

**The College of Richard
Collyer in Horsham**

**Annual Report and Financial
Statements**

For 13 Months Period Ended On
31 August 2025



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Reference and administrative information

Senior Leadership Team

D P Lodge, Principal and Accounting Officer
S A Martell, Deputy Principal
A S John, Vice Principal (Pastoral)
R J Hussey, Vice Principal (Curriculum)
I F Dumbleton, Finance Director

The full list of Governing Body members is included on pages 16-17 of the report

Registered address

The College of Richard Collyer
82 Hurst Road
Horsham
RH12 2EJ

Auditor

Buzzacott Audit LLP
130 Wood Street
London
EC2V 6DL

Internal auditor

Wbg Services LLP
168 Bath Street
Glasgow
G2 4TP

Bankers

Barclays Bank Plc
PO Box 165
Crawley
West Sussex
RH10 1YX

Operating and financial review for the period ended 31 August 2025

During 2024, the College of Richard Collyer in Horsham consulted on a proposal that the College should become a 16-19 academy, therefore moving it from being a designated sixth form college to being an academy. The conversion took place on 1 September 2025. As part of the conversion the assets, liabilities and activities of the College of Richard Collyer in Horsham were transferred on 31 August 2025 to Horsham Learning Alliance (company registration number 16288078), the newly established academy trust, with the College of Richard Collyer in Horsham subsequently being dissolved. The College of Richard Collyer remains the operating name of the academy as part of Horsham Learning Alliance.

These financial statements represent the period leading up to the dissolution and are presented by the board of Horsham Learning Alliance in the absence of the Governing Body that was in place during the period.

NATURE, OBJECTIVE AND STRATEGIES

The board of trustees of Horsham Learning Alliance present the report and the audited financial statements for 13 months period ended 31 August 2025 for the College.

Legal status

The College of Richard Collyer in Horsham is a sixth form college of some 2,750 full-time students aged between 16 and 19 years with the addition of part-time adult education provision. Collyer's, as it is known locally, was founded in 1532 as a school, under the terms of the will of a prominent member of the Mercers' Company in the City of London. It moved to its present site in 1893 and remained a boys' grammar school until 1976, when it became a voluntary aided Sixth Form College. As such Collyer's was given 'designated' status within the Further Education sector under the Further and Higher Education Act 1992. The Governing Body became incorporated under section 143 of the Learning and Skills Act 2000. The College became a designated Sixth Form College under the Apprenticeships, Skills, Children and Learning Act 2009. Changes from this Act and the Education Act 2010 were incorporated into the College's Instrument and Articles and Rules and Byelaws in July 2013. On the 29 November 2022 the Office for National Statistics reclassified colleges as public sector organisations.

Mission, Vision and Values

The College's mission, vision and values were last reviewed and agreed in July 2023 before the process of academisation began:

Mission

Community, Opportunity, Achievement

NATURE, OBJECTIVE AND STRATEGIES (continued)

Vision

Proud of our past and ambitious for our future, Collyer's has committed to:

- ◆ Remain the top state provider of A Levels in West Sussex
- ◆ Provide a relevant range of high quality vocational and technical courses
- ◆ Offer excellent progression guidance as a pathway to university, further education and work
- ◆ Develop skills for the future that meet local needs
- ◆ Embrace an innovative culture and pioneer new technologies
- ◆ Focus on sustainability and the wellbeing of all our community
- ◆ Invest in our estate to grow and further develop our safe, accessible and attractive campus
- ◆ Build strong relationships with partners and the local community.

Values

Collyer's was founded by the London merchant and Mercer Richard Collyer in 1532. In his will, he outlined a very modern vision for the new school – one that resonates still now with our community and will for the next 500 years. He wanted above all to invest in his local community and create opportunity, ensuring all eligible students could benefit *from* outstanding achievement and the power of education for social mobility (*'noon to be refused likely to learn'*). These timeless and powerful ideals drive the core values for our modern sixth form college.

Inclusivity	Collyer's welcomes all who will benefit from the outstanding education we provide, we celebrate diversity and encourage mutual respect, upholding fairness for all
Aspiration	Our expert staff are ambitious for every student's future and focused on the breadth of opportunities for progression
Care	We are a friendly and supportive community, looking after one another and protecting our environment, growing as kind and actively engaged members of society
Individuality	Our College has a professional and innovative climate that challenges everyone to be creative, self-motivated and resilient.

Public benefit

The College of Richard Collyer was an exempt charity under Part 3 of the Charities Act 2011 and from 1 September 2013 is regulated by the Secretary of State for Education. The members of the Governing Body (who also acted as trustees), are disclosed on pages 16-17.

NATURE, OBJECTIVE AND STRATEGIES (continued)

Public benefit (continued)

In setting and reviewing the College's strategic objectives, the Governing Body had due regard for the Charity Commission's guidance on public benefit and particularly upon its supplementary guidance on the advancement of education. The guidance sets out the requirement that all organisations wishing to be recognised as charities must demonstrate, explicitly, that their aims are for the public benefit. In delivering its mission, the College provided public benefits through the advancement of education as detailed in the Mission Statement above and in the details which followed the College's achievement against its Strategic Plan.

Implementation of strategic plan

A College Strategic Plan was agreed by the Governing Body in July 2023 alongside a hierarchy of supportive strategies covering Finance, Property, Curriculum, Pastoral, Digital and Marketing. A People Strategy was developed and agreed in December 2023. The College's strategic aims were as follows:

Strategic aims

1. Curriculum – A modern, responsive and stimulating curriculum that inspires sector leading teaching, learning and outcomes.
2. Pastoral – Life enhancing guidance, support and opportunities that allows students to develop qualities and skills to embrace future challenges and achieve their potential.
3. Business and Operations – An ambitious range of marketing and business activities that grows student numbers and profit whilst improving the College estate.
4. Community – A professional community that celebrates its foundation and aspires for a sustainable future for all its stakeholders from local to global.

Financial objectives

The College's financial objectives were:

- a) To achieve a surplus in the underlying operating position prior to the effect of the remeasurement of the defined benefit pension scheme throughout the forecast period.
- b) To ensure the College maintained a financial health category good or above during the period of the forecast.
- c) To maintain a minimum of 60 cash days in hand.
- d) To achieve a current ratio of at least 1.5.

Operating and financial review for the period ended 31 August 2025

Financial objectives (continued)

- e) To ensure that all DFE returns, both financial and non-financial were timely, that all returns unqualified by auditors and that all suppliers were paid within the agreed credit period.
- f) To control pay expenditure so that it did not exceed 71% of total income throughout the forecast period.
- g) To generate a positive cash flow by the end of the forecast period from operating activities.

A series of performance indicators had been agreed to monitor the successful implementation of the policies.

Performance indicators

The College's performance for 2024-2025 is set out below:

- a) The College recruited 2,489 16-18-year-old learners compared to 2,326 actually funded.
- b) Headline pass rates for A Level courses were 99.4% with 61% at A*- B grades. Pass rates for Level 3 BTEC were 99.8% with 75.6% high grades, and pass rates for T Levels were 100% with 100% high grades.
- c) A Level students achieved an overall value-added score of +0.16 as defined by the Sixth Form Colleges Association Sixth Sense report, placing Collyer's at 19th by value added out of 103 sixth form colleges nationally. Statistical analysis provided by Alps, that includes a wider range of schools and colleges, both independent and state funded, A Level students achieved an overall grade of 3 placing Collyer's within the top 15% nationally. Level 3 BTEC students performed similarly well achieving an overall Sixth Sense score of 0.22. This was the first year that a value-added measure existed for T Level qualifications with 0.10 reflecting that T Level students made very good progress during their courses at Collyer's.
- d) Financial viability of the College was retained, with cash days in hand of 133 days.
- e) Staff costs as a percentage of income were 70.9% before FRS 102 (section 28) pensions adjustment.
- f) The College was required to complete the annual Finance Record for the DfE. The Finance Record produces a Financial Health Grading and the rating 'Outstanding' was maintained

Operating and financial review for the period ended 31 August 2025

FINANCIAL POSITION

Financial results

The College generated a surplus in the period of £632,000 (2023-2024 – surplus of £872,000). Excluding the LGPS adjustment for the period, the operating surplus was £321,000 (2023-2024 – surplus £600,000) as reconciled below:

	Period ended 31 August 2025 £'000	Period ended 31 July 2024 £'000
Total comprehensive income for the period	321	600
Add: LGPS actuarial loss	311	272
Add: LGPS service cost adjustment	(45)	(35)
Add: LGPS interest cost adjustment	(266)	(237)
Operational surplus for the period	321	600

On 31 August 2025, the College transferred its accumulated reserves of £15.1 million to Horsham Learning Alliance (see note 22).

Tangible fixed asset additions during the period amounted to £1.7 million. This was split between building works of £522k and equipment purchased of £1.2 million.

The College had significant reliance on the DfE for its principal funding source, largely from recurrent grants. In 2024-2025 the DfE provided 87% (2024 – 86%) of the College's total income.

Treasury policies and objectives

Treasury management is the management of the College's cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks. The College had a separate treasury management policy in place. Short-term borrowing for temporary revenue purposes was authorised by the Principal. All other borrowing required the authorisation of the Governing Body and complied with the requirements of the funding agreements.

Cash flow

At £1,684,000 (2023-2024 – £1,048,000), operating cash flow was satisfactory.

Liquidity

The College transferred cash and cash equivalents of £5,317,000 to Horsham Learning Alliance on 31 August 2025.

FINANCIAL POSITION (continued)

Reserves

The College had a formal reserves policy and recognised the importance of reserves in the financial stability of any organisation and ensures that there are adequate reserves to support the College's core activities. The plan had been to grow the College's reserves in order to fund planned capital projects while maintaining sufficient cash reserves to meet the College's working capital requirements. In March 2023, the Governing Body approved both the Finance and Property strategies detailing future capital projects, and how these funds would be used which covered the purpose of accumulating reserves to meet the longer-term requirements of the College.

CURRENT AND FUTURE DEVELOPMENT AND PERFORMANCE

Student numbers

The College is funded by the DfE according to the level of activity it generates each year. Activity is determined by the number of students enrolled and retained and the number of programme hours on each student's timetable. Certain programmes have an additional funding uplift e.g., science courses, T Levels and a 'Disadvantage' allocation is added dependent on the number of students resitting GCSE English and Maths if they did not achieve a Grade 4 or above at school. In 2024-25 the College had retained at the end of October enumeration date 2,489 of the 16-18 students who had enrolled. Under lagged funding rules, the College will be funded for 2,489 students in the 2025-26 academic year and has submitted its budget plans based on this figure. In relation to other student activity, the College has budgeted prudently regarding funding for international students to reflect market conditions.

