needs which shall at all times be approved by the Finance Committee.

In determining the level of reserves to be held the trust will consider :

1. Known liabilities including the likelihood and timescale of any repayments.
  - Capital liabilities as identified in the asset management plan including contributions to CIF bids
  - High value risks identified on the risk register as likely and imminent
  - The cost of one month's payroll
  - Any in-year budgeted revenue deficit
2. Whole School Development Plan priorities

The Governing Body will retain a minimum level of reserves equivalent to 5% of budgeted annual revenue income plus the considerations above. Other funds will be held in restricted or designated funds where they are being held for a specific project.

Current designated funds include :

- The fund for parental contributions
- Priorities in the Asset Management Plan
- IT support
- Contribution to planned CIF bid

High value risks include the replacement of the school boiler.

Remaining funds above the DfE recommendations will be used to support whole school development plan priorities.

# QUEENS' SCHOOL (BUSHEY)

## TRUSTEES' REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2025

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Plans identified in Queens' Whole School Plan

- Future plans for Queens' School include improvements for the infrastructure of sixth form for which £150,000 would need to be ring-fenced, as well as the development of Queens' as a centre of music excellence with an investment of £100,000. Other priorities identified in the plan are currently estimated to require investment of £150,000 with priority given to improving the technology offer at Key Stage 5.
- Capital plans are identified in the trust's Asset Management Plan and there are many priorities for which reserves funding is being requested, including work on IT with the installation of new Wifi across both sites; Health and Safety, with a new school vehicle entrance; Fencing to secure the school grounds; Outdoor eating facilities to improve student experience; provision of a new exams venue to provide for access arrangements; internal decoration, flooring, painting and furniture.

#### Investment policy

The board of trustees aim to maximise investment income from long term investments, but with consideration to the potential need to access these funds at short notice. The academy trust has a rolling programme of short and longer term investments which provides access to invested funds every few months.

The trustees are pleased that the return on medium to long term investments continued to rise slightly during the year, but this is still reviewed on a regular basis.

#### Principal risks and uncertainties

The major risks that the academy trust is exposed to are summarised below. For each of these risks the probability, impact and seriousness have been considered together with appropriate action and management plans:

##### **Economic risks include**

Changes in funding policies which reduces income and leads to a reduction in the breadth of the curriculum the academy trust is able to offer thus reducing teaching and support staff. The academy trust is conducting a review of its current curriculum offer as well as evaluating all staff posts, with a view to cutting both whilst still trying to maintain the best possible offer to its students. It is also reviewing alternative sources of income and how this can be maximised. A key priority for the academy trust is to be able to maintain a balanced budget, at least in revenue terms.

Currently the level of reserves means that cash-flow is not considered a major risk, however if these funds are depleted then the academy trust's cash-flow will need much closer monitoring and the risk of insufficient cash available will need to be considered.

##### **Technological risks include**

Out of date ICT equipment which is unable to operate new software or the systems controlling safety and security, or a failure of the existing ICT system leading to the academy trust being unable to operate. The academy trust has an inbuilt disaster recovery plan which would enable synchronous replication of data and virtualised server environment fault tolerant to one side of the road. There is also a four-year rolling refresh programme however as funding reduces, the investment in ICT is an area under review and sufficient funding cannot be guaranteed.

##### **Human resources and governance**

The national difficulty to recruit sufficient teachers, together with the lack of funding to pay for staffing increases the pressure on existing staff, both in terms of large class sizes, and more work delegated to fewer staff, particularly at the senior leadership level. To help support teacher recruitment and retention, the trustees appointed an on-site Human Resources admin and a contract with an external HR consultant.

##### **GDPR**

The academy trust has continued to monitor the impact of the General Data Protection Regulation and the effectiveness of the control measures that have been put in place. Work this year has concentrated on reminding staff of their obligations, and consideration of GDPR whilst using online learning from home.

The school has responded to 1 Subject Access Requests and 6 Freedom of Information requests.

There have been no reportable data breaches.

# QUEENS' SCHOOL (BUSHEY)

## TRUSTEES' REPORT (CONTINUED)

*FOR THE YEAR ENDED 31 AUGUST 2025*

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### **Estate management**

The Trust's approach is to minimise its exposure to safeguarding, compliance, reputational, financial and educational risk, whilst accepting and encouraging an increased degree of risk in pursuit of its strategy. It recognises that its appetite for risk varies according to the activity, and that its acceptance of risk is subject to ensuring that potential benefits and risks are fully understood before developments are authorised, and that measures to mitigate risk are established. The Trust does tolerate low levels of risk where these are proportionately managed in the pursuit of providing new and challenging experiences for children and young people.

All School staff and management have a responsibility to manage risk on a day to day basis. The Board of trustees have a responsibility to oversee the effectiveness of the risk management framework. The Board has appointed an Audit and Risk Committee (within the Finance, Premises, Audit and Risk committee) who ensure that risks are being addressed appropriately through the programme of internal scrutiny, and who report to the board on the adequacy of the control framework and the management of risks.

The Audit and Risk Committee will review the risk register annually and in accordance with its appetite for risk, will review high priority risks termly. The CFO report to the Board will include any changes to the risk register.

Internal Scrutiny provides independent assurance on the overall effectiveness of risk management and control.

### **Fundraising**

The academy trust undertakes fundraising activities to provide resources for the benefit of its students, but also as a way for students to support the community and charities.

The trustees do not see charitable fundraising as a purpose of the academy trust or as a main source of income. The academy trust does not work with any commercial participators or professional fundraisers. The fundraising it does do is through a voluntary parental donation scheme for existing or past parents and this scheme is overseen by the Queens' Parents Association (QPA). The trustees does not have any other schemes for raising funds from the public.

The board of trustees plan with the QPA what fundraising will take place, taking into account the relationship it has with its parents and the needs of the academy trust. There is a link trustee who is also part of the QPA to provide assurances to the trustees that their responsibilities as trustees are still being met. The trustees consider carefully the impact of any fundraising undertaken, on both the parents and students. The scheme identifies clearly, what the funds are being raised for and how they are used, and the trustees maximise the opportunity for gift-aid on donations made.

The funds are donated voluntarily however the trustees still consider the potential for loss or fraud and have appropriate internal controls to minimise this risk. The trustees also ensure minimal assets and resources are used to raise funds and the funds raised are kept secure by quick and effective banking.

Any donations made to the academy trust are voluntary and the trustees approach is deliberately non-intrusive, without any pressure on families to donate and in a way as to avoid persistently targeting donors. In the event of a complaint about fundraising the academy trust's normal complaints procedure will apply.

Other fundraising carried out is by the QPA for the benefit of the trust, or by students as part of their community awareness with this fundraising being carried out for other charities and all the income being forwarded on accordingly.

# QUEENS' SCHOOL (BUSHEY)

## TRUSTEES' REPORT (CONTINUED)

**FOR THE YEAR ENDED 31 AUGUST 2025**

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### Plans for future periods

Plans for future periods are focussed around meeting the academy trust objectives, but whilst still maintaining the key performance indicators. Plans are also made with due regard for the financial limitations the academy trust faces and bearing in mind the need for a balanced budget in future years.

