TAKELY EDUCATION TRUST (A COMPANY LIMITED BY GUARANTEE)

GOVERNORS' REPORT AND AUDITED ACCOUNTS FOR THE YEAR ENDED 31 AUGUST 2018

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REFERENCE AND ADMINISTRATIVE DETAILS

Members

Benfleet Schools Trust

T Reynolds P Hillman

Governors (Trustees and Directors)

T A Reynolds K Lay S Cox S F Flack

D Fisher (resigned 04 September 2017)

J Fennelly P King T Curtis K Kerridge

J Sutton (appointed on 12 March 2018)

H A Luckman J Haken O George S Rogers

Senior Management team

S Cox

C Lane-Craig D Wright S Amran

E Jordan (Stepped Down 16/06/2018)

S Fowler J Newby

N White (appointed 01/09/2017) H Tuna (appointed 01/09/2017) J Reynolds (appointed 01/09/2017) - Head Teacher

Associate Head Teacher
Deputy Head Teacher
Deputy Head Teacher
Assistant Head Teacher
Assistant Head Teacher
Assistant Head Teacher

Assistant Head TeacherAssistant Head TeacherAssistant Head Teacher

Company Secretary

I K Clark (appointed 27/09/2018) A E Wright (resigned 27/09/2018)

Company registration number

09451372 (England and Wales)

Registered office

The Appleton School

Croft Road Benfleet

Essex SS7 5RN

Independent auditor

Baxter & Co Lynwood House Crofton Road Orpington Kent BR6 8QE

Bankers

Lloyds Bank PLC 10-20 Town Square

Basildon

Essex SS14 1DU

Solicitors

Ward Hadaway 1A Tower Square Wellington Street

Leeds LS1 4DL

GOVERNORS' REPORT

FOR THE YEAR ENDED 31 AUGUST 2018

The governors present their annual report together with the financial statements and auditor's report of the charitable company for the year ended 31 August 2018 The annual report serves the purposes of both a governors' report, and a directors' report under company law.

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the charitable company's Memorandum and Articles of Association, the Companies Act 2006, the Statement of Recommended Practice 2015, "Accounting and Reporting by Charities", and the Academies' Accounts Direction 2017/18 issued by the ESFA.

The principal activity of the charitable company is the operation of Woodlands School, an academy, providing a state education to boys and girls in the Basildon area, aged 11 to 16. It has a pupil capacity of 1500 and had a roll of 1492 in the school census on Summer 2018.

Structure, governance and management

Constitution

The academy trust was incorporated as a company on 20 February 2015 and the predecessor school 'Woodlands school converted to academy status on 01 April 2015. The academy trust is a company limited by guarantee and an exempt charity. The charitable company's memorandum and articles of association are the primary governing documents of the academy trust.

The governors are the trustees of Takely Education Trust and are also the directors of the charitable company for the purposes of company law. Details of the governors who served during the year are included in the Reference and Administrative Details on page 1.

Members' liability

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

Governors' indemnities

No qualifying third party indemnities have been given by the Charitable Company to any third parties on behalf of its Governors.

Method of recruitment and appointment or election of governors

In accordance with the articles, the governors of the charitable company are the trustees and directors of the charitable company. They are appointed as follows;

- a) Up to four initial governors appointed on incorporation;
- b) Up to six governors appointed by the members
- c) Up to two staff governors elected by the staff
- d) A minimum of two parent governors elected by the parents
- e) The Head Teacher, if they agree to become a trustee, serves is an ex-officio capacity

In respect of those appointed by the members, (b), above) when a vacancy arises, the governors seek to make an appointment that would maximise the relevant skills and experience on the board as a whole.

Policies and procedures adopted for the induction and training of governors

The training and induction provided for new governors will depend on their existing experience. Where necessary, induction will provide training in charity, educational, legal and financial matters. All governors are provided with the information needed (including policies, minutes, budgets, etc.) to undertake their role as governors.