Since converting to academy status on 1 September 2025, the College has had to discontinue all new international provision with only second year students remaining to complete their courses.

Student achievements

In addition to another period of very strong results, Collyer's students continued to follow excellent progression pathways at high rates. 85.3% of 16-19 students applying to university were placed at their first choice of university, with 36.7% of students securing places at Russell Group universities. HESA (Higher Education Statistics Agency) analysis showed that for the most recent cohort of graduates for which data is available, graduating in 2024, Collyer's students achieved degree classifications of a first class, or upper second-class degree at rates higher than the average for the sixth form college sector and the state sector, proving that a Collyer's education places students at an advantage during their higher education studies. Adult Education students following Collyer's Access to Higher Education Healthcare programme also enjoyed excellent rates of progression to higher education with 8 of 9 students securing places on degree programmes in nursing and allied healthcare professions. Collyer's work on developing bespoke progression pathways for students wishing to progress to either university, apprenticeships or direct entry to employment, alongside a mass of careers and progression related events and activities superbly supported students in their decisions and preparation for their pathways post Collyer's.

CURRENT AND FUTURE DEVELOPMENT AND PERFORMANCE (continued)

Student achievements (continued)

Students following the Foundation programme comprising of Level 2 (GCSE or equivalent) qualifications prior to embarking upon the usual two years of Level 3 (A Level or equivalent) study, have shown the best rates of progression onto Collyer's Level 3 courses ever at 61.2%, a substantial increase compared to just three years ago of only 43.4%.

Curriculum developments

Funding for 16-18 programmes of study has recently been increased to £5,105 per student per annum. Data from the 2024-2025 ILR will be used to calculate 2025-2026 allocations. Finally, there is a range of additional in-year funding associated with T Levels – students funded at Band 7 or 6 rather than Band 5 on the new courses, and there is a higher rate of Disadvantage funding as well as support for industry placement costs.

Notwithstanding curriculum changes and funding uplifts, our focus remains to provide an outstanding educational experience for all students, focused on the mission of 'Community, Opportunity, Achievement', and all indicators show this is being achieved. The DFE rating for the College's financial health for the financial period was 'Outstanding'.

Payment performance

The Late Payment of Commercial Debts (Interests) Act 1998, which came into force on 1 November 1998, requires Colleges, in the absence of agreement to the contrary, to make payments to suppliers within 30 days of either the provision of goods or services or the date on which the invoice was received. The target set by the Treasury for payment to suppliers within 30 days is 95%. During the accounting period 1 August 2024 to 31 August 2025, the College paid 98% of its invoices within 30 days. The College incurred no interest charges in respect of late payment for this period.

Events after the 2025 reporting period

On 1 September Collyer's successfully converted to become a 16-19 academy and joined The Forest School in forming a new multi-academy trust called Horsham Learning Alliance. Upon completion of the conversion the College, as a designated sixth form college was dissolved and all assets, rights and liabilities were transferred to Horsham Learning Alliance (aside from land and buildings that remains in trust of the charity The Collyer Endowment CIO).

Future prospects

Collyer's celebrated excellent results once again in summer 2025, largely in line with the last 'normal' set of pre-Covid data in 2019 – the year in which the College achieved top state provider in West Sussex for A Levels. On the back of continued academic excellence, a very strong local and regional reputation and growing demographics, enrolments for the new year group were up more than 9% year on year. In anticipation of this, four new Portakabin classrooms were added to the campus over the summer.

CURRENT AND FUTURE DEVELOPMENT AND PERFORMANCE (continued)

Future prospects (continued)

The hard work to implement improvements to key areas following the previous Ofsted inspection paid off when in March 2025 Ofsted graded the College Outstanding across all categories for the sixth form provision.

Strategically the College had two key priorities – working as part of a new MAT to deliver benefits to local young people and constructing a new building to allow the College to accommodate the growing student numbers. On the first objective the Trust is developing a new Strategic Plan. On the second, a nationally renowned design team has been appointed with a QS and project manager, while the Trust navigates securing new consent for the loan for the next building – the Tech Centre (which didn't port across when the College converted to an academy). The new financial year continues to have complications in navigating a new government agenda, with a Schools Bill having implications for the academy sector.

- 1) Applications continue to grow year on year way beyond the demographic growth rate
- 2) Academic results are very strong across all course types with a significant improvement in vocational results
- 3) The College secured Ofsted outstanding
- 4) A new design team has been appointed, and design work has progressed for the new building – the Tech Centre.

RESOURCES

Financial

The College had £15.1 million of net assets, including long term debt of £4.1 million, all of which relates to deferred government grants which were transferred to the Horsham Learning Alliance on 31 August 2025 (note 22).

People

The College employed 306 people (expressed as average headcount), of whom 145 were teaching staff during the period.

Reputation

The College had a good reputation locally and nationally. Maintaining a quality brand is essential for the College's success at attracting students and external relationships.

GOING CONCERN

The College of Richard Collyer no longer exists in its current legal form as a going concern. Its assets, liabilities and activities were transferred to the Horsham Learning Alliance at 23:59 on 31 August 2025 and the College subsequently dissolved. These financial statements are therefore prepared on a basis other than going concern. No adjustments have been made to the book values as a result of this.

PRINCIPAL RISKS AND UNCERTAINTIES

The College had undertaken further work during the period to develop and embed the system of internal control, including financial, operational and risk management which is designed to protect the College's assets and reputation.

Based on the Strategic Plan, the Risk Management Group undertook a comprehensive review of the risks to which the College was exposed. They identified systems and procedures, including specific preventable actions which should mitigate any potential impact on the College.

A risk register was maintained at College. The risk register identified the key risks, the likelihood of those risks occurring, their potential impact on the College and the actions being taken to reduce and mitigate the risks.

Outlined below is a description of the principal risk factors that could have affected the College. Other factors besides that listed below, may also adversely affect the College.

1. Government funding

The College had considerable reliance on continued government funding through the DfE. In 2024-25 87% of the College's revenue was ultimately public funded and this level of requirement is expected to continue. There can be no assurance that government policy or practice will continue at the same levels or on the same terms.

2. Tuition Fee Policy

The risk for the College is that demand falls off as fees increase.

The risk was mitigated in a number of ways:

- ◆ By ensuring the College is rigorous in delivering high quality education and training, thus ensuring value for money for students;
- ◆ Close monitoring of the demand for courses as prices change.

3. Maintain adequate funding of pension liabilities

The financial statements report the share of the Local Government Pension Scheme (LGPS) asset or deficit on the College's balance sheet in line with the requirements of FRS 102.

STAKEHOLDER RELATIONSHIPS

In line with other Colleges and with universities, Collyer's had many stakeholders including:

- ◆ Students;
- ◆ Parents;
- ◆ Funding bodies;
- ◆ FE Commissioner
- ◆ Staff;
- ◆ The Mercers' Company;
- ◆ The Collyer Endowment CIO;
- ◆ Local employers;
- ◆ Local authorities;
- ◆ Local Enterprise Partnerships;
- ◆ Government offices;
- ◆ The local community;
- ◆ Other FE institutions;
- ◆ Trade unions;
- ◆ Professional bodies;
- ◆ Partner schools.

The College recognised the importance of these relationships and engaged in regular communication with them through the College internet site and by meetings.

TRADE UNION FACILITY TIME

Relevant union officials

Number of employees who were relevant union officials during the relevant period:	Full-time equivalent employee number 1.79
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Percentage of time spent on facility time

Percentage of time - %	Number of employees
0	-
1-50	9
51-99	-
100	-

Percentage of pay bill spent on facility time

Provide the total cost of facility time	£2,342
Provide the total pay bill	£10,259,677
Provide the percentage of the total pay bill spent on facility time, calculated as: (total cost of facility time / total pay bill) * 100	0.02%

Paid trade union activities

Time spent on paid trade union activities as a percentage of total paid facility time hours calculated as: (total hours spent on paid trade union activities by relevant union officials during the relevant period / total paid facility hours) * 100	0.02%
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EQUAL OPPORTUNITIES STATEMENT

When Richard Collyer made his will in 1532 and provided for a free school in Horsham he wanted “noon to be refused likely to learn”. The College of Richard Collyer in Horsham will continue as part of Horsham Learning Alliance to operate a policy of equal opportunity and aims to provide for learners on the basis of individual needs, in compliance with current legislation and is committed to valuing diversity.

EQUAL OPPORTUNITIES STATEMENT (continued)

The College's approach responded to the existing legal duties as under the Equality Act 2010 and Equality Act 2010 (Specific Duties) Regulations 2011.

All aspects of College provision, to both internal and external customers, were covered by the Equality and Diversity Policy and Single Equality Scheme incorporating equality schemes on grounds of race, disability, gender, sexual orientation, age, pregnancy and maternity, gender re-assignment and religion or belief.

These and the annually published Equality and Diversity Review (covering students, staff and Governors and comprising Equality Objectives) are fully compliant with legal requirements.

The reporting was further supplemented by the annual quality cycle of Equality and Diversity Self-Assessment Review (SAR) and Quality Improvement Plan (QIP) detailing the College's significant activities, including the constant upgrading of facilities and support.

Equality and Diversity Statement

Collyer's was fully committed to its responsibilities under the Equality Act 2010 and the Public Sector Equality Duty 2011. Collyer's will actively maintain excellent educational practice entailing the active promotion of equality of opportunity for all.

Each member of the College and wider Trust community is entitled to be respected, supported and rewarded appropriately and fairly and continue to be part of a community in which all work to eliminate discrimination.

The College celebrated diversity and valued the differences between individuals within the whole College community. Horsham Learning Alliance will continue to actively challenge prejudice and any discriminatory practices or behaviour.

The College continued its responsibility to educate students for life and for work in a diverse society and to promote tolerance and sensitivity.

Employment of disabled persons

The College and the new Trust will continue to be an equal opportunities employer and consider all applications for employment from disabled persons, bearing in mind the aptitudes of the individuals concerned. Where an existing employee becomes disabled, every effort is made to ensure that employment will continue. The College's policy was to provide training, career development and opportunities for promotion which are, as far as possible, identical to those of other employers.