Key Strategies within the School Development Plan:

- Scholarship
  - Ambitious curriculum
  - Confident, successful and articulate independent learners
  - Comprehensive learning programmes
- Tenacity
  - Culture of supported challenge
  - Universal access to enrichment and co-curricular
  - Character led education
- Altruism
  - Student leadership roles and responsibilities embedded
  - Supportive and empowering work environment
  - Wider community engagement
- Respect
  - Promotion of a sense of community
  - Equality of provision
  - Investment in a sustainable school environment and community

### Funds held as custodian trustee on behalf of others

The academy trust does not hold any funds as a custodian trustee on behalf of others.

### Auditor

In so far as the trustees are aware:

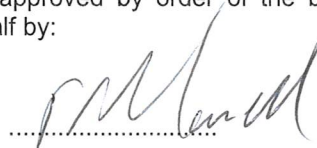
- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

A resolution proposing that Azets Audit Services be reappointed as auditor of the charitable company will be put to the members.

The trustees' report, incorporating a strategic report, was approved by order of the board of trustees, as the company directors, on 11.12.2025 and signed on its behalf by:



Ms S Henry  
Chair of Trustees



Mr J Morrell  
Headteacher and Accounting Officer

# QUEENS' SCHOOL (BUSHEY)

## GOVERNANCE STATEMENT

**FOR THE YEAR ENDED 31 AUGUST 2025**

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### Scope of responsibility

As trustees, we acknowledge we have overall responsibility for ensuring that Queens' School (Bushey) has an effective and appropriate system of control, financial and otherwise. However, such a system is designed to manage rather than eliminate the risk of failure to achieve business objectives and can provide only reasonable and not absolute assurance against material misstatement or loss.

The board of trustees has delegated the day-to-day responsibility to the Headteacher, as accounting officer, for ensuring financial controls conform with the requirements of both propriety and good financial management and in accordance with the requirements and responsibilities assigned to it in the funding agreement between Queens' School (Bushey) and the Secretary of State for Education. The accounting officer is also responsible for reporting to the board of trustees any material weaknesses or breakdowns in internal control.

### Governance

The information on governance included here supplements that described in the Trustees' Report and in the Statement of Trustees' Responsibilities. The board of trustees has formally met four times during the year. Attendance during the year at meetings of the board of trustees was as follows:

Trustees	Meetings attended	Out of possible
Mrs M Alpern (Appointed 5 September 2024)	4	4
Mrs S Barrett (Appointed 1 October 2025)	0	0
Mr D Carson (Appointed 17 January 2025)	0	2
Mr S Clarke	3	4
Mr A Filer	4	4
Ms S Gorton (Staff Trustee)	4	4
Ms S Henry (Chair of Trustees)	4	4
Ms K Kallah (Staff Trustee)	3	4
Mr J Morrell (Headteacher and Accounting Officer)	4	4
Mr A Patel (Appointed 2 April 2025)	1	1
Mr J Patel	3	4
Mr R Patel (Resigned 6 October 2025)	2	4
Mr S Purdasy	3	4
Ms J Raybould (Resigned 7 October 2025)	3	4
Mr T Tsokos	1	4
Ms C Watson (Vice Chair of Trustees)	4	4

### Conflicts of interest

Trustees are requested to review their declarations annually in September at which point they are also reminded to further update as and when situations change/arise. Our mantra is 'if in doubt, declare'. Incomplete and out of date declarations (plus 12 months) are routinely reviewed and chased. Declarations are shared on the school website.

Trustees are reminded at every meeting to declare new interests and/or conflict with specific agenda items. Perceived conflicts not declared by any trustee in a meeting may be aired by colleagues/chair as appropriate. Trustees are bound by the annually reviewed code of conduct in this respect.

### Governance reviews

The members review the effectiveness of the board of trustees and consider the appropriateness of the knowledge and expertise on each sub-committee. Where necessary, the trustees undertake additional training or change sub-committees. Trustees complete a self-review process annually.

# QUEENS' SCHOOL (BUSHEY)

## GOVERNANCE STATEMENT (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2025

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The finance and general purposes committee is a sub-committee of the main board of trustees. Its purpose is to:

The Finance, Premises, Audit & Risk Committee is a sub-committee of the main board of trustees. Its purpose is to be responsible, on behalf of the Governing Body, for establishing, maintaining and operating a system of control, monitoring and reviewing procedures which meet the ESFA's requirements on Finance, Audit, Risk and Health and Safety issues and to provide a safe and satisfactory environment for learning. The committee is also responsible for routine budget setting and monitoring. It also reviews the work of the internal auditors and checks on the internal controls and day to day running of the academy trust's finances.

Attendance at meetings in the year was as follows:

<b>Trustees</b>	<b>Meetings attended</b>	<b>Out of possible</b>
Mr D Carson (Appointed 17 January 2025)	2	2
Mr A Filer	3	3
Mr J Morrell (Headteacher and Accounting Officer)	3	3
Mr R Patel (Resigned 6 October 2025)	3	3
Mr S Purdasy	2	3
Ms J Raybould (Resigned 7 October 2025)	2	3
Mr T Tsokos	2	3

#### **Review of value for money**

As accounting officer, the Headteacher has responsibility for ensuring that the academy trust delivers good value in the use of public resources. The accounting officer understands that value for money refers to the educational and wider societal outcomes achieved in return for the taxpayer resources received.

The accounting officer considers how the academy trust's use of its resources has provided good value for money during each academic year, and reports to the board of trustees where value for money can be improved, including the use of benchmarking data or by using a framework where appropriate. The accounting officer for the academy trust has delivered improved value for money during the year by:

Robustly reviewing the staffing levels in all areas of both curriculum delivery and school support. Like for like replacements are not necessarily being made and the quantity of classes and lessons in each subject has been reviewed to ensure maximum delivery with minimal costs.

Revision and booster classes have been provided across all subjects for Year 11 students with the aim of maximising student achievement at GCSE and A Level.

The introduction of new courses has required financial investment in certain departments and the Heads of Department were asked to consider fully their needs and options available to them, and then to submit a bid for funding. These bids were reviewed to ensure maximum value for money for the funds that were then distributed.

#### **The purpose of the system of internal control**

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives. It can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of academy trust policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in Queens' School (Bushey) for the period 1 September 2024 to 31 August 2025 and up to the date of approval of the annual report and accounts.

# QUEENS' SCHOOL (BUSHEY)

## GOVERNANCE STATEMENT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2025

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### Capacity to handle risk

The board of trustees has reviewed the key risks to which the academy trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The board of Governors is of the view that there is a formal ongoing process for identifying, evaluating and managing the academy trust's significant risks that has been in place for the period 1 September 2024 to 31 August 2025 and up to the date of approval of the annual report and accounts. This process is regularly reviewed by the board of Governors.

### The risk and control framework

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

- comprehensive budgeting and monitoring systems with an annual budget and periodic financial reports which are reviewed and agreed by the board of Governors;
- regular reviews by the finance and general purposes committee of reports which indicate financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes;
- setting targets to measure financial and other performance;
- clearly defined purchasing (asset purchase or capital investment) guidelines;
- delegation of authority and segregation of duties;
- identification and management of risks.

The auditor's role includes giving advice on financial matters and performing a range of checks on the academy trust's financial systems and internal control. No material control issues have been identified.

The Academy Trust uses School Business Services (SBS) to provide Internal Scrutiny Reviews termly. We can confirm that they have carried out their schedule of works as planned and submitted their Annual Summary Report.

They identified one area of 'No Assurance' which related to annual salary statements not being issued to teachers. To remedy this, the school immediately issued statements to all staff and have made provision to do this annually.