GOVERNORS' REPORT

FOR THE YEAR ENDED 31 AUGUST 2018

Organisational structure

The board of governors, the majority of whom are non-executive, comprises those persons appointed under the Articles of Association. The Board meets three times a year and has two sub- committees;

- · Standards, Staffing and Curriculum Committee
- Finance, Estates and General Purposes Committee

The Finance, Estates and General Purposes Committee also fulfils the functions of an Audit Committee. Both committees are formally constituted with terms of reference and comprise appropriately qualified and experienced members. Governors delegate specific responsibilities to its committees, the activities of which are reported to and discussed at full Governing Body Meetings.

Day to day management of the company is undertaken by the Head Teacher, supported by the Leadership Team. The Head Teacher is the Accounting Officer.

Arrangements for setting pay and remuneration of key management personnel

The senior leadership team (SLT) are the key management personnel of the trust. Trustees are also senior management although they receive no pay or other remuneration in respect of their role as trustees. Where staff trustees are in place, they receive remuneration for their role as staff and their pay is determined in the same way as applicable to all other staff. Further details of remuneration paid to staff who are trustees is set out within the notes to the accounts.

The pay of the Head Teacher is set annually by the Pay Committee, having regards to performance against objectives set the previous year. Pay of other SLT members is also set by the Pay Committee again having regard to performance against previously agreed objectives and any recommendations made by the Head Teacher.

Trade Union Facility Time

Relevant union officials

Number of employees who were relevant union officials during the relevant period	Full-time equivalent employee number
NIL	N/A

Percentage of time spent on facility time

Percentage of time	Number of Employees
0%	N/A
1% - 50%	N/A
51% - 99%	N/A
100%	N/A

Percentage of pay bill spent on facility time

Total Cost of facility time	N/A
Total Pay bill	N/A
Percentage of the total pay bill spent on facility time	N/A

Paid trade union activities

Time spent on paid trade union activities as a	N/A
percentage of total paid facility time hours.	

GOVERNORS' REPORT

FOR THE YEAR ENDED 31 AUGUST 2018

Related Parties and other Connected Charities and Organisations

As part of the school's Academy conversion in April 2015, the school has a formal partnership with the Appleton School, Benfleet (lead of Benfleet Schools Trust) but is not in the MAT. Benfleet Schools Trust is a member of Takely Education Trust.

Objectives and activities

Objects and aims

The principal object of the company is the advancement of the education in the United Kingdom. It achieves this object through the operation of Woodlands School, the aim being to provide the highest possible standard of pastoral care, maximising the life—chances of its students. A further object is the promotion of recreational facilities to the local community.

Objectives, strategies and activities

All of the school priorities are listed in the 3 year School Development plan which is agreed by governors annually in September.

Public benefit

In setting the objectives and planning the associated activities, governors have given careful consideration to the Charity Commission's general guidance on public benefit.

Strategic report

Achievements and performance

Unvalidated results 2018 A* - C English and Maths 66% combined 69% achieved 9/A*/A Achievement 8 – 46.2

Key Performance Indicators

Teaching staff 60% of total revenue expenditure Total staff costing 70% of total revenue expenditure

There will be a carry forward from last year's budget.

Other Key Performance Indicators

An OFSTED inspection took place in March 2018. The school achieved Good with Outstanding Leadership.

Going concern

After making appropriate enquiries, the board of governors has a reasonable expectation that the academy trust has adequate resources to continue in operational existence for the foreseeable future. For this reason it continues to adopt the going concern basis in preparing the financial statements.

GOVERNORS' REPORT

FOR THE YEAR ENDED 31 AUGUST 2018

Financial review

We receive our income from a number of different sources. The majority of our income comes from central government via the Education and Skills Funding Agency who provide us with grant, based largely on our student numbers to cover our staffing and other general running costs (General Annual Grant -GAG). The ESFA may provide us with additional grants which are earmarked for specific purposes (such as Pupil Premium which must be used to raise the attainment of disadvantaged pupils). These appear in the accounts as DfE/ESFA grants. Where we receive grant or other funding from the Local Authority (such as where we undertake responsibilities on their behalf in respect of our students) this appears in the accounts as Other government grants. Such income is collectively referred to as "Restricted Funds".

Other income is received from parents (for example as contributions to trip or other costs) and from third parties (for example from our bank for interest on our account balances or from others who are charged for their use of our facilities). Such other income may be restricted or unrestricted, depending on whether it comes to us with conditions as to its use or whether it is available for spending at the discretion of the trustees.