DISCLOSURE OF INFORMATION TO AUDITOR

The members who held office at the date of approval of this report confirm that, so far as they are each aware, there is no relevant audit information of which the College's auditor is unaware; and each member has taken all the steps that they ought to have taken to be aware of any relevant audit information and to establish that the College's auditor is aware of that information.

Approved by order of the Trustees of Horsham Learning Alliance
on 9 December 2025 and signed on its behalf by:

Chair:

A handwritten signature in black ink, appearing to read 'G N Lawrence', written in a cursive style.

G N Lawrence

Date: 9 December 2025

Statement of Corporate Governance and Internal Control for the period ended 31 August 2025

The following statement is provided to enable readers of the annual report and accounts of the College to obtain a better understanding of its governance and legal structure that applied during this period. This statement covers the period 1 August 2024 to 31 August 2025 and up to the date of approval of the annual report and financial statements. Since the College converted to academy status and is part of a MAT, a new governance structure came into effect on the 1 September 2025.

The Governing Body recognised that, as a body entrusted with both public and private funds, it has a particular duty to observe the highest standards of corporate governance at all times. The College committed to exhibiting best practice in all aspects of governance.

The College endeavoured to conduct its business:

- i. In accordance with the seven principles identified by the Committee on Standards in Public Life (selflessness, integrity, objectivity, accountability, openness, honesty and leadership);
- ii. By taking full account of the principles of The Further Education Code of Good Governance for English Colleges (issued by the AoC in 2023) as formally adopted from the 6 December 2023 onwards. In the opinion of Governors, the College complied with the provisions of the Code throughout the period ended 31 August 2025) although this has not yet been independently verified via an external governance review due to an exemption granted by the DfE (and subsequently extended) while the College progressed to academy status.
- iii. As an exempt charity within the meaning of Part 3 of the Charities Act 2011. The Governors, who are also Trustees for the purposes of the Charities Act, confirm that they have had due regard for the Charity Commission's guidance on public benefit and that the required statements appear elsewhere in these financial statements.
- iv. In line with new controls introduced by the DfE on 29 November 2022 on the day that the Office for National Statistics reclassified colleges as public sector organisations in the national accounts. The DfE Chief Executive communicated these changes to all college accounting officers and explained plans to introduce the College Financial Handbook which came into effect on 1 August 2024. The College reviewed its policies, procedures and approval processes in line with these new requirements to ensure there were systems in place to identify and handle any transactions for which DfE approval is required.

Statement of Corporate Governance and Internal Control for the period ended 31 August 2025

Members of the Governing Body and Attendance 1 August 2024 to 31 August 2025

The Governors who served on the Governing Body, as well as committee Co-optees, during the period and up to the date of signature of this report were as follows:

Name	Date of appointment/ re-appointment	Term of office	Date term ended/ resigned	Status of appointment	Committees Served	Attendance 2024-2025 Actual over Possible GB/ Committees
S Allen	01.01.2023	4 years	31.08.2025	Mercer appointed Governor	Estates (Chair) Quality & Curriculum; Governance, Search & Rem	4/5 4/4 2/3 2/4
K Banister	10.07.2023 (2nd term)	4 years	31.08.2025	Independent Governor	Audit & Risk	1/5 3/3
Rev'd L Barnett	24.03.2020	Ex-officio	31.08.2025	Vicar of Horsham	N/A	1/1
E Bridges	01.01.2023	4 years	31.08.2025	Mercer Governor	Finance & General Purposes	5/5 2/4
R Buckley	17.05.2024	1 year	16.05.2025	Student Governor	Quality & Curriculum	3/3 1/2
A Donoghue	01.08.2023 (3rd term)	1 year	31.08.2025	Independent Governor, Deputy Chair	Quality & Curriculum Governance, Search & Rem (Chair)	4/5 3/3 4/4
D Griffin	17.05.2024	1 year	16.05.2025	Student Governor	Quality & Curriculum	3/3 2/2
B Hobday	01.08.2020 (3rd term)	4 years	31.08.2025	Mercer appointed Governor	Finance & General Purposes (Chair) Governance, Search & Rem	4/5 4/4 4/4
G Lawrence	01.08.2023 (3rd term)	1 year	31.08.2025	Independent Governor, Chair	Finance & General Purposes; Governance, Search & Rem	5/5 4/4 4/4
D Lodge	01.09.2020	Ex-officio	31.08.2025	Principal	All (not A&R)	All 100% except 2/3 for Quality & Curriculum
P Mittendorfer	24.06.2023 (2nd term)	4 years	31.08.2025	Independent Governor	Finance & General Purposes	4/5 4/4
W Power	01.04.2021	4 years	31.03.2025	Staff Governor	Quality & Curriculum	1/2 1/2
J Rooney	26.03.2024	4 years	31.08.2025	Independent Governor	Estates	5/5 3/4
C Ruaux	01.08.2019 (2nd term)	4 years	31.08.2025	Staff Governor	Finance & General Purposes	5/5 3/4
S Seeley	17.05.205	1 year	31.08.2025	Student Governor	Quality & Curriculum	1/1 1/1
H Smith	01.08.2022 (2nd term)	4 years	31.08.2025	Independent Governor	Estates; Quality & Curriculum (Chair) Audit & Risk Governance, Search & Rem	4/5 1/1 3/3 2/2 4/4
J Tang	17.05.2025	1 year	31.08.2025	Student Governor	Quality & Curriculum	1/1 1/1
D Valente	01.08.2022	4 years	31.08.2025	Independent Governor	Audit & Risk (Chair) Governance, Search & Rem	4/5 3/3 4/4
B Valley	01.08.2023 (2nd term)	2 years	31.08.2025	Parent Governor	Quality & Curriculum	3/5 3/3

Statement of Corporate Governance and Internal Control for the period ended 31 August 2025

Members of the Governing Body and Attendance 1 August 2024 to 31 August 2025

Co-optees

Name	Date of appointment/ re-appointment	Term of Office	Date term ended/ resigned	Status of appointment	Committees served	Attendance 2024-2025
C Daniel	08.07.2025	1 year	31.08.2025	Co-optee		N/A
G Dummer	06.11.2023	2 years	31.08.2025	Co-optee	Estates	3/4
S Ediss	01.08.2022 (2nd term)	4 years	31.08.2025	Co-optee	Audit & Risk	3/3
D Wakefield	01.08.2021	4 years	18.03.2025	Co-optee	Finance & General Purposes; Estates	2/2 2/3

The Governance Structure

It was the Governing Body's responsibility to bring independent judgement to bear on issues of strategy, performance, resources and standards of conduct.

The Governing Body was provided with regular and timely information on the overall financial performance of the College together with other information such as performance against funding targets, proposed capital expenditure, quality matters and personnel related matters such as health and safety and environmental issues. Further details of the College's mission, strategic objectives and performance against these are included in the Members' Report.

The Governing Body met at least once each term with an additional meeting in the autumn term and conducted its business through a number of committees. Each Committee had terms of reference, which were regularly reviewed and approved by the Governing Body. These Committees were Finance & General Purposes, Estates, Audit & Risk, as well as a Quality and Curriculum, Governance, Search and Remuneration Committees. A small number of decisions were made by written resolution to facilitate effective progress of projects between meetings, similarly in accordance with the provisions previously incorporated into the College's Instrument and Articles.

Formal agendas, papers and reports were supplied to Governors in a timely manner, prior to Governing Body meetings. Briefings are also provided on an ad-hoc basis.

Attendance at meetings, for Governing Body was 85% and Committee meetings 87% (overall 86%) during 2024-2025 well ahead of the 80% target. These figures did not reflect the significant additional commitment shown to wider participation in College meetings as reflected in further governance performance indicators. For example, the Governors' Learning Walk and Strategy Day which focussed on longer term strategic issues and the commitment to additional work, in particular in the lead up to academy conversion

Full minutes of all Governing Body and Committee meetings, except the limited number deemed by the Governing Body to be confidential, are available from the Director of Governance at the College's registered address, The College of Richard Collyer, Hurst Road, Horsham, West Sussex, RH12 2EJ.

The Governance Structure (continued)

The Director of Governance maintained a register of financial and personal interests of the Governors.

All Governors were able to take independent professional advice in furtherance of their duties at the College's expense and have access to the Director of Governance, responsible to the Governing Body for ensuring that all applicable procedures and regulations are complied with. The appointment, evaluation and removal of the Director of Governance were matters for the Governing Body as a whole.

The Governing Body had a strong and independent non-executive element with no individual or group dominating its decision-making process. The Governing Body considered that each of its non-executive members is independent of management and free from any business or other relationship which could materially interfere with the exercise of their independent judgement. There was a clear division of responsibility in that the roles of the Chair and Principal as Accounting Officer were separate.

Appointments to the Governing Body

Any appointments of new members to the Governing Body or Co-optees to its committees were a matter for the consideration of the Governing Body as a whole, except for the appointment of the four (of 19) Governors by the Court of Assistants of the Mercers' Company. The Governing Body had a Governance, Search & Remuneration Committee consisting of the Chair and Deputy Chair of the Governing Body, the remainder of the Governing Body Committee Chairs and the Principal who were responsible for the selection and nomination of any new members for the Governing Body's consideration. The Governing Body was responsible for ensuring that appropriate training and development opportunities were provided as required for all members and Co-optees (i.e. irrespective of the appointing body).

Members of the Governing Body were appointed for a term of office not exceeding four years with the exception of two ex officio Governors [the Vicar of Horsham and the Principal], the Parent Governor who is appointed for a two year term and Student Governors appointed for a one year term. In 2024-2025, two new Student Governors joined the Governing Body.

In terms of succession planning, a new Governor and a Co-optee were appointed during the academic year to meet skill requirements. Terms of some Governors, specifically, the Chair, Deputy Chair and a Mercer appointed Governor were extended beyond the maximum recommended two terms of office as the College prepared for the transition to academy conversion and the formation of a new trust board.

Governing Body Performance

The Governing Body carried out a self-assessment of its own performance for the period ended 31 August 2025 and graded itself 1, 'Outstanding' on the Ofsted scale reflecting the continuation of strong governance as the College.

Governing Body Performance (continued)

Most notable areas were a strong focus on long-term strategic planning and external partnerships, in particular, formal collaboration with other local education providers.