### Review of effectiveness

As accounting officer, the principal has responsibility for reviewing the effectiveness of the system of internal control. During the year in question the review has been informed by:

- the work of the internal auditor;
- the financial management and governance self-assessment process or the school resource management self-assessment tool;
- the work of the executive managers within the academy trust who have responsibility for the development and maintenance of the internal control framework;
- the work of the external auditor
- correspondence from ESFA, eg FNI/NFI and 'minded to' letters.

### Conclusion

Based on the advice of the audit and risk committee and the accounting officer, the board of trustees is of the opinion that the academy trust has an adequate and effective framework for governance, risk management and control.

Approved by order of the board of trustees on 11.12.2025 and signed on its behalf by:

Ms S Henry  
Chair of Trustees

Mr J Morrell  
Headteacher and Accounting Officer

# QUEENS' SCHOOL (BUSHEY)

## STATEMENT OF REGULARITY, PROPRIETY AND COMPLIANCE FOR THE YEAR ENDED 31 AUGUST 2025

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As accounting officer of Queens' School (Bushey), I confirm that I have had due regard to the framework of authorities governing regularity, propriety and compliance, including the trust's funding agreement with the Department for Education (DfE), and the requirements of the Academy Trust Handbook, including responsibilities for estates safety and management. I have also considered my responsibility to notify the academy trust board of trustees and DfE of material irregularity, impropriety and non-compliance with terms and conditions of all funding, including for estates safety and management.

I confirm that I and the board of trustees are able to identify any material irregular or improper use of all funds by the academy trust, or material non-compliance with the framework of authorities.

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



Mr J Morrell  
**Accounting Officer**

Date: 11.12.2025

# QUEENS' SCHOOL (BUSHEY)

## STATEMENT OF TRUSTEES' RESPONSIBILITIES

**FOR THE YEAR ENDED 31 AUGUST 2025**

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The trustees (who are also the directors of Queens' School (Bushey) for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with the Academies Accounts Direction 2024 to 2025 published by the Department for Education, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

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

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 and the Academies Accounts Direction 2024 to 2025;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and 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.

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

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.

Approved by order of the members of the board of trustees on 11.12.2025 and signed on its behalf by:

Ms S Henry  
Chair of Trustees

Mr J Morrell  
Headteacher and Accounting Officer

# QUEENS' SCHOOL (BUSHEY)

## INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF QUEENS' SCHOOL (BUSHEY)

*FOR THE YEAR ENDED 31 AUGUST 2025*

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### Opinion

We have audited the financial statements of Queens' School (Bushey) for the year ended 31 August 2025 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice), the Charities SORP 2019 and the Academies Accounts Direction 2024 to 2025 issued by the Department for Education.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2025 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006; and
- have been prepared in accordance with the Charities SORP 2019 and the Academies Accounts Direction 2024 to 2025.

### 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 academy trust 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 academy trust's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

### Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

# QUEENS' SCHOOL (BUSHEY)

## INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF QUEENS' SCHOOL (BUSHEY) (CONTINUED)

**FOR THE YEAR ENDED 31 AUGUST 2025**

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### **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 including the incorporated strategic report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report including the incorporated 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 academy trust and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report, including the incorporated 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 returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

### **Responsibilities of trustees**

As explained more fully in the statement of trustees' responsibilities, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the academy trust's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company, or 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.

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

### **Extent to which the audit was considered capable of detecting irregularities, including fraud**

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

## QUEENS' SCHOOL (BUSHEY)

### INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF QUEENS' SCHOOL (BUSHEY) (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2025

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of senior leadership, Trustees and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the company through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations including compliance with the Academies Accounts Direction 2024 to 2025 issued by the Department for Education;
- Performing audit work over the recognition of grant income and the allocation of expenditure to funds;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

#### Use of our report

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



#### Mr Mark Jackson FCA DChA (Senior Statutory Auditor)

For and on behalf of Azets Audit Services, Statutory Auditor  
Chartered Accountants

Westpoint  
Lynch Wood  
Peterborough  
Cambridgeshire  
PE2 6FZ  
United Kingdom

Date: 18.12.2025

# QUEENS' SCHOOL (BUSHEY)

## INDEPENDENT REPORTING ACCOUNTANT'S REPORT ON REGULARITY TO QUEENS' SCHOOL (BUSHEY) AND THE SECRETARY OF STATE FOR EDUCATION FOR THE YEAR ENDED 31 AUGUST 2025

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In accordance with the terms of our engagement letter dated 29 August 2024 and further to the requirements of the Department for Education (DfE) as included in the extant Framework and Guide for External Auditors and Reporting Accountants of Academy Trusts, we have carried out an engagement to obtain limited assurance about whether anything has come to our attention that would suggest, in all material respects, the expenditure disbursed and income received by Queens' School (Bushey) during the period 1 September 2024 to 31 August 2025 have not been applied to the purposes intended by Parliament and that the financial transactions do not conform to the authorities which govern them.

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

### **Respective responsibilities of the accounting officer of Queens' School (Bushey) and the reporting accountant**

The accounting officer is responsible, under the requirements of Queens' School (Bushey)'s funding agreement with the Secretary of State for Education and the Academy Trust Handbook, for ensuring that expenditure disbursed and income received is applied for the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

Our responsibilities for this engagement are established in the United Kingdom by our profession's ethical guidance, and are to obtain limited assurance and report in accordance with our engagement letter and the requirements of the extant Framework and Guide for External Auditors and Reporting Accountants of Academy Trusts. We report to you whether anything has come to our attention in carrying out our work which suggests that in all material respects, expenditure disbursed and income received during the period 1 September 2024 to 31 August 2025 have not been applied for the purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

### **Approach**

We conducted our engagement in accordance with the Framework and Guide for External Auditors and Reporting Accountant of Academy Trusts issued by the DfE, which requires a limited assurance engagement as set out in our engagement letter.

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

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

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

The work undertaken to draw to our conclusion includes:

- a review of the activities of the academy, by reference to sources of income and other information available to us;
- sample testing of expenditure, including payroll;
- a review of minutes of Governors' meetings.

# QUEENS' SCHOOL (BUSHEY)

## INDEPENDENT REPORTING ACCOUNTANT'S REPORT ON REGULARITY TO QUEENS' SCHOOL (BUSHEY) AND THE SECRETARY OF STATE FOR EDUCATION (CONTINUED)

**FOR THE YEAR ENDED 31 AUGUST 2025**

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### **Conclusion**

In the course of our work, nothing has come to our attention which suggests that in all material respects the expenditure disbursed and income received during the period 1 September 2024 to 31 August 2025 has not been applied for the purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.