We hold funds in two broad categories, funds which are available for spending and other funds which are not available for spending.

Spendable funds are in turn sub-categorised between those which are available for spending at the discretion of trustees ("Unrestricted Funds") and those which are subject to condition or restriction, ("Restricted Funds").

Funds not available for spending include the book value of fixed assets such as land, buildings and equipment. These have a value and are therefore included as assets in the accounts but clearly, we cannot spend this value. In common with all academies and Local Authorities, our share of the Local Government Pension Scheme deficit must also be reflected in our accounts and as this is not a conventional liability, it does not need to be deducted from spendable funds. We meet our obligations in respect of the LGPS by paying over pension contributions due as calculated by the scheme's actuaries.

The following balances held were held at 31 August;

Fund	Category	2018 £'000	2017 £'000
GAG Other DfE/ESFA Grants Other government grants Other Income	Restricted General Funds Restricted General Funds Restricted General Funds Restricted General Funds	- - - <u>252</u>	44 - <u>205</u>
Sub-to	tal General Restricted Funds	252	249
Unspent Capital Grants Other Income	Restricted Fixed Asset Fund Unrestricted General Fund	<u>.</u> <u>3</u>	<u>979</u>
Sub-To	tal Spendable Funds	255	1,228
Net Book Value of Fixed Assets Share of LGPS Deficit	Restricted Fixed Asset Fund Restricted Pension Reserve	27,867 (2,654)	28,500 (2,900)
To	tal All Funds	<u>25,468</u>	<u> 26,828</u>

During the year under review, there was a surplus of £3k on general restricted funds, a deficit of £(976)k on unrestricted funds and after LGPS valuation adjustments, depreciation and capital income and expenditure, an overall deficit of £(2,007)k.

GOVERNORS' REPORT

FOR THE YEAR ENDED 31 AUGUST 2018

Reserves policy

Reserve levels are regularly monitored by Directors and Management to ensure that sufficient reserves are maintained to meet anticipated future needs while avoiding long term accumulation of excessive sums. A Reserves Policy of 5% of the annual General Income Grant has been approved by the Directors and will be reviewed annually.

Investment policy and powers

There are no investments held beyond cash deposits retained with the major UK clearing banks. Speculative investments are not permitted.

Principal risks and uncertainties

The governors have assessed the major risks to which the Academy is exposed, in particular those relating to academic performance/finances/child welfare/admissions. The governors have implemented a number of systems to assess risks that the Academy faces, and have developed policies and procedures to mitigate those risks. Where significant financial risk still remains they have ensured they have adequate insurance cover. The Academy has an effective system of internal financial controls and this is explained in more detail in the Governance Statement.

As the nature of the financial instruments dealt with by the company is relatively simple (bank balances, debtors and "trade" creditors), governors consider the associated risk in this area to be minimal. The risk resulting from the company's share of the LGPS deficit is managed by following the advice of the scheme's actuaries, specifically as regards the level of contributions payable, ensuring that annual budgets are drawn up to reflect the actuary's advice.

The risk management process has been codified in a risk register implemented by the Senior Management Team and overseen by the Board of Governors.

Governors keep spendable reserves under constant review to ensure that they have sufficient income to run the Academy on an efficient basis without affecting the quality of teaching and learning.

Our fundraising practices

The trust organise fundraising events and appeals and co-ordinate the activities of our supporters both in the academy and in the wider community on behalf of the trust.

The trust does not use professional fundraisers or involve commercial participators.

There have been no complaints about fundraising activity this year.

The trust complies with the Fundraising Regulator's Code of Fundraising Practice.

All fundraising is undertaken by the trust in a manner that seeks to ensure that it is not unreasonably intrusive or persistent. Contact is made through email, academy newsletters, our websites and via students. All fundraising material contains clear instructions on how a person can be removed from mailing lists.

Plans for future periods

The school development plan incorporates all the school's plans for the next 3 years (2017 - 2020) that have been agreed and set by the Governing body.

Funds held as custodian trustee on behalf of others

The trust does not hold any funds on behalf of other organisations.