Statement of Corporate Governance and Internal Control for the period ended 31 August 2025

The majority of Governors attended various College events where there was an opportunity to discuss with staff the important long term strategic issues following which, Governors met afterwards to consider the feedback and also discuss future opportunities for collaboration.

The Governing Body has also considered the requirement of the DfE guidance on external board reviews. Due to advanced progress towards academisation and the transition to a new governance structure, an exemption was sought and granted by the DfE subject to successful conversion.

Governance, Search & Remuneration Committee

The Committee's responsibilities included making recommendations to the Board on the remuneration and benefits of the Accounting Officer and other key management personnel.

The College were guided by the principles of the AoC's Senior Staff Remuneration Code to ensure fair and appropriate pay decisions. A consistent approach was taken based on an assessment of performance and contribution to the College, the sector leadership pay spine and benchmarking informed by sector surveys including College size, income, median salaries, and the gender pay gap. For the Principal, members recognised the absence of a sector negotiated pay scale at this level but similarly took account of affordability, retention, nationwide concerns about high level pay relative to employee awards and survey information.

Details of remuneration for the period ended 31 August 2025 are set out in note 5 to the financial statements.

Finance & General Purposes Committee

In addition to advising on the character and mission of the College, its remit principally covered safeguarding the solvency of the College and its assets. As such the Committee paid attention to performance against agreed budgets, forecasts, income and growth, pay, relevant policies, and most particularly, the long-term development of the estate supported by sustainable Finance and Property strategies (via the Estates Committee). There was a separate Estates Committee who maintain oversight of the Estates Masterplan. Economic uncertainty has been increasingly evident and impacted the cost and delivery of projects, and members have been cognisant of pressures on budgets and ensuring value for money as well as longer term financial sustainability. Matters concerning HR were a standing item for one meeting per year and inflationary pressures and the pay awards for staff had been highlighted to the Governing Body.

Quality & Curriculum Committee

The Quality and Curriculum Committee was one of the largest with eight members (the two Students, Parent and one of the Staff Governors, the Principal and three independent Governors) in recognition of its pivotal role in examining the quality of the learner experience. Its remit covered quality assurance, curriculum, admissions, safeguarding and equality and diversity policy and performance. Its work is complemented by the role of the pastoral link Governors who supported the College's self-assessment and development planning processes.

Audit & Risk Committee

The Audit & Risk Committee comprised of three members of the Governing Body (excluding the Accounting Officer, Chair of Governors and any members serving on Finance & General Purposes Committee) and one independent Co-optee. The Committee membership included risk, audit, accountancy and wider experience of relevance to the College's internal systems and controls. The Committee operated in accordance with written terms of reference approved by the Governing Body to take account of the latest funding body guidance.

The Audit & Risk Committee met on a termly basis and provided a forum for reporting by the College's internal auditors, reporting accountants and financial statements auditors, who had access to the Committee for independent discussion, without the presence of College management. The Committee also received and considered reports from the main FE funding bodies as they affect the College's business.

The College's internal auditors reviewed the College's systems of internal control, risk management controls and governance processes in accordance with an agreed plan of input (and within a wider framework of internal and external assurance activity) and reported their findings to management and the Committee.

Management was responsible for the implementation of agreed audit recommendations, and the internal auditor undertook periodic follow-up reviews to ensure such recommendations had been implemented.

The Audit & Risk Committee also advised on the appointment of internal, reporting accountants and financial statements auditors and their remuneration for both audit and non-audit work as well as reporting annually to the Governing Body.

The Audit & Risk Committee met three times in the period to 31 August 2025 with overall attendance of 100%, as shown below:

Audit Committee Members (attendance expressed over number of meetings):

- ◆ Dom Valente (Chair) 3/3 meetings
- ◆ Helen Smith - 2/2 meetings
- ◆ Karl Banister – 3/3 meetings
- ◆ Sarah Ediss (Co-optee) – 3/3 meetings

Internal Control

Scope of Responsibility

The Governing Body was ultimately responsible for the College's system of internal control and for reviewing its effectiveness. 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 Governing Body delegated the day-to-day running responsibility to the Principal, as Accounting Officer, for maintaining a sound system of internal control that supports the achievement of the College's policies, aims and objectives, whilst safeguarding the public funds and assets for which the Principal is personally responsible, in accordance with the responsibilities assigned in the Accountability Agreement and Funding Agreement between the College and the funding bodies. The Principal was also responsible for reporting to the Governing Body any material weaknesses or breakdowns in internal control.

The Purpose of the System of Internal Control

The system of internal control was 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 was based on an ongoing process designed to identify and prioritise the risks to the achievement of College 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 The College of Richard Collyer in Horsham for the period ended 31 August 2025.

Capacity to Handle Risk

The Governing Body reviewed the key risks to which the College is exposed, together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Governing Body was of the view that there is a formal ongoing process for identifying, evaluating and managing the College's significant risks that has been in place for the period ended 31 August 2025.

The Risk and Control Framework

The system of internal control was based on a framework of regular management information, administrative procedures including the segregation of duties, and a system of delegation and accountability. In particular, it included:

- ◆ Comprehensive budgeting systems with an annual budget reviewed and agreed by the Governing Body;
- ◆ Regular reviews by the Governing Body of periodic and annual financial reports which indicated financial performance against forecasts;
- ◆ Setting targets to measure financial and other performance;
- ◆ Clearly defined capital investment control guidelines; and

Statement of Corporate Governance and Internal Control for the period ended 31 August 2025

- ◆ The adoption of formal project management disciplines where appropriate.

The College had an internal audit service which operated in accordance with the requirements of the DfE's Post 16 Audit Code of Practice. Its work was informed by analysis of the risks to which the College was exposed, and annual internal audit plans were based on this analysis. The analysis of risks and the internal audit plans are endorsed by the Governing Body on the recommendation of the Audit & Risk Committee. At minimum annually, the internal auditor provided the Governing Body with a report on internal audit activity in the College. The report included the independent opinion on the adequacy and effectiveness of the College's system of risk management, controls and governance processes.

Regular risk registers, both external and College wide were reported to the Audit & Risk Committee throughout the period. Risks were also considered in terms of the requirements to adapt to the shift in Government direction including revisions to qualifications and in response to the Skills Bill. The risks of funding pressures due to the changes in methodology and inflation also continued to be closely monitored through scrutiny of KPIs. Of most note here is that the governance and leadership of the College continued to be effective in its planning and decision-making with necessary adjustments such as additional focus on financial monitoring to ensure the College remained in a strong financial position.

Risks faced by the Governing Body

Overall responsibility for risk management within the College rested with the Principal as Accounting Officer, together with the Governing Body, with the Audit & Risk Committee providing assurance over the effectiveness of the arrangements in place to the Board. The Audit & Risk Committee took an active interest in the refinement and application of the Risk Management and Assurance Policy and its fulfilment and regularly reviews the two key risk registers of potential external and internal risks at each meeting as well as a range of assurance reports to include internal fraud reports and external and internal quality reviews. A clear explanation of the risk management process and key elements of the work undertaken in the period to 31 August 2025 is included in the operating and financial review

The Audit & Risk Committee also placed reliance on the work of the Governance, Search & Remuneration Committee in monitoring risks related to governance. This risk register sought to identify any governance risks with regard to the setting and fulfilment of the College's key strategic aims, for example in relation to property and financial strategies, as well as issues of best governance practice such as effective succession planning. The Chair of the Audit & Risk Committee was a member of the Governance, Search & Remuneration Committee to ensure adequate oversight.

Control Weaknesses Identified

There were no significant weaknesses or failures in the College's systems identified by the internal auditors, nor by the DfE.

Responsibilities under Accountability Agreement and Funding Agreements

The Governing Body ensured the appropriate use of funds as detailed in the Regularity Self-Assessment questionnaire. At no time did the Principal consider it necessary to advise the Governing Body that any action or policy under its consideration was incompatible with those conditions of funding. There have been no payments on termination of employment to end August 2025 or up until the time of approval of these financial statements. The Governing Body monitored the submission of financial plans through timely approvals of budgets and forecasts as well ensuring regular monitoring of management accounts. The Report and Financial Statements have similarly been submitted to the DfE on time and are widely available through the College website. The Governing Body also ensured that the terms and conditions of specific funding streams such as capital grants have also been met.

Statement from the Audit & Risk Committee

The Audit & Risk Committee advised the Governing Body that the College has an effective framework for governance and risk management in place. The Committee also believes the College had effective internal controls in place.

The specific areas of work undertaken by the Audit Committee in 2024-2025 were:

- i) Consideration of the external audit strategy including reporting requirements arising from the reclassification of colleges back into the public sector and the new College Financial Handbook which informed the review of the Committee's terms of reference and relevant College policies and procedures including the Financial Regulations;
- ii) Internal audit assurance. This covered cyber security, performance management and a review of risk management as well as other third party reporting;
- iii) Review of the College Wide Top risks and Potential External Strategic level risks 2024-2025 throughout the period;
- iv) Fraud report examining the indicators highlighted by the DFE and review of key College policies to ensure continued probity and mitigate risks of fraud and irregularity;
- v) Oversight of a robust governance framework which included recommendations from the Governance, Search and Remuneration Committee;
- vi) Any recommendations on risks management related to Health & Safety raised between the Chair of the Estates Committee and the Chair of the Audit and Risk Committee;
- vii) Completion of the Committee's detailed annual report to the Governing Body.

Review of Effectiveness

As Accounting Officer, the Principal had responsibility for reviewing the effectiveness of the system of internal control. The Principal's review of the effectiveness of the system of internal control was informed by:

- ◆ The work of internal auditors and any additional external assurance providers;

Statement of Corporate Governance and Internal Control for the period ended 31 August 2025

- ♦ The work of management within the College who have responsibility for the development and maintenance of the internal control framework;
- ♦ Comments made by the College's financial statements auditors and the regularity auditors in their management letters and other reports.

The Principal was advised on the implications of the result of the review of the effectiveness of the system of internal control by the Audit & Risk Committee which oversaw the work of the internal auditor, other sources of assurance and the Risk Management Group, and a plan to address a small number of advisory recommendations.

The Senior Management Team received reports setting out key performance and risk indicators and considered possible control issues brought to their attention by early warning mechanisms, embedded within the departments and reinforced by risk awareness training. The Senior Management Team and the Audit & Risk Committee also received regular internal audit reports, which included recommendations for improvement. The Audit & Risk Committee's role in this area was confined to a high-level review of the arrangements for internal control. The Governing Body's agenda included a regular item for consideration of risk and control, and it received reports thereon from the Senior Management Team and the Audit & Risk Committee.