### **Reporting Accountant**

Azets Audit Services  
Westpoint  
Lynch Wood  
Peterborough  
Cambridgeshire  
PE2 6FZ  
United Kingdom

Date: 18.12.2025

# QUEENS' SCHOOL (BUSHEY)

## STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 AUGUST 2025

	Notes	Unrestricted funds £	Restricted funds: General    Fixed asset £            £		Total 2025 £	Total 2024 £
<b>Income and endowments from:</b>						
Donations and capital grants	3	35,832	-	235,756	271,588	879,530
Charitable activities:						
- Funding for educational operations	4	466,476	11,619,383	-	12,085,859	11,532,551
Other trading activities	5	305,338	94,165	-	399,503	336,243
Investments	6	51,510	-	-	51,510	9,217
<b>Total</b>		<u>859,156</u>	<u>11,713,548</u>	<u>235,756</u>	<u>12,808,460</u>	<u>12,757,541</u>
<b>Expenditure on:</b>						
Raising funds	7	30,933	-	-	30,933	26,747
Charitable activities:						
- Educational operations	8	1,014,380	11,665,548	1,112,037	13,791,965	12,807,314
<b>Total</b>	7	<u>1,045,313</u>	<u>11,665,548</u>	<u>1,112,037</u>	<u>13,822,898</u>	<u>12,834,061</u>
<b>Net income/(expenditure)</b>		(186,157)	48,000	(876,281)	(1,014,438)	(76,520)
Transfers between funds	17	(125,091)	-	125,091	-	-
<b>Other recognised gains/(losses)</b>						
Actuarial (losses)/gains on defined benefit pension schemes	22	-	(48,000)	-	(48,000)	43,000
<b>Net movement in funds</b>		<u>(311,248)</u>	<u>-</u>	<u>(751,190)</u>	<u>(1,062,438)</u>	<u>(33,520)</u>
<b>Reconciliation of funds</b>						
Total funds brought forward		<u>2,796,341</u>	<u>-</u>	<u>38,230,307</u>	<u>41,026,648</u>	<u>41,060,168</u>
Total funds carried forward		<u>2,485,093</u>	<u>-</u>	<u>37,479,117</u>	<u>39,964,210</u>	<u>41,026,648</u>

# QUEENS' SCHOOL (BUSHEY)

## STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 AUGUST 2025

Comparative year information Year ended 31 August 2024	Notes	Unrestricted	Restricted funds:		Total
		funds	General	Fixed asset	2024
		£	£	£	£
<b>Income and endowments from:</b>					
Donations and capital grants	3	28,932	-	850,598	879,530
Charitable activities:					
- Funding for educational operations	4	586,198	10,946,353	-	11,532,551
Other trading activities	5	231,516	104,727	-	336,243
Investments	6	9,217	-	-	9,217
<b>Total</b>		<b>855,863</b>	<b>11,051,080</b>	<b>850,598</b>	<b>12,757,541</b>
<b>Expenditure on:</b>					
Raising funds	7	26,747	-	-	26,747
Charitable activities:					
- Educational operations	8	489,373	11,527,434	790,507	12,807,314
<b>Total</b>	7	<b>516,120</b>	<b>11,527,434</b>	<b>790,507</b>	<b>12,834,061</b>
<b>Net income/(expenditure)</b>		<b>339,743</b>	<b>(476,354)</b>	<b>60,091</b>	<b>(76,520)</b>
Transfers between funds	17	(864,456)	493,354	371,102	-
<b>Other recognised gains/(losses)</b>					
Actuarial gains on defined benefit pension schemes	22	-	43,000	-	43,000
<b>Net movement in funds</b>		<b>(524,713)</b>	<b>60,000</b>	<b>431,193</b>	<b>(33,520)</b>
<b>Reconciliation of funds</b>					
Total funds brought forward		3,321,054	(60,000)	37,799,114	41,060,168
Total funds carried forward		2,796,341	-	38,230,307	41,026,648

# QUEENS' SCHOOL (BUSHEY)

## BALANCE SHEET

AS AT 31 AUGUST 2025

	Notes	2025		2024	
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	13		37,479,117		38,230,307
<b>Current assets</b>					
Debtors	14	721,849		775,221	
Cash at bank and in hand		2,813,790		3,046,703	
		<u>3,535,639</u>		<u>3,821,924</u>	
<b>Current liabilities</b>					
Creditors: amounts falling due within one year	15	<u>(1,050,546)</u>		<u>(1,025,583)</u>	
<b>Net current assets</b>			<u>2,485,093</u>		<u>2,796,341</u>
<b>Net assets excluding pension asset</b>			<u>39,964,210</u>		<u>41,026,648</u>
Defined benefit pension scheme asset	22		-		-
<b>Total net assets</b>			<u><u>39,964,210</u></u>		<u><u>41,026,648</u></u>
<b>Funds of the academy trust:</b>					
<b>Restricted funds</b>	17				
- Fixed asset funds			<u>37,479,117</u>		<u>38,230,307</u>
<b>Total restricted funds</b>			<u>37,479,117</u>		<u>38,230,307</u>
<b>Unrestricted income funds</b>	17		<u>2,485,093</u>		<u>2,796,341</u>
<b>Total funds</b>			<u><u>39,964,210</u></u>		<u><u>41,026,648</u></u>

The financial statements on pages 21 to 43 were approved by the trustees and authorised for issue on 11.12.25 and are signed on their behalf by:

  
 .....  
 Ms S Henry  
 Chair of Trustees

  
 .....  
 Mr J Morrell  
 Headteacher and Accounting Officer

Company registration number 07650609 (England and Wales)

# QUEENS' SCHOOL (BUSHEY)

## STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 AUGUST 2025

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	Notes	2025 £	£	2024 £	£
<b>Cash flows from operating activities</b>					
Net cash (used in)/provided by operating activities	19	(459,825)		197,913	
<b>Cash flows from investing activities</b>					
Dividends, interest and rents from investments		51,510		9,217	
Capital grants from DfE Group		343,583		376,618	
Purchase of tangible fixed assets		(168,181)		(1,282,724)	
		<u>          </u>		<u>          </u>	
<b>Net cash provided by/(used in) investing activities</b>		226,912		(896,889)	
		<u>          </u>		<u>          </u>	
<b>Net decrease in cash and cash equivalents in the reporting period</b>		(232,913)		(698,976)	
Cash and cash equivalents at beginning of the year		3,046,703		3,745,679	
		<u>          </u>		<u>          </u>	
<b>Cash and cash equivalents at end of the year</b>		2,813,790		3,046,703	
		<u>          </u>		<u>          </u>	

# QUEENS' SCHOOL (BUSHEY)

## NOTES TO THE FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 AUGUST 2025

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#### 1 Accounting policies

A summary of the principal accounting policies adopted (which have been applied consistently, except where noted), judgements and key sources of estimation uncertainty, is set out below.

##### 1.1 Basis of preparation

The financial statements of the academy trust, which is a public benefit entity under FRS 102, have been prepared under the historical cost convention in accordance with the Financial Reporting Standard Applicable in the UK and Republic of Ireland (FRS 102), the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)), the Academies Accounts Direction 2024 to 2025 issued by the Department for Education, the Charities Act 2011 and the Companies Act 2006.

##### 1.2 Going concern

The trustees assess whether the use of going concern is appropriate, ie whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the charitable company to continue as a going concern. The trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements and have concluded that the academy trust has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the academy trust's ability to continue as a going concern. Thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

##### 1.3 Income

All incoming resources are recognised when the academy trust has entitlement to the funds, the receipt is probable and the amount can be measured reliably.

##### 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 period 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.

General Annual Grant is recognised in full in the statement of financial activities in the period for which it is receivable, and any abatement in respect of the period is deducted from income and recognised as a liability.

Capital grants are recognised in full when there is an unconditional entitlement to the grant. Unspent amounts of capital grants are reflected in the balance sheet in the restricted fixed asset fund. Capital grants are recognised when there is entitlement and are not deferred over the life of the asset on which they are expended.