GOVERNORS' REPORT

FOR THE YEAR ENDED 31 AUGUST 2018

Auditor

In so far as the Governors are aware:

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

The trustees' report, incorporating a strategic report, was approved by order of the Board of Governors, as the company directors, on 10 December 2018 and signed on its behalf by.

T Reynolds
Chair of Governors

GOVERNANCE STATEMENT

FOR THE YEAR ENDED 31 AUGUST 2018

Scope of responsibility

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

The Board of Governors has delegated the day-to-day responsibility to S Cox, the Head Teacher, as accounting officer, for ensuring financial controls conform with the requirements of both propriety and good financial management and in accordance with the requirements and responsibilities assigned to it in the funding agreement between Takely Education Trust and the Secretary of State for Education. The Accounting Officer is also responsible for reporting to the Board of Governors any material weaknesses or breakdowns in internal control.

Governance

The information on governance included here supplements that described in the Governors' Report and in the Statement of Governors' Responsibilities. The Board of Governors has formally met 4 times during the year.

Attendance during the year at meetings of the Board of Governors was as follows:

Governors	Meetings attended	Out of possible
T A Reynolds	2	4
K Lay	2	4
S Cox	4	4
S F Flack	1	4
J Fennelly	4	4
P King	2	4
T Curtis	3	4
K Kerridge	4	4
O George	2	4
H Luckman	4	4
S Rogers	3	4
J Haken	3	4
J Sutton	-	-

There are 2 different committees, as well as Full Governors. They are; Standard, Staffing and Curriculum and Finance, Estates and General Purposes. These groups were decided and confirmed.

The Finance, Estates and General Purposes Committee is a sub-committee of the Local Governing Body of The Appleton School to which the main board of trustees has delegated responsibility. Its purpose is:

- Regular monitoring of actual income and expenditure
- Review and recommendation of the annual budget
- Review the reports of the auditors on the effectiveness of the financial procedures and controls

Attendance during the year at meetings of the Finance, Estates and General Purposes Committee was as follows:

Governors	Meetings attended	Out of possible
T A Reynolds	1	3
S Cox	3	3
J Fennelly	2	3
P King	2	3
H Luckman	3	3
J Haken	3	3

GOVERNANCE STATEMENT

FOR THE YEAR ENDED 31 AUGUST 2018

Review of Value for Money

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

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

- Reduced communication costs, due to less printing of letters and communicating via a messaging service free of charge.
- Staff efficiencies, associate posts not being replaced. Staff bringing extra revenue via outside agencies
- Trips, the school managed to source educational trips where funding is available to meet the costs or significantly reduce the travel costs.

The purpose of the system of internal control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives. It can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of Academy Trust policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in Takely Education Trust for the year ended 31 August 2018 and up to the date of approval of the annual report and financial statements.

Capacity to handle risk

The board of Governors has reviewed the key risks to which the Academy Trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The board of Governors is of the view that there is a formal ongoing process for identifying, evaluating and managing the Academy Trust's significant risks that has been in place for the year ended 31 August 2018 and up to the date of approval of the annual report and accounts. This process is regularly reviewed by the board of Governors.

The risk and control framework

The Academy Trust's system of internal financial control is based on a framework of regular management information and administrative procedures including the segregation of duties and a system of delegation and accountability.

In particular it includes:

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

The board of governors has appointed its external auditors to perform a supplementary programme of work on internal controls. The role includes giving advice on financial matters and performing a range of checks on the academy trust's financial systems. Visits are undertaken on a termly basis, following which reports are presented to the Board of Governors for review. No material control weaknesses have been advised. Governors are satisfied that the function has been delivered effectively.

GOVERNANCE STATEMENT

FOR THE YEAR ENDED 31 AUGUST 2018

Review of effectiveness

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

- · the work of the external auditor;
- the financial management and governance self-assessment process
- the work of the executive managers within the Academy Trust who have responsibility for the development and maintenance of the internal control framework.

The accounting officer has been advised of the implications of the result of their review of the system of internal control by the finance and estates committee and a plan to address weaknesses and ensure continuous improvement of the system is in place.