Based on the advice of the Audit & Risk Committee and the Principal as Accounting Officer, the Trustees of Horsham Learning Alliance are of the opinion that the College had an adequate and effective framework for governance, risk management and control, and fulfilled its statutory responsibility for the "effective and efficient use of resources, the solvency of the institution and the body and the safeguarding of their assets". The Trustees of Horsham Learning Alliance has been able to access the information required, including all financial data and enhanced risk assessments, and to take decisions in a timely manner.

Approved by order of the Trustees of Horsham Learning Alliance
on 9 December 2025 and signed on its behalf by:

G N Lawrence
Chair of Trustees



Date: 9 December 2025

D P Lodge
Accounting Officer



Date: 9 December 2025

Statement of regularity, propriety and compliance for the period ended 31 August 2025

As Accounting Officer of the Board of Trustees of Horsham Learning Alliance, I confirm that I have had due regard to the framework of authorities governing regularity, propriety and compliance, including the college's accountability agreement with DfE, and the requirements of the College Financial Handbook. I have also considered my responsibility to notify the Board of Trustees of Horsham Learning Alliance and the DfE of material irregularity, impropriety and non-compliance with terms and conditions of all funding.

I confirm that I, and the Board of Trustees, are able to identify any material irregular or improper use of all funds by the College, 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 of Horsham Learning Alliance and DfE.

D P Lodge

Accounting Officer (For and on behalf of Horsham Learning Alliance)

Signed:



Date: 9 December 2025

Statement of responsibilities of members for the period ended 31 August 2025

The Trustees of Horsham Learning Alliance are required to present audited financial statements for each financial period.

Within the terms and conditions of the College's grant funding agreements and contracts with the DfE, the Board, through its Accounting Officer, is required to prepare financial statements and, within the Members' Report, an operating and financial review for each financial period in accordance with the Statement of Recommended Practice – Accounting for Further and Higher Education, DfE's College Accounts Direction and the UK's Generally Accepted Accounting Practice, and which give a true and fair view of the state of affairs of the College and surplus of income over expenditure for that period.

In preparing the financial statements, the Board is required to:

- ◆ Select suitable accounting policies and apply them consistently;
- ◆ Make judgements and 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;
- ◆ Prepare financial statements on the going concern basis unless it is inappropriate to assume that the College will continue in operation.

The Board is also required to prepare a Members' Report that describes what it is trying to do and how it is going about it, including information about the legal and administrative status of the College.

The Board is responsible for keeping proper accounting records which disclose, with reasonable accuracy at any time, the financial position of the College and which enable it to ensure that the financial statements are prepared in accordance with the relevant legislation including the Further and Higher Education Act 1992 and Charities Act 2011, and relevant accounting standards. It is responsible for taking steps that are reasonably open to it to safeguard the assets of the College and to prevent and detect fraud and other irregularities.

The Board is responsible for the maintenance and integrity of the College website; the work carried out by auditors does not involve consideration of these matters and, accordingly, the auditors accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement of responsibilities of members for the period ended 31 August 2025

The Board is responsible for ensuring that expenditure and income are applied for the purposes intended by Parliament and that the financial transactions conform to the authorities that govern them. In addition, they are responsible for ensuring that funds from the DfE, and any other public funds, are used only in accordance with the DfE's grant funding agreements and contracts and any other conditions that may be prescribed from time to time by the DfE, or any other public funder, including that any transactions entered into by the Board within the delegated authorities set out in the 'Dear accounting officer' letter of 29 November 2022 and DfE's College Financial Handbook. The Board must ensure that there are appropriate financial and management controls in place to safeguard public and other funds and ensure they are used properly. In addition, members of the Board are responsible for securing economic, efficient and effective management of the College's resources and expenditure so that the benefits that should be derived from the application of public funds from the DfE and other public bodies are not put at risk authorities that govern them as defined by and in accordance with Further & Higher Education Act 1992, subsequent legislation and related regulations and the Accountability Agreement and Funding Agreement with the DfE and any other conditions that may be prescribed from time to time.

Approved by order of the board of Horsham Learning Alliance on 9 December 2025 and signed on its behalf by:



G N Lawrence
Chair of Trustees

Independent Auditor's Report to the Trustees of Horsham Learning Alliance on behalf of the dissolved Governing Body of The College of Richard Collyer in Horsham

Opinion

We have audited the financial statements of The College of Richard Collyer in Horsham ('the College') for the period ended 31 August 2025 which comprise the College statement of comprehensive income and expenditure, the College statement of changes in reserves and balance sheets, the statement of cash flows, the principal accounting policies, and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice) and the College Accounts Direction 2024 to 2025 issued by the Department for Education (DfE).

In our opinion, the financial statements:

- ◆ give a true and fair view of the state of the College's affairs as at 31 August 2025 and of its financial performance and cash flows for the period then ended; and
- ◆ have been prepared in accordance with UK Generally Accepted Accounting Practice, the Statement of Recommended Practice: Accounting for Further and Higher Education and the College Accounts Direction 2024 to 2025 issued by the DfE;

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the College in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of matter – financial statements prepared on a basis other than going concern

We draw attention to the accounting policy on page 38 which states that these financial statements have been prepared on a basis other than a going concern basis. This is due to the legal transfer of activities, assets and liabilities of the College to a new legal entity as part of the conversion from a sixth form college to an Academy Trust on 31 August 2025. This does not result in any adjustment to the reported figures.

Our responsibilities and the responsibilities of the Board of 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 Board of trustees is responsible for the other information contained within the annual report. Our opinion on the financial

Independent auditor's report on the financial statements for the period ended 31 August 2025

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.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the **College** and its environment obtained in the course of the audit, we have not identified material misstatements in the annual report.

We have nothing to report in respect of the following matters in relation to which the Framework and guide for external auditors and reporting accountants of colleges issued by the DfE 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;
- ◆ the financial statements are not in agreement with the accounting records and returns; or
- ◆ all the information and explanations required for the audit were not received.

Responsibilities of the Board of trustees of Horsham Learning Alliance

As explained more fully in the statement of responsibilities of Board of trustees on page 26, 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 Board of 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 Board of trustees are responsible for assessing the College's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board either intend to liquidate the College or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but it 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

Independent auditor's report on the financial statements for the period ended 31 August 2025

expected to influence the economic decisions of users taken on the basis of these financial statements.

The 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, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

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

- ◆ the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- ◆ we identified the laws and regulations applicable to the College through discussions with management, and from our knowledge and experience of the Further Education sector;
- ◆ we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the College, including the College Accounts Direction 2024 to 2025 issued by the DfE, Further and Higher Education Act 1992, funding agreements with the DfE and associated funding rules, DfE regulations, data protection legislation, anti-bribery, safeguarding, employment, health and safety legislation;
- ◆ we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- ◆ identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

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

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

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

- ◆ performed analytical procedures to identify any unusual or unexpected relationships;
- ◆ tested journal entries to identify unusual transactions; and
- ◆ assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias;

The extent to which the audit was considered capable of detecting irregularities, including fraud (continued)

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

- ◆ agreeing financial statement disclosures to underlying supporting documentation;
- ◆ reading the minutes of the Governing Body and trustees' meetings;
- ◆ enquiring of management as to actual and potential litigation and claims; and
- ◆ reviewing any available correspondence with HMRC and the College's legal advisors (although none was noted as being received by the College).

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

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

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

Use of our report

This report is made solely to the Board of trustees, as a body, in accordance with the College's funding agreement and our engagement letter dated 6 June 2025. Our audit work has been undertaken so that we might state to the Board of trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the College and the Board of trustees, for our audit work, for this report, or for the opinions we have formed.



Buzzacott Audit LLP
Chartered Accountants and Registered Auditor
130 Wood Street
London
EC2V 6DL

Date: 12 December 2025

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

Reporting accountant's assurance report on regularity

To: The Board of Trustees of Horsham Learning Alliance on behalf of dissolved Governing Body of The College of Richard Collyer in Horsham and the Secretary of State for Education

In accordance with the terms of our engagement letter dated 6 June 2025 and further to the requirements of Department for Education (DfE) as included in the extant Framework and Guide for External Auditors and Reporting Accountants of Colleges, 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 The College of Richard Collyer (the 'College') during the period 1 August 2024 to 31 August 2025 have not been applied to the purposes identified by Parliament and the financial transactions do not conform to the authorities which govern them.

This report is made solely to the Board of trustees of the Horsham Learning Alliance on behalf of the dissolved Governing Body of The College of Richard Collyer in Horsham 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 the Board of trustees of the Horsham Learning Alliance on behalf of the dissolved Governing Body of The College of Richard Collyer in Horsham and the Secretary of State 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 the Board of trustees of the Horsham Learning Alliance on behalf of the dissolved Governing Body of The College of Richard Collyer in Horsham and the Secretary of State for our work, for this report, or for the conclusion we have formed.

Respective responsibilities of the Accounting Officer of Horsham Learning Alliance on behalf of the dissolved College of Richard Collyer in Horsham and the reporting accountant

The Accounting Officer is responsible, under the requirements of the Board of trustees of the Horsham Learning Alliance on behalf of the dissolved Governing Body's accountability agreement with the Secretary of State for Education and the College Financial Handbook, for ensuring that expenditure disbursed and income received is applied for the purposes intended by Parliament, and that 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 Colleges. 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 August 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.

Reporting accountant's assurance report on regularity for the period ended 31 August 2025

Approach

We conducted our engagement in accordance with the Framework and Guide for External Auditors and Reporting Accountants of Colleges issued by 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 Board of trustees of the Horsham Learning Alliance on behalf of the dissolved Governing Body's income and expenditure.

The work undertaken to draw to our conclusion includes:

- ◆ An assessment of the risk of material irregularity and impropriety across all of the College's activities;
- ◆ Further testing and review of the areas identified through the risk assessment including enquiry, identification of control processes and examination of supporting evidence across all areas identified as well as additional verification work were considered necessary; and
- ◆ Consideration of evidence obtained through the work detailed above and the work completed as part of our financial statements audit in order to support the regularity conclusion.

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 August 2024 to 31 August 2025 has not been applied to purposes intended by Parliament, and the financial transactions do not conform to the authorities that govern them.