##### Sponsorship income

Sponsorship income provided to the academy trust which amounts to a donation is recognised in the statement of financial activities in the period in which it is receivable (where there are no performance-related conditions), where the receipt is probable and it can be measured reliably.

##### 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.

##### Other income

Other income, including the hire of facilities, is recognised in the period it is receivable and to the extent the academy trust has provided the goods or services.

# QUEENS' SCHOOL (BUSHEY)

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2025

---

#### 1 Accounting policies

(Continued)

##### Donated goods, facilities and services

Goods donated for resale are included at fair value, being the expected proceeds from sale less the expected costs of sale. If it is practical to assess the fair value at receipt, it is recognised in stock and 'Income from other trading activities'. Upon sale, the value of the stock is charged against 'Income from other trading activities' and the proceeds are recognised as 'Income from other trading activities'. Where it is impractical to fair value the items due to the volume of low value items they are not recognised in the financial statements until they are sold. This income is recognised within 'Income from other trading activities'.

##### Donated fixed assets

Donated fixed assets are measured at fair value unless it is impractical to measure this reliably, in which case the cost of the item to the donor is used. The gain is recognised as income from donations and a corresponding amount is included in the appropriate fixed asset category and depreciated over the useful economic life in accordance with the academy trust's accounting policies.

#### 1.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of 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. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

All resources expended are inclusive of irrecoverable VAT.

##### Expenditure on raising funds

This includes all expenditure incurred by the academy trust to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

##### Charitable activities

These are costs incurred on the academy trust's educational operations, including support costs and costs relating to the governance of the academy trust apportioned to charitable activities.

#### 1.5 Tangible fixed assets and depreciation

Assets costing £1,000 or more are capitalised as tangible fixed assets and are carried at cost, net of depreciation and any provision for impairment.

Where tangible fixed assets have been acquired with the aid of specific grants, either from the government or from the private sector, they are included in the balance sheet at cost and depreciated over their expected useful economic life. Where there are specific conditions attached to the funding that require the continued use of the asset, the related grants are credited to a restricted fixed asset fund in the statement of financial activities and carried forward in the balance sheet. Depreciation on the relevant assets is charged directly to the restricted fixed asset fund in the statement of financial activities. Where tangible fixed assets have been acquired with unrestricted funds, depreciation on such assets is charged to the unrestricted fund.

# QUEENS' SCHOOL (BUSHEY)

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2025

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#### 1 Accounting policies

(Continued)

Depreciation is provided on all tangible fixed assets other than freehold land, at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life, as follows:

Land and buildings	30 years
Assets under construction	Not depreciated
Computer equipment	2 - 10 years
Fixtures, fittings & equipment	2 - 10 years

Assets in the course of construction are included at cost. Depreciation on these assets is not charged until they are brought into use and reclassified to freehold or leasehold land and buildings.

No depreciation is provided in respect of freehold land.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the statement of financial activities.

#### 1.6 Liabilities

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the academy trust anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

#### 1.7 Leased assets

Rentals under operating leases are charged on a straight-line basis over the lease term.

#### 1.8 Financial instruments

The academy trust only holds basic financial instruments as defined in FRS 102. The financial assets and financial liabilities of the academy trust and their measurement basis are as follows.

##### Financial assets

Trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost. Prepayments are not financial instruments.

Cash at bank is classified as a basic financial instrument and is measured at face value.

##### Financial liabilities

Trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost. Taxation and social security are not included in the financial instruments disclosure definition.

Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument.

#### 1.9 Taxation

The academy trust is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the academy trust is potentially exempt from taxation in respect of income or capital gains received within categories covered by chapter 3 part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

# QUEENS' SCHOOL (BUSHEY)

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2025

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#### 1 Accounting policies

(Continued)

##### 1.10 Pensions benefits

Retirement benefits to employees of the academy trust are provided by the Teachers' Pension Scheme ('TPS') and the Local Government Pension Scheme ('LGPS'). These are defined benefit schemes and the assets are held separately from those of the academy trust.

The TPS is an unfunded scheme and contributions are calculated to spread the cost of pensions over employees' working lives with the academy trust 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 an unfunded multi-employer scheme with no underlying assets to assign between employers. Consequently, the TPS is treated as a defined contribution scheme for accounting purposes and the contributions are recognised in the period to which they relate.

The LGPS is a funded multi-employer scheme and the assets are held separately from those of the academy trust 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 net income or expenditure 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/asset 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.

##### 1.11 Fund accounting

Unrestricted income funds represent those resources which may be used towards meeting any of the charitable objects of the academy trust at the discretion of the trustees.

Restricted fixed asset funds are resources which are to be applied to specific capital purposes imposed by funders where the asset acquired or created is held for a specific purpose.

Restricted general funds comprise all other restricted funds received with restrictions imposed by the funder/donor and include grants from the Education and Skills Funding Agency and Department for Education.

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

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

##### Critical accounting estimates and assumptions

The academy trust makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

# QUEENS' SCHOOL (BUSHEY)

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2025

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

(Continued)

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost or income for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 22, will impact on the carrying amount of the pension liability. Furthermore, a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2022 has been used by the actuary in valuing the pensions liability at 31 August 2025. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

#### Critical areas of judgement

The trustees do not believe there are any areas of judgement that have a significant effect on the amounts recognised in the academy trust financial statements, apart from those involving estimation and assumptions as disclosed above in the critical accounting estimates and assumptions.

#### 3 Donations and capital grants

	Unrestricted funds £	Restricted funds £	Total 2025 £	Total 2024 £
Capital grants	-	235,756	235,756	850,598
Other donations	35,832	-	35,832	28,932
	<u>35,832</u>	<u>235,756</u>	<u>271,588</u>	<u>879,530</u>

#### 4 Funding for the academy trust's educational operations

	Unrestricted funds £	Restricted funds £	Total 2025 £	Total 2024 £
<b>DfE/ESFA grants</b>				
General annual grant (GAG)	-	8,447,832	8,447,832	8,047,524
Other DfE/ESFA grants:				
- Pupil premium	-	161,700	161,700	172,079
- Teachers pension grant	-	454,651	454,651	305,937
- Mainstream schools additional grant	-	-	-	278,023
- Core schools budget grant	-	304,228	304,228	-
- 16 - 19 funding	-	2,025,611	2,025,611	1,965,136
- Others	-	87,738	87,738	67,376
	<u>-</u>	<u>11,481,760</u>	<u>11,481,760</u>	<u>10,836,075</u>
<b>Other government grants</b>				
Local authority grants	-	137,623	137,623	110,278
	<u>-</u>	<u>137,623</u>	<u>137,623</u>	<u>110,278</u>
<b>Other incoming resources</b>	<u>466,476</u>	<u>-</u>	<u>466,476</u>	<u>586,198</u>
<b>Total funding</b>	<u>466,476</u>	<u>11,619,383</u>	<u>12,085,859</u>	<u>11,532,551</u>

# QUEENS' SCHOOL (BUSHEY)

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2025

### 5 Other trading activities

	Unrestricted funds £	Restricted funds £	Total 2025 £	Total 2024 £
Hire of facilities	223,694	-	223,694	173,295
Music tuition	-	7,241	7,241	-
Other income	81,644	86,924	168,568	162,948
	<u>305,338</u>	<u>94,165</u>	<u>399,503</u>	<u>336,243</u>