Accounting Officer

Approved by order of the Board of Governors on 10 December 2018 and signed on its behalf by:

T Reynolds

Chair of Governors

STATEMENT OF REGULARITY, PROPRIETY AND COMPLIANCE

FOR THE YEAR ENDED 31 AUGUST 2018

As accounting officer of Takely Education Trust I have considered my responsibility to notify the Academy Trust Board of Governors and the Education & Skills Funding Agency (ESFA) of material irregularity, impropriety and non-compliance with terms and conditions of all funding received by the academy trust, under the funding agreement in place between the Academy Trust and the Secretary of State for Education. As part of my consideration I have had due regard to the requirements of the Academies Financial Handbook 2017.

I confirm that I and the Academy Trust's Board of Governors are able to identify any material irregular or improper use of funds by the Academy Trust, or material non-compliance with the terms and conditions of funding under the Academy Trust's funding agreement and the Academies Financial Handbook 2017.

I confirm that no instances of material irregularity, impropriety or funding non-compliance have been discovered to date. If applications are identified after the date of this statement, these will be notified to the Board of Governors and ESFA

S Cox

Accounting Officer

10 December 2018

STATEMENT OF GOVERNORS' RESPONSIBILITIES

FOR THE YEAR ENDED 31 AUGUST 2018

The Governors (who act as trustees for Takely Education Trust and are also the directors of Takely Education Trust for the purposes of company law) are responsible for preparing the Governors' report and the Financial Statements in accordance with the Annual Accounts Direction issued by the Education & Skills Funding Agency, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

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

In preparing these Financial Statements, the Governors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2015 and the Academies Accounts Direction 2017 to 2018;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the Financial Statements; and
- prepare the Financial Statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Governors are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the Financial Statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

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

Approved by order of the members of the Board of Governors on 10 December 2018 and signed on its behalf by:

T Reynolds Chair of Governors

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF TAKELY EDUCATION TRUST

FOR THE YEAR ENDED 31 AUGUST 2018

Opinion

We have audited the Financial Statements of Takely Education Trust for the year ended 31 August 2018 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice), the Charities SORP 2015 and the Academies Accounts Direction 2017 to 2018 issued by the Education & Skills Funding Agency.

In our opinion the Financial Statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2018 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended:
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006; and
- have been prepared in accordance with the Charities SORP 2015 and the Academies Accounts Direction 2017 to 2018.

Basis for opinion

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

Material uncertainty related to going concern

Attention is drawn to the disclosure within note 24 regarding the academy's status as a going concern. These disclosures indicate that a material uncertainty exists which may cast significant doubt on the academy's ability to continue as a going concern. In forming our opinion above, which is not modified, we have considered the adequacy of those disclosures.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Governors' use of the going concern basis of accounting in the preparation of the Financial Statements is not appropriate; or
- the Governors have not disclosed in the Financial Statements any identified material uncertainties that may cast significant doubt about the Academy Trust's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the Financial Statements are authorised for issue.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF TAKELY EDUCATION TRUST (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2018

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 Governors are responsible for the other information. Our opinion on the Financial Statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Governors' report including the incorporated strategic report for the financial year for which the Financial Statements are prepared is consistent with the Financial Statements; and
- the Governors' report including the incorporated strategic report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Academy Trust and its environment obtained in the course of the audit, we have not identified material misstatements in the Governors' report, including the incorporated strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the Financial Statements are not in agreement with the accounting records and returns; or
- certain disclosures of Governors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Governors

As explained more fully in the statement of Governors' responsibilities, the Governors 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 Governors 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 Governors are responsible for assessing the Academy Trust's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Governors either intend to liquidate the charitable company, or have no realistic alternative but to do so.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF TAKELY EDUCATION TRUST (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2018

Auditor's responsibilities for the audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the Financial Statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these Financial Statements.

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

Use of our report

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

David John Walsh FCCA (Senior Statutory Auditor)

For and on behalf of Baxter & Co

Statutory Auditor

Chartered Certified Accountants

Lynwood House Crofton Road Orpington Kent

BR6 8QE

Dated://dispersions.com/Dated:

INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO TAKELY EDUCATION TRUST AND THE EDUCATION & SKILLS FUNDING AGENCY

FOR THE YEAR ENDED 