12 December 2025

Buzzacott Audit LLP
Chartered Accountants
130 Wood Street
London
EC2V 6DL

Statement of comprehensive income for the period ended 31 August 2025

	Notes	13 months Period ended 31 August 2025 Total funds £'000	2024 Total funds £'000
Income:			
Funding body grants	1	14,593	12,072
Tuition fees	2	564	622
Other operating income	3	1,146	964
Investment income	4	458	426
Total		16,761	14,084
Expenditure:			
Staff costs	5	11,325	9,507
Other operating expenses	6	3,614	2,761
Depreciation	8	1,172	926
Interest and other finance costs	7	13	18
Total		16,124	13,212
Surplus before tax		637	872
Taxation		—	—
Surplus after tax		637	872
Other comprehensive (expenditure) for the period:			
Remeasurement of defined benefit pension scheme	18	(311)	(272)
Total comprehensive income for the period		326	600
Represented by:			
Unrestricted comprehensive income		505	599
Restricted comprehensive (expenditure) income		(179)	1
Total comprehensive income for the period		326	600

Balance sheet for the period ended 31 August 2025

	Notes	31 August 2025 £'000	31 July 2024 £000
Fixed assets			
Tangible fixed assets	8	—	15,229
Current assets			
Debtors	9	—	125
Cash at bank and in hand	10	—	5,505
		<u>—</u>	<u>5,630</u>
Liabilities			
Creditors: amounts falling due within one year	11	—	(1,668)
Net current assets		<u>—</u>	<u>3,962</u>
Total assets less current liabilities		<u>—</u>	<u>19,191</u>
Creditors: amounts falling due after more than one year	12	—	(4,437)
Provisions and liabilities	18	—	—
Total net assets	22	<u>—</u>	<u>14,754</u>
Unrestricted reserves			
Income and expenditure reserve		—	14,575
Restricted reserves			
Mercers' grant – Mental Health and Wellbeing	19	—	55
Mercers' grant – Transition programme	19	—	75
Mercers' grant – STEM funding	19	—	49
Total reserves	22	<u>—</u>	<u>—</u>

The balance sheet is nil at 31 August 2025 as transfer of assets, liabilities and activities of the College was made to the Horsham Learning Alliance on this date (see note 22).

The financial statements on page 34 to 58 were approved by the Governing Body on 9 December 2025 and were signed on its behalf by:



G N Lawrence
Chair



D P Lodge
Principal and Accounting Officer

Statement of changes in reserves for the period ended 31 August 2025

	Income and expenditure reserve £'000	Restricted reserve £'000	Total £'000
Balance at 1 August 2023	13,976	178	14,154
Surplus for the year	871	1	872
Other comprehensive income (note 18)	(272)	—	(272)
Total comprehensive income for the year	599	1	600
Balance at 31 July 2024	14,575	179	14,754
Surplus (deficit) for the period	816	(179)	637
Other comprehensive expenditure (note 18)	(311)	—	(311)
Total comprehensive income for the period	505	(179)	326
Transfer of net assets to Horsham Learning Alliance (note 22)	(15,080)	—	(15,080)
Balance at 31 August 2025	—	—	—

Statement of cash flows for the period ended 31 August 2025

	Notes	31 August 2025 £'000	31 July 2024 £'000
Operating activities			
Cash generated from operations	13	(4,644)	1,066
Interest paid		(13)	(18)
Net cash inflow from operating activities		(4,657)	1,048
Investing activities			
Purchase of tangible fixed assets		(1,746)	(1,387)
Disposal of tangible fixed assets		(22)	428
Interest received		192	189
Net cash used in investing activities		(1,576)	(770)
Financing activities			
Repayments of borrowings		(296)	(50)
Transfer of cash to Horsham Learning Alliance (note 22)		(5,317)	—
Net cash used in financing activities		(5,613)	(50)
(Decrease) Increase in cash and cash equivalents in the period		(11,846)	228
Cash and cash equivalents at the beginning of the period		5,505	5,277
Cash and cash equivalents at the end of the period	14	—	5,505

The cash and cash equivalents is nil at 31 August 2025 as the transfer of assets, liabilities and activities of the College was made to the Horsham Learning Alliance on this date (see note 22).

Principal accounting policies for the period ended 31 August 2025

Basis of preparation

The College was incorporated under the Further and Higher Education Act 1992 and became a designated Sixth Form College under the Apprenticeships, Skills, Children and Learning Act 2009.

These financial statements have been prepared in accordance with the *Statement of Recommended Practice: Accounting in Further and Higher Education 2019 (the 2019 FE HE SORP)*, the *College Accounts Direction for 2024-25* and in accordance with Financial Reporting Standard 102 – “*The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland*” (FRS 102) under the historical cost convention as modified by the use of previous valuations as deemed cost at transition for certain non-current assets. The College is a public benefit entity and has therefore applied the relevant public benefit requirements of FRS 102.

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been applied consistently to all the years presented, unless otherwise stated.

The financial statements are presented in sterling which is also the functional currency of the College.

Monetary amounts in these financial statements are rounded to the nearest whole £1,000, except where otherwise indicated.

Going concern

On 31 August 2025 the College of Richard Collyer was dissolved, with all assets, liabilities and activities of the College of Richard Collyer being transferred to Horsham Learning Alliance, a company registered in England and Wales (company registration number 16288078), the newly established academy trust. As a result, these financial statements have been prepared on a basis other than going concern basis. This does not result in any adjustment to the reported figures.

Recognition of income

Revenue grant funding

Government revenue grants are accounted for under the accrual model and are recognised where a reliable estimate of the fair value of the asset received or receivable can be made on a systematic basis over the periods in which the related costs for which the grant compensates are recognised.

Adult Education Budget (‘AEB’) grant funding income recognised is a best estimate of the amount receivable in accordance with the annual main funding guidance published by the DfE and either determined as part of the reconciliation process or by separate agreement between the college and the DfE at the reporting period end date. Any subsequent agreement to determination of the AEB funding after the reporting end date which is not provided for in the annual main funding guidance is not reflected in the income recognised.

Principal accounting policies for the period ended 31 August 2025

Recognition of income (continued)

Revenue grant funding (continued)

16-18 learner responsive funding is not normally subject to reconciliation and is therefore not subject to contract adjustments; the income recognised is the allocation for the period. Additional in-year funding is subject to reconciliation, and any under achievement of the in-year funding is adjusted for and reflected in the level of recurrent grant recognised in the income and expenditure account.

Grants from non-government sources, including grants relating to assets, are recognised in income when the College has met the performance-related conditions and the grant will be received. Income received in advance of performance related conditions being met is recognised as a liability.

Capital grant funding – government

Government capital grants for assets, other than land, are accounted for under the accrual model. The grant income received, or receivable will be recognised over the expected useful life of the asset, with any amount of the asset-related grant that is deferred being recognised as deferred income. The deferred income is allocated between creditors due within one year and those due after more than one year.

Other income

Income from tuition fees is recognised in the period for which it is received and includes all fees payable by students or their sponsors.

Income from donations is included to the extent of the relevant expenditure incurred during the period, together with any related contributions towards overhead costs.

All income from short term deposits is credited to the income and expenditure account in the period in which it is earned.

Income from the supply of services is recognised at fair value of the consideration received or receivable and represents the value of services to the extent there is a right to consideration.

Fund accounting

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

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

Principal accounting policies for the period ended 31 August 2025

Retirement benefits

Retirement benefits to employees of the College are provided by the Teachers' Pension Scheme (TPS) and the Local Government Pension Scheme (LGPS), which are multi-employer defined benefit plans.

The TPS is an unfunded scheme, and contributions are calculated so as to spread the cost of pensions over employees' working lives with the College in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll.

The contributions are determined by the Government Actuary on the basis of valuations using a projected unit method. The TPS is a multi-employer scheme but sufficient information is not available to use defined benefit accounting and therefore it is accounted for as a defined contribution scheme, with the amount charged to the statement of comprehensive income being the contributions payable in the period. Differences between contributions payable in the period and contributions actually paid are shown as other creditors.

The LGPS is a funded scheme, and the assets are held separately from those of the College in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit method. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. The amounts charged to operating result are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs. The net interest income on the net defined benefit asset is credited to comprehensive income and included within investment income. Re-measurement comprising actuarial gains and losses and the return on scheme assets (excluding amounts included in net interest on the net defined benefit asset) are recognised immediately in other comprehensive income.

The LGPS surplus is not carried on the balance sheet in accordance with the requirements of FRS 102. Accordingly, a corresponding adjustment against the actuarial gain has been made to bring the net LGPS position to £nil on the balance sheet.

Short term employment benefits

Short term employment benefits such as salaries and compensated absences (holiday pay) are recognised as an expense in the period in which the employees render service to the College. The cost of any unused holiday entitlement the College expects to pay in future periods is recognised in the period the employees' services are rendered.

Principal accounting policies for the period ended 31 August 2025

Tangible fixed assets

Land and buildings

Land and buildings are stated at cost less accumulated depreciation.

The College occupies land and buildings which are owned by “The Collyer Endowment CIO” (*the foundation*), registered with the Charity Commission. Included in the terms of the Charity’s Constitution is the principal Object of the Charity to advance education by “providing land and buildings to the College”. The Constitution was prepared on the basis that the College’s legal form may either be a Designated Institution within the meaning of the Further and Higher Education Act 1992 or as a 16 to 19 academy or a school within the meaning of the Education Acts.

A Supplemental Land Agreement was prepared by the legal advisors and signed by the CIO and Horsham Learning Alliance prior to the College’s conversion.

It is the understanding, as confirmed by the Trustees of the Charity, that these terms convey to the College the exclusive right to occupy these buildings indefinitely. No annual rent is paid by the College for the use of the land and buildings.

Whilst legal title to land and buildings remain with the CIO, all economic benefit passed to the College. In accordance with the relevant Financial Reporting Standards (FRS 102 17.15), the assets have been stated in the balance sheet at valuation on the basis of depreciated replacement cost which was taken as deemed cost on transition to FRS102. The buildings are depreciated over their useful economic life to the College of fifty years.