### 6 Investment income

	Unrestricted funds £	Restricted funds £	Total 2025 £	Total 2024 £
Short term deposits	51,510	-	51,510	9,217
	<u>51,510</u>	<u>-</u>	<u>51,510</u>	<u>9,217</u>

### 7 Expenditure

	Staff costs £	Non-pay expenditure		Total 2025 £	Total 2024 £
		Premises £	Other £		
Expenditure on raising funds					
- Direct costs	30,933	-	-	30,933	26,747
Academy's educational operations					
- Direct costs	8,375,016	-	1,322,946	9,697,962	8,831,287
- Allocated support costs	1,757,836	2,121,367	214,800	4,094,003	3,976,027
	<u>10,163,785</u>	<u>2,121,367</u>	<u>1,537,746</u>	<u>13,822,898</u>	<u>12,834,061</u>

#### Net income/(expenditure) for the year includes:

	2025 £	2024 £
Depreciation of tangible fixed assets	919,371	790,507
Fees payable to auditor for:		
- Audit	17,100	16,300
- Other services	3,530	5,119
Net interest on defined benefit pension liability	(21,000)	3,000
	<u>919,001</u>	<u>814,926</u>

# QUEENS' SCHOOL (BUSHEY)

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

### 8 Charitable activities

	Unrestricted funds £	Restricted funds £	Total 2025 £	Total 2024 £
<b>Direct costs</b>				
Educational operations	1,014,380	8,683,582	9,697,962	8,831,287
<b>Support costs</b>				
Educational operations	-	4,094,003	4,094,003	3,976,027
	<u>1,014,380</u>	<u>12,777,585</u>	<u>13,791,965</u>	<u>12,807,314</u>

### Analysis of costs

	2025 £	2024 £
<b>Direct costs</b>		
Teaching and educational support staff costs	8,480,746	7,613,125
Staff development	20,331	21,010
Technology costs	101,609	98,905
Educational supplies and services	300,672	130,348
Examination fees	210,189	199,866
Educational consultancy	138,118	-
Other direct costs	446,297	768,033
	<u>9,697,962</u>	<u>8,831,287</u>
<b>Support costs</b>		
Support staff costs	1,761,269	1,857,423
Depreciation	919,371	790,507
Technology costs	15,100	-
Recruitment and support	-	96,424
Maintenance of premises and equipment	778,740	593,918
Cleaning	79,953	90,052
Energy costs	170,173	145,319
Rent, rates and other occupancy costs	118,433	78,104
Insurance	54,697	54,745
Security and transport	16,426	16,142
Catering	59,442	121,496
Finance costs	(21,000)	3,000
Legal costs	6,048	7,925
Other support costs	114,721	99,553
Governance costs	20,630	21,419
	<u>4,094,003</u>	<u>3,976,027</u>

# QUEENS' SCHOOL (BUSHEY)

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

### 9 Governance costs

All from restricted funds:	Total 2025 £	Total 2024 £
<b>Amounts included in support costs</b>		
Legal costs	6,048	7,925
Auditor's remuneration		
- Audit of financial statements	17,100	16,300
- Other audit costs	3,530	5,119
	26,678	29,344
	26,678	29,344

### 10 Staff

#### Staff costs and employee benefits

Staff costs during the year were:

	2025 £	2024 £
Wages and salaries	7,113,282	6,912,083
Social security costs	819,121	708,339
Pension costs	1,772,894	1,633,757
	9,705,297	9,254,179
Staff costs - employees	9,705,297	9,254,179
Agency staff costs	458,488	224,769
Staff restructuring costs	-	12,030
	10,163,785	9,490,978
Staff development and other staff costs	129,494	27,327
	10,293,279	9,518,305
	10,293,279	9,518,305
Staff restructuring costs comprise:		
Severance payments	-	12,030
	-	12,030
	-	12,030

#### Staff numbers

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

	2025 Number	2024 Number
Teachers	107	106
Administration and support	128	130
Management	11	11
	246	247
	246	247

# QUEENS' SCHOOL (BUSHEY)

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2025

#### 10 Staff

(Continued)

##### Higher paid staff

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

	2025 Number	2024 Number
£60,001 - £70,000	12	7
£70,001 - £80,000	3	2
£80,001 - £90,000	2	3
£130,001 - £140,000	1	1
	=====	=====

##### Key management personnel

The key management personnel of the academy trust comprise the trustees and the senior management team as listed on page 1. The total amount of key management personnel benefits (including employer pension contributions and employer national insurance contributions) received by key management personnel for their services to the academy trust was £547,628 (2024: £518,478).

#### 11 Trustees' remuneration and expenses

One or more of the trustees has been paid remuneration or has received other benefits from an employment with the academy trust. The Headteacher and other staff trustees only receive remuneration in respect of services they provide undertaking the roles of Headteacher and staff members under their contracts of employment, and not in respect of their services as trustees.

The value of trustees' remuneration and other benefits was as follows:

J Morrell (Headteacher and Staff Governor):

Remuneration £135,001 - £140,000 (2024: £130,001 - £135,000)

Employer's Pension Contributions £40,001 - £45,000 (2024: £30,001 - £35,000)

S Gorton (Staff Governor):

Remuneration £35,001 - £40,000 (2024: £35,001 - £40,000)

Employer's Pension Contributions £5,001 - £10,000 (2024: £5,001 - £10,000)

K Kallah (Staff Governor):

Remuneration £60,001 - £65,000 (2024: £45,001 - £50,000)

Employer's Pension Contributions £15,001 - £20,000 (2024: £10,001 - £15,000)

During the year, travel and subsistence payments totalling £nil (2024: £nil) were reimbursed or paid directly to trustees.

Other related party transactions involving the trustees are set out within the related parties note.

#### 12 Trustees' and officers' insurance

In accordance with normal commercial practice, the academy trust has purchased insurance to protect trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on academy trust business. The insurance provides cover up to £5,000,000 on any one claim. The premium for this insurance is included within the academy trust main insurance policy and therefore the cost is not separately identifiable. The cost of this insurance is included in the total insurance cost.

# QUEENS' SCHOOL (BUSHEY)

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2025

### 13 Tangible fixed assets

	Land and buildings	Assets under construction	Computer equipment	Fixtures, fittings & equipment	Total
	£	£	£	£	£
<b>Cost</b>					
At 1 September 2024	41,116,910	2,744,661	766,044	1,600,789	46,228,404
Transfer	2,744,661	(2,744,661)	-	-	-
Additions	-	-	118,388	49,793	168,181
At 31 August 2025	43,861,571	-	884,432	1,650,582	46,396,585
<b>Depreciation</b>					
At 1 September 2024	6,364,827	-	516,302	1,116,968	7,998,097
Charge for the year	783,863	-	62,910	72,598	919,371
At 31 August 2025	7,148,690	-	579,212	1,189,566	8,917,468
<b>Net book value</b>					
At 31 August 2025	36,712,881	-	305,220	461,016	37,479,117
At 31 August 2024	34,752,083	2,744,661	249,742	483,821	38,230,307

### 14 Debtors

	2025 £	2024 £
Trade debtors	53,648	60,114
VAT recoverable	52,859	14,874
Other debtors	512	-
Prepayments and accrued income	614,830	700,233
	721,849	775,221

### 15 Creditors: amounts falling due within one year

	2025 £	2024 £
Trade creditors	101,248	108,407
Other taxation and social security	187,748	162,099
Other creditors	210,721	191,034
Accruals and deferred income	550,829	564,043
	1,050,546	1,025,583

# QUEENS' SCHOOL (BUSHEY)

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

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### 16 Deferred income

	2025	2024
	£	£
Deferred income is included within:		
Creditors due within one year	198,735	145,713
	<u>198,735</u>	<u>145,713</u>
Deferred income at 1 September 2024	145,713	93,422
Released from previous years	(145,713)	(93,422)
Resources deferred in the year	198,735	145,713
	<u>198,735</u>	<u>145,713</u>
Deferred income at 31 August 2025	<u>198,735</u>	<u>145,713</u>

At the balance sheet date the academy trust was holding funds received in advance for the next school year. This consists of income for school trips and funding received in advance.

# QUEENS' SCHOOL (BUSHEY)

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2025

### 17 Funds

	Balance at 1 September 2024 £	Income £	Expenditure £	Gains, losses and transfers £	Balance at 31 August 2025 £
<b>Restricted general funds</b>					
General Annual Grant (GAG)	-	8,447,832	(8,447,832)	-	-
Pupil premium	-	161,700	(161,700)	-	-
Other DfE/ESFA grants	-	2,872,228	(2,872,228)	-	-
Other government grants	-	137,623	(137,623)	-	-
Other restricted funds	-	94,165	(94,165)	-	-
Pension reserve	-	-	48,000	(48,000)	-
	-	11,713,548	(11,665,548)	(48,000)	-
<b>Restricted fixed asset funds</b>					
DfE group capital grants	-	235,756	(192,666)	(43,090)	-
Private sector capital sponsorship	38,230,307	-	(919,371)	168,181	37,479,117
	38,230,307	235,756	(1,112,037)	125,091	37,479,117
<b>Total restricted funds</b>	38,230,307	11,949,304	(12,777,585)	77,091	37,479,117
<b>Unrestricted funds</b>					
General funds	2,330,424	846,048	(742,313)	(174,388)	2,259,771
Development fund	12,917	13,108	-	(17,903)	8,122
Asset management plan	203,000	-	(203,000)	-	-
IT support	100,000	-	(100,000)	67,200	67,200
Contribution to future CIF bids	150,000	-	-	-	150,000
	2,796,341	859,156	(1,045,313)	(125,091)	2,485,093
<b>Total funds</b>	41,026,648	12,808,460	(13,822,898)	(48,000)	39,964,210

# QUEENS' SCHOOL (BUSHEY)

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2025

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### 17 Funds

(Continued)

The specific purposes for which the funds are to be applied are as follows:

#### **General Annual Grant**

The General Annual Grant (GAG) must be used for the normal running costs of the academy trust. Under the funding agreement with the Secretary of State, the academy trust was not subject to a limit on the amount of GAG that it could carry forward at 31 August 2025.

#### **Other DfE/ESFA grants**

This represents other funding for various purposes including pupil premium, sports funding, training and other pupil-related activities from the Department of Education and Education and Skills Funding Agency.

#### **Other government grants**

This represents funding received from local government for various specific purposes including special educational needs children and education other than at the academy trust.

#### **Other restricted funds**

The other restricted funds relate to various educational activities which are not funded by the General Annual Grant.

#### **Pension reserve:**

The defined benefit pension scheme relates to the pension deficit arising from the Local Government Pension Scheme.

#### **Restricted fixed asset fund**

The restricted fixed asset fund was funded predominately by the funds inherited on conversion to an academy trust from the local authority following the transfer of the land and buildings.

# QUEENS' SCHOOL (BUSHEY)

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2025

### 17 Funds

(Continued)

Comparative information in respect of the preceding period is as follows:

	Balance at 1 September 2023 £	Income £	Expenditure £	Gains, losses and transfers £	Balance at 31 August 2024 £
<b>Restricted general funds</b>					
General Annual Grant (GAG)	-	8,047,524	(8,540,878)	493,354	-
Pupil premium	-	172,079	(172,079)	-	-
Other DfE/ESFA grants	-	2,616,472	(2,616,472)	-	-
Other government grants	-	110,278	(110,278)	-	-
Other restricted funds	-	104,727	(104,727)	-	-
Pension reserve	(60,000)	-	17,000	43,000	-
	<u>(60,000)</u>	<u>11,051,080</u>	<u>(11,527,434)</u>	<u>536,354</u>	<u>-</u>
<b>Restricted fixed asset funds</b>					
DfE group capital grants	37,799,114	850,598	(790,507)	371,102	38,230,307
	<u>37,799,114</u>	<u>850,598</u>	<u>(790,507)</u>	<u>371,102</u>	<u>38,230,307</u>
<b>Total restricted funds</b>	<u>37,739,114</u>	<u>11,901,678</u>	<u>(12,317,941)</u>	<u>907,456</u>	<u>38,230,307</u>
<b>Unrestricted funds</b>					
General funds	3,164,704	855,863	(516,120)	(1,174,023)	2,330,424
Development fund	6,350	-	-	6,567	12,917
English block contribution	150,000	-	-	(150,000)	-
Asset management plan	-	-	-	203,000	203,000
IT support	-	-	-	100,000	100,000
Contribution to future CIF bids	-	-	-	150,000	150,000
	<u>3,321,054</u>	<u>855,863</u>	<u>(516,120)</u>	<u>(864,456)</u>	<u>2,796,341</u>
<b>Total funds</b>	<u>41,060,168</u>	<u>12,757,541</u>	<u>(12,834,061)</u>	<u>43,000</u>	<u>41,026,648</u>

### 18 Analysis of net assets between funds

	Unrestricted Funds £	Restricted funds: General £	Fixed asset £	Total Funds £
<b>Fund balances at 31 August 2025 are represented by:</b>				
Tangible fixed assets	-	-	37,479,117	37,479,117
Current assets	3,535,639	-	-	3,535,639
Current liabilities	(1,050,546)	-	-	(1,050,546)
<b>Total net assets</b>	<u>2,485,093</u>	<u>-</u>	<u>37,479,117</u>	<u>39,964,210</u>

# QUEENS' SCHOOL (BUSHEY)

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2025

#### 18 Analysis of net assets between funds

(Continued)

	Unrestricted	Restricted funds:		Total
	Funds	General	Fixed asset	Funds
	£	£	£	£
<b>Fund balances at 31 August 2024 are represented by:</b>				
Tangible fixed assets	-	-	38,230,307	38,230,307
Current assets	3,821,924	-	-	3,821,924
Current liabilities	(1,025,583)	-	-	(1,025,583)
<b>Total net assets</b>	<b>2,796,341</b>	<b>-</b>	<b>38,230,307</b>	<b>41,026,648</b>

#### 19 Reconciliation of net expenditure to net cash flow from operating activities

	Notes	2025 £	2024 £
Net expenditure for the reporting period (as per the statement of financial activities)		(1,014,438)	(76,520)
Adjusted for:			
Capital grants from DfE and other capital income		(235,756)	(850,598)
Investment income receivable	6	(51,510)	(9,217)
Defined benefit pension costs less contributions payable	22	(27,000)	(20,000)
Defined benefit pension scheme finance (income)/cost	22	(21,000)	3,000
Depreciation of tangible fixed assets		919,371	790,507
(Increase)/decrease in debtors		(54,455)	291,862
Increase in creditors		24,963	68,879
<b>Net cash (used in)/provided by operating activities</b>		<b>(459,825)</b>	<b>197,913</b>

#### 20 Analysis of changes in net funds

	1 September 2024 £	Cash flows £	31 August 2025 £
Cash	3,046,703	(232,913)	2,813,790

#### 21 Members' liability

Each member of the charitable company undertakes to contribute to the assets of the company in the event of it being wound up while he or she is a member, or within one year after he or she ceases to be a member, such amount as may be required, not exceeding £10 for the debts and liabilities contracted before he or she ceases to be a member.