Improvements to land and buildings are also capitalised and normally depreciated on a straight-line basis over their estimated economic life of fifteen years. The College and CIO’s contribution to the new buildings is depreciated on a straight-line basis over their estimated economic life of fifty years. Where improvements to land and buildings have been made with the aid of specific grants they are capitalised and depreciated as above. The related government grants are credited to a deferred capital grant account and are released to the income and expenditure account over the expected useful economic life of the related asset on a basis consistent with the depreciation policy.

A review for impairment of a fixed asset has been carried out if events or changes in circumstances indicate that the carrying amount of the fixed asset may not be recoverable.

Subsequent expenditure on existing fixed assets

Where significant expenditure is incurred on tangible fixed assets it has been charged to the income and expenditure account in the period it is incurred, unless it meets one of the following criteria, in which case it is capitalised and depreciated on the relevant basis:

- ◆ Asset capacity increases
- ◆ Substantial improvement in the quality of output or reduction in operating costs
- ◆ Significant extension of the asset’s life beyond that conferred by repairs and maintenance

Principal accounting policies for the period ended 31 August 2025

Tangible fixed assets (continued)

Equipment

Equipment costing less than £500 per individual item has been written off to the income and expenditure account in the period of acquisition. All other equipment is capitalised at cost.

A summary of depreciation over the useful economic life of assets held is as follows:

Buildings	straight line over 50 years
Building improvements	straight line over 15 - 50 years
Computer equipment	straight line over 3 years
Motor vehicles	20% per annum
General equipment and fixtures and fittings	straight line between 5 and 15 years

Land is not depreciated.

Where equipment is acquired with the aid of specific grants it is capitalised and depreciated in accordance with the above policy, with the related government grant being credited to a deferred capital grant account and released to the income and expenditure account over the expected useful economic life of the related equipment.

Leased assets

Operating leases

Costs in respect of operating leases are charged to comprehensive income on a straight-line basis over the lease term.

Financial instruments

The College chose to adopt Sections 11 and 12 of FRS 102 in full in respect of financial instruments.

Financial assets and liabilities

Financial assets and financial liabilities are recognised when the College becomes a party to the contractual provisions of the instrument.

Financial liabilities are classified according to the substance of the financial instrument's contractual obligations, rather than the financial instrument's legal form.

Financial instruments (continued)

Financial assets and liabilities (continued)

All financial assets and liabilities are initially measured at transaction price, except for those financial assets measured at fair value through the income and expenditure statement, which are initially measured at fair value (which is normally the transaction price excluding transaction costs), unless arrangement constitutes a financing transaction. A financial asset or financial liability that is payable or receivable in one year is measured at the undiscounted amount expected to be received or paid net of impairment, unless it is a financing transaction. If an arrangement constitutes a financing transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial assets and financial liabilities are offset only when there is a current legally enforceable right to set off the recognised amounts and the intention to either settle on a net basis, or to realise the asset and settle the liability simultaneously.

Taxation

The College is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the College was potentially exempt from taxation in respect of income or capital gains received within categories covered by sections 478-488 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.

The College was registered for Value Added Tax during the financial period but since conversion the Trust's position has changed

Provisions and contingent liabilities

Provisions are recognised when the College has a present legal or constructive obligation as a result of a past event. It is probable that a transfer of economic benefit will be required to settle the obligation and the amount of the obligation can be reliably measured.

A contingent liability arises from a past event that gave the College a possible obligation whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the College. Contingent liabilities also arise in circumstances where a provision would otherwise be made but either it is not probable that an outflow of resources will be required, or the amount of the obligation cannot be reliably measured.

Contingent liabilities are not recognised in the balance sheet but are disclosed in the notes to the financial statements.

Principal accounting policies for the period ended 31 August 2025

Agency arrangements

The College acts as an agent in distributing discretionary support funds and free school meals funding from the funding bodies. Payments received from the DfE and subsequent disbursements to students are excluded from the income and expenditure of the College where it does not have control of the economic benefit related to the transaction.

Critical accounting judgements and estimation uncertainty

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

◆ Tangible fixed assets

Tangible fixed assets are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In re-assessing asset lives, factors such as technological innovation, maintenance programmes, economic utilisation and physical condition of the assets are taken into account. Residual value assessments consider issues such as future market conditions and the remaining life of the asset.

◆ Local Government Pension Scheme

The present value of the Local Government Pension Scheme defined benefit scheme 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 (income) for pensions include the discount rate. Any changes in these assumptions, will impact the carrying amount of the pension liability/asset. 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 asset at the period end. 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 asset. Any asset resulting from this calculation is limited to the present value of available refunds or reductions in future contributions to the plan.

Notes to the financial statements for the period ended 31 August 2025

1 Funding body grants

	Period ended 31 August 2025 £'000	Year ended 31 July 2024 £'000
Main funding body – recurrent grant	14,169	11,733
Main funding body – non-recurrent grant	65	61
Releases of government capital grants:		
. Buildings	359	278
	14,593	12,072

Included within recurrent grants is £142k (2024: £131k) relating to adult education funding.

2 Tuition fees

	Period ended 31 August 2025 £'000	Year ended 31 July 2024 £'000
Tuition fees	564	622

3 Other operating income

	Period ended 31 August 2025 £'000	Year ended 31 July 2024 £'000
Catering operations	333	335
Other income	109	113
Legacy income	704	485
Other grants and donations	—	31
	1,146	964

4 Investment income

	Period ended 31 August 2025 £'000	Year ended 31 July 2024 £'000
Other interest receivable	192	189
Interest on pension scheme	266	237
	458	426

5 Staff costs and key management personnel remuneration

The average number of persons (including key management personnel) employed by the College during the period, expressed as average headcount and calculated on a monthly basis, was:

	Period ended 31 August 2025 No.	Year ended 31 July 2024 No.
Teaching staff	145	140
Non-teaching staff	161	146
	306	286

Staff costs for the above person:

	Period ended 31 August 2025 £'000	Year ended 31 July 2024 £'000
Wages and salaries	8,326	7,202
Social security costs	827	669
Other pension costs (note 18)	2,172	1,636
Total staff costs	11,325	9,507

Key management personnel compensation

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the College and are comprised of the Principal, the Deputy Principal, the Vice Principals and the Director of Finance.

Emoluments of key management personnel, Accounting Officer and other higher paid staff

The number of key management personnel including the Accounting Officer was:

	Period ended 31 August 2025 No.	Year ended 31 July 2024 No.
Key management personnel including the Accounting Officer	5	5

5 Staff costs and key management personnel remuneration (continued)

Emoluments of key management personnel, Accounting Officer and other higher paid staff (continued)

The number of key management personnel who received annual emoluments, excluding pension contributions but including benefits in kind, in the following ranges was:

	Period ended 31 August 2025 No.	Year ended 31 July 2024 No.
£55,001 to £60,000 p.a.	—	—
£65,001 to £70,000 p.a.	—	1
£70,001 to £75,000 p.a.	—	—
£75,001 to £80,000 p.a.	—	1
£80,001 to £85,000 p.a.	1	1
£90,001 to £95,000 p.a.	2	1
£100,501 to £110,000 p.a.	1	—
£120,501 to £130,000 p.a.	-	1
£140,001 to £150,000 p.a.	1	-
	5	5

There were no other staff, other than those included in key management personnel, who received annual emoluments exceeding £60,000 during the period (2024 – none).

Staff costs and key management personnel remuneration (continued)

Key management personnel (including the Accounting Officer) total compensation is made up as follows:

	Period ended 31 August 2025 £'000	Year ended 31 July 2024 £'000
Salaries	518	442
National Insurance	68	55
	586	497
Pension contributions	143	110
Total emoluments	729	607

There were no amounts due to key management personnel that were waived in the period, nor any salary sacrifice arrangements in place.

5 Staff costs and key management personnel remuneration (continued)

Emoluments of key management personnel, Accounting Officer and other higher paid staff (continued)

The above emoluments include amounts payable to the Accounting Officer who held this office for the period to 31 August (who is also the highest paid of key management personnel) of:

	Period ended 31 August 2025 £'000	Year ended 31 July 2024 £'000
Salaries	142	121
Pension contributions	41	31
	183	152

The figures above for 2025 are for a 13 month period (2024: 12 month period).

The remuneration of the Accounting Officer for 2024-25 was determined by the College's Governing Body. The Remuneration Committee's recommendation took account of affordability, nationwide concerns about high level pay relative to employee awards, benchmarking information including College size, income and median salaries, and the gender pay gap. With regard to the Deputy Principal as the second senior postholder, the Governing Body approved the recommendations of the Remuneration Committee which, with due regard to the principles of the AoC Remuneration Code, took account in turn of the Principal's recommendations. These were based on an assessment of performance and contribution to the College, the sector leadership pay spine and benchmarking informed by sector surveys.

The relationship between the Accounting Officer's emoluments, expressed as a multiple of all other employees based on full-time equivalents, is set out below for both basic salary and total remuneration.

	Period ended 31 August 2025 No	Year ended 31 July 2024 No
Basic salary as a multiple of median basic salary of staff	3.3	3
Total remuneration as a multiple of median total remuneration of staff	3.3	3

Governors' remuneration

The key management personnel only receive remuneration in respect of services they provide undertaking their roles of principal and staff members under contracts of employment and not in respect of their roles as governors. The other members of the Governing Body did not receive any payments from the College in respect of their roles as governors.

Notes to the financial statements for the period ended 31 August 2025

The total expense for travel and subsistence paid to, or on behalf of the Governors during the period was £232.40 (2024 – £698.41). No Governor has received any remuneration or waived payments from the College during the period (2024 – none).

6 Other operating expenses

	Period ended 31 August 2025 £'000	Year ended 31 July 2024 £'000
Teaching costs	490	384
Non-teaching costs	2,065	1,760
Premises costs	1,059	617
	3,614	2,761

Surplus before taxation is stated after charging:

	Period ended 31 August 2025 £'000	Year ended 31 July 2024 £'000
Auditors' remuneration		
. Financial statements audit	31	28
. Internal audit	8	3
Operating lease charges	64	54

7 Interest and other finance costs

	Period ended 31 August 2025 £'000	Year ended 31 July 2024 £'000
On bank loans, overdrafts and other loans:		
Repayable within five years, by instalments	13	18
Total	13	18

8 Tangible fixed assets

	Land and buildings £'000	Equipment £'000	Motor vehicles £'000	Total £'000
Cost or valuation				
At 1 August 2024	25,876	2,018	49	27,943
Transfers between classes				
Additions	522	1,174	50	1,746
Disposals	-	-	(22)	(22)
Transfer to Horsham Learning Alliance (note 22)	(26,398)	(3,192)	(77)	(29,667)
At 31 August 2025	—	—	—	—
Depreciation				
At 1 August 2024	11,035	1,633	46	12,714
Restatement*				
Transfer between classes				
Charge for the period	674	490	8	1,172
Disposals	-	-	(22)	(22)
Transfer to Horsham Learning Alliance (note 22)	(11,709)	(2,123)	(32)	(13,864)
At 31 August 2025	—	—	—	—
Net book value				
At 31 August 2025	—	—	—	—
At 31 July 2024	14,841	385	3	15,229

*The restatement above refers to the correct reclassification of assets from equipment to land and buildings in line with the College's records.