# QUEENS' SCHOOL (BUSHEY)

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2025

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#### 22 Pension and similar obligations

The academy trust'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 Hertfordshire County Council. Both are multi-employer defined benefit schemes.

The latest actuarial valuation of the TPS related to the period ended 31 March 2020, and that of the LGPS related to the period ended 31 March 2022.

Contributions amounting to £203,468 were payable to the schemes at 31 August 2025 (2024: £156,581) and are included within creditors.

#### Teachers' Pension Scheme

##### Introduction

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 latest actuarial valuation of the TPS was carried out as at 31 March 2020. The valuation report was published by the Department for Education on 27 October 2023, with the SCAPE rate, set by HMT, applying a notional investment return based on 1.7% above the rate of CPI. The key elements of the valuation outcome are:

- Employer contribution rates set at 28.68% of pensionable pay (including a 0.08% administration levy). This is an increase of 5% in employer contributions 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 result of this valuation will be implemented from 1 April 2024. The next valuation result is due to be implemented from 1 April 2027.

The employer's pension costs paid to the TPS in the period amounted to £1,393,050 (2024: £1,249,655).

A copy of the valuation report and supporting documentation is on the Teachers' Pensions website.

Under the definitions set out in FRS 102, the TPS is an unfunded multi-employer pension scheme. The academy trust is unable to identify its share of the underlying assets and liabilities of the plan. Accordingly, the academy trust has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined contribution scheme. The academy trust has set out above the information available on the scheme.

# QUEENS' SCHOOL (BUSHEY)

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2025

#### 22 Pension and similar obligations

(Continued)

##### Local Government Pension Scheme

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contributions are as noted below. The agreed contribution rates for future years are 21.65% for employers and 5.5 to 9.9% for employees.

Parliament has agreed, at the request of the Secretary of State for Education, to a guarantee that, in the event of academy closure, outstanding Local Government Pension Scheme liabilities would be met by the Department for Education. The guarantee came into force on 18 July 2013 and on 21 July 2022, the Department for Education reaffirmed its commitment to the guarantee, with a parliamentary minute published on GOV.UK.

The actuarial valuation prepared under FRS102 in respect of the Local Government Pension Scheme indicated that the Trust's share of the scheme was in surplus as at the year end to the value of £1,607,000 (2024 - £217,000). The actuaries have undertaken an asset ceiling calculation which, on the basis that a minimum funding requirement does exist, indicates that none of that surplus is likely to result in either a refund of contributions or a reduction in future contributions in the future.

<b>Total contributions made</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Employer's contributions	406,000	408,000
Employees' contributions	117,000	117,000
	<u>          </u>	<u>          </u>
Total contributions	523,000	525,000
	<u>          </u>	<u>          </u>

<b>Principal actuarial assumptions</b>	<b>2025</b>	<b>2024</b>
	<b>%</b>	<b>%</b>
Rate of increase in salaries	3.50	3.15
Rate of increase for pensions in payment/inflation	2.50	2.65
Discount rate for scheme liabilities	5.95	5.00
Inflation assumption (CPI)	2.50	2.65
	<u>          </u>	<u>          </u>

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

	<b>2025</b>	<b>2024</b>
	<b>Years</b>	<b>Years</b>
Retiring today		
- Males	22.6	21.6
- Females	24.5	24.6
Retiring in 20 years		
- Males	24.2	21.4
- Females	26.2	25.5
	<u>          </u>	<u>          </u>

##### Sensitivity analysis

Scheme liabilities would have been affected by changes in assumptions as follows:

# QUEENS' SCHOOL (BUSHEY)

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

### 22 Pension and similar obligations

(Continued)

	2025 £'000	2024 £'000
Discount rate - 0.1%	280	140
Mortality assumption + 1 year	280	281
CPI rate + 0.1%	281	137
Salary increase rate +0.1%	272	6

#### Defined benefit pension scheme net asset

	2025 £	2024 £
Scheme assets	8,073,000	7,252,000
Scheme obligations	(6,466,000)	(7,035,000)
Net asset	1,607,000	217,000
Restriction on scheme assets	(1,607,000)	(217,000)
Total liability recognised	-	-

#### The academy trust's share of the assets in the scheme

	2025 Fair value £	2024 Fair value £
Equities	4,831,000	4,206,000
Bonds	1,830,000	1,958,000
Property	1,197,000	870,000
Other assets	215,000	218,000
Total market value of assets	8,073,000	7,252,000
Restriction on scheme assets	(1,607,000)	(217,000)
Net assets recognised	6,466,000	7,035,000

The actual return on scheme assets was £495,000 (2024: £584,000).

#### Amount recognised in the statement of financial activities

	2025 £	2024 £
Current service cost	379,000	388,000
Interest income	(371,000)	(337,000)
Interest cost	350,000	340,000
Total amount recognised	358,000	391,000

# QUEENS' SCHOOL (BUSHEY)

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2025

### 22 Pension and similar obligations

(Continued)

Changes in the present value of defined benefit obligations	2025 £	2024 £
At 1 September 2024	7,035,000	6,368,000
Current service cost	379,000	388,000
Interest cost	350,000	340,000
Employee contributions	117,000	117,000
Actuarial gain	(1,218,000)	(13,000)
Benefits paid	(197,000)	(165,000)
	<u>6,466,000</u>	<u>7,035,000</u>
<b>Changes in the fair value of the academy trust's share of scheme assets</b>		
	<b>2025 £</b>	<b>2024 £</b>
At 1 September 2024	7,252,000	6,308,000
Interest income	371,000	337,000
Actuarial gain	124,000	247,000
Employer contributions	406,000	408,000
Employee contributions	117,000	117,000
Benefits paid	(197,000)	(165,000)
	<u>8,073,000</u>	<u>7,252,000</u>
At 31 August 2025	8,073,000	7,252,000
Restriction on scheme assets	(1,607,000)	(217,000)
	<u>6,466,000</u>	<u>7,035,000</u>

#### Restriction of pension scheme assets

The net gain recognised on scheme assets has been restricted because the full pension surplus is not expected to be recovered through refunds or reduced contributions in the future.

### 23 Related party transactions

Owing to the nature of the academy trust and the composition of the board of trustees being drawn from local public and private sector organisations, transactions may take place with organisations in which the trustees have an interest. The following related party transactions took place in the financial period.

The academy trust purchased services of £4,000 (2024: £3,000) during the year from J and C First Aid Training Limited, which is related by virtue of Caroline Pearce, employee of the academy trust, being a director and shareholder of the company. The academy trust purchased the services at cost from J and C First Aid Training Limited. In entering this transaction, the academy trust has complied with the requirements of the Academies Trust Handbook.

Some of the Governors have children who are pupils at the Academy, consequently there will be transactions between those Governors and the Academy in respect of their children's education. These are on the same basis as other pupils at the Academy.

During the year Andrew Filer a trustee of the academy paid £4,914 for lettings to the academy trust.