9 Debtors

	31 August 2025 £'000	31 July 2024 £'000
Amounts falling due within one year:		
Other debtors	95	53
Prepayments and accrued income	80	72
Transfer to Horsham Learning Alliance (note 22)	(175)	—
	—	125

10 Cash at bank and in hand

	31 August 2025 £'000	31 July 2024 £'000
Cash at bank	2,817	3,005
Cash on treasury deposit	2,500	2,500
Transfer to Horsham Learning Alliance (note 22)	(5,317)	—
	—	5,505

11 Creditors: amounts falling due within one year

	31 August 2025 £'000	31 July 2024 £'000
Bank loans and overdrafts	—	51
Deferred Income	394	197
Trade creditors	33	29
Other creditors	554	273
Other taxation and social security	193	—
Accruals	197	266
Deferred government grants (capital)	335	278
Holiday pay accrual	365	574
Transfer to Horsham Learning Alliance (note 22)	(2,071)	—
	—	1,668

12 Creditors: amounts falling due after more than one year

	31 August 2025 £'000	31 July 2024 £'000
Bank loans	—	245
Deferred government grants (capital)	4,144	4,192
Transfer to Horsham Learning Alliance (note 22)	(4,144)	—
	—	4,437

	31 August 2025 £'000	31 July 2024 £'000
Bank loans and overdrafts		
Bank loans and overdrafts are repayable as follows:		
In one year or less	—	51
Between one and two years	—	50
Between two and five years	—	147
In five years or more	—	47
Total	—	295

The bank loans were subject to interest at 1% over Barclay's base rate and are repayable by instalments. The outstanding bank loans were repaid in the period.

13 Cash (used in) generated from operations

	31 August 2025 £'000	31 July 2024 £'000
Surplus after tax for the period	632	872
Adjustment for:		
Finance costs	13	18
Investment income	(192)	(189)
Depreciation	1,172	915
Depreciation on disposal of assets	22	(428)
Pension scheme non-cash movement	(311)	(272)
Operating cash flow before movements in working capital	1,336	916
Decrease in debtors	125	(38)
(Decrease) in creditors	(6,105)	188
Cash (used in) generated from operations	(4,644)	1,066

14 Analysis of changes in cash and net debt

	1 August 2024 £'000	Cash flows £'000	31 August 2025 £'000
Cash at bank and in hand	5,505	(5,505)	—
Borrowings	(295)	295	—
	5,210	(5,210)	—

15 Contingent liabilities

There were no contingent liabilities at 31 August 2025 that require disclosure (2024 – none).

16 Commitments under operating leases

At the reporting end date, the College had outstanding commitments for future minimum payments under non-cancellable operating leases, which fall due as per below. These commitments were transferred to Horsham Learning Alliance on 31 August 2025:

	31 August 2025 £'000	31 July 2024 £'000
Amounts due:		
Within one year	63	54
Between one and five years	192	72
	255	126

17 Capital commitments

	31 August 2025 £'000	31 July 2024 £'000
Contracted but not provided for in the financial statements	—	—

18 Retirement benefits

The College's employees belong to two principal post-employment benefit plans: 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 West Sussex County Council Pension Fund (WSCCF). Both are multi-employer defined benefit plans.

	Period ending 31 August 2025 £'000	Period ending 31 August 2025 £'000	31 July 2024 £'000	31 July 2024 £'000
Total pension cost for the period				
Teachers' Pension Scheme: contributions paid		1,704		1,211
Local Government Pension Scheme:				
Contributions paid	513		460	
FRS 102 (section 28) charge	(45)		(35)	
Charge to statement of comprehensive income		468		425
Total pension cost for period within staff costs (note 5)		2,172		1,636

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

There were outstanding pension contributions of £nil (2024 – £nil) at the end of the financial period.

Teachers' Pension Scheme

The Teachers' Pensions Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pension Scheme Regulations 2014. The TPS is an unfunded scheme, and members contribute on a 'pay as-you-go' basis – these contributions, along with those made by employers, are credited to the Exchequer. The TPS is a multi-employer pension plan and there is insufficient information to account for the scheme on as a defined benefit plan, so it is accounted for as a defined contribution plan.

18 Retirement benefits (continued)

Valuation of the Teachers' Pensions 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 2028.

The pension costs paid to TPS in the period amounted to £1,704,000 (2024 – £1,211,000).

Under the definitions set out in FRS 102, the TPS is an unfunded multi-employer pension scheme. The College is unable to identify its share of the underlying assets and liabilities of the plan. Accordingly, the College 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 College has set out above, the information available on the scheme.

Local Government Pension Scheme

The LGPS is a funded defined-benefit plan, with the assets held in separate funds administered by West Sussex County Council Pension Fund. The total contributions made for the period ended 31 August 2025 was £651k (2024 - £581k) of which employer's contributions totalled £513k (2024 - £460k) and employees' contributions totalled £138k (2024 - £121k). The agreed contribution rate for employers is currently 22.2%. There is a variable rate for employees.

18 Retirement benefits (continued)

Principal actuarial assumptions

The following information is based upon a full actuarial valuation of the fund at 31 March 2022 and updated to 31 August 2025 by a qualified independent actuary.

	31 August 2025	31 July 2024
Rate of increase in salaries	4.25%	4.25%
Rate of increase for pensions	2.75%	2.75%
Inflation assumption*		2.75%
Discount rate for liabilities	5.80%	5.0%
Commutation of pensions to lump sums:		
. Pre 2008	50%	50%
. Post 2008	75%	75%

The average life expectancy for a pensioner retiring at 65 on the reporting date is:

	31 August 2025 Years	31 July 2024 Years
Retiring today		
Males	22.6	22.3
Females	24.5	24.5
Retiring in 20 years		
Males	22.2	22
Females	25.9	25.9

Amounts recognised in the statement of financial position in respect of the defined benefit schemes are as follows:

	31 August 2025 £'000	31 July 2024 £'000
Fair value of scheme assets at 31 August	16,061	14,794
Present value of defined benefit obligations at 31 August	(8,886)	(9,492)
Surplus in the scheme as determined by the actuary	7,175	5,302
Adjustment recognised in actuarial gains to cap the scheme surplus*	(7,175)	(5,302)
Net defined benefit asset	—	—

*As the LGPS surplus is irrecoverable, recognition of the surplus on the balance sheet has been restricted to £nil. The adjustment of £7,175k has been offset against the overall actuarial gain for the period.

18 Retirement benefits (continued)

Principal actuarial assumptions (continued)

The College's share of the assets in the plan at the balance sheet date was:

	Fair value of assets	
	31 August 2025 £'000	31 July 2024 £'000
Equity instruments	8,834	7,989
Bonds	4,979	4,734
Property	1,927	1,775
Cash	321	296
Total fair value of plan assets	16,061	14,794
Actual return on plan assets	(219)	(297)

Amounts recognised in the statement of comprehensive income in respect of the plan are as follows:

	31 August 2025 £'000	31 July 2024 £'000
Current service cost	468	425
Net interest on the net defined benefit pension asset	(266)	(237)
Total	202	188

	31 August 2025 £'000	31 July 2024 £'000
Changes in the present value of defined benefit obligations		
Defined benefit obligations at start of period	9,492	8,884
Current service cost	468	425
Interest cost	481	454
Contributions by scheme participants	138	121
Benefits paid	(349)	(343)
Actuarial gains	(1,344)	(49)
Defined benefit obligations at end of period	8,886	9,492

18 Retirement benefits (continued)

Principal actuarial assumptions (continued)

	31 August 2025 £'000	31 July 2024 £'000
Changes in fair value of plan assets		
Fair value of plan assets at start of period	14,794	13,568
Interest income	747	691
Return on plan assets (excluding net interest on the net defined benefit liability)*	219	297
Employer contributions	513	460
Contributions by scheme participants	138	121
Benefits paid	(349)	(343)
Other experience	—	—
Fair value of plan assets at end of period	16,062	14,794

19 Restricted funds

Mental Health and Wellbeing

Was awarded to the College to be put towards work for students' mental health and Wellbeing programmes.

Transition programme

Was awarded to the College to be used for focussed work on transitioning to vocational, technical and advanced programmes.

STEM funding

STEM funding was awarded to the College to be used for maximising students' opportunities in STEM subjects.

20 Related Party Transactions

Owing to the nature of the College's operations and the composition of the governing body, being drawn from local and private sector organisations, it is inevitable that transactions will take place with organisations in which a member of the board of governors may have an interest. In accordance with the College's financial regulations and normal procurement procedures, governors are required to keep the College informed of any circumstances that may give rise to conflict of interest in their dealings with the college.

As stated in note 5, no governor received any remuneration or waives any payment from the College during the period (2024: None).

21 Learner support funds

	31 August 2025 £
Amount disbursed as agent:	
Opening balance as at 1 August	112,067
Funding Body Grant - Bursary	301,106
	<u>413,173</u>
Disbursed to students – Bursary	(145,282)
Management fee retained by the College	(9,233)
Balance unspent as at 31 August	<u>258,658</u>

Funding body grants are available solely for students and the outstanding balance is not deemed to be in scope for being returned to the DfE by March 2026.

22 Subsequent events - Transfer of net assets to Horsham Learning Alliance

On 31 August 2025 the Corporation of the College of Richard Collyer was dissolved, with all assets, liabilities and activities of the College of Richard Collyer being transferred to Horsham Learning Alliance (company registration number 16288078), the newly established academy trust. The breakdown of the net assets transferred is as follows:

	£'000
Fixed assets	15,803
Current assets	5,492
Creditors: amounts falling due within one year	(2,071)
Creditors: amounts falling due within one year	(4,144)
Total net assets transferred	<u>15,080</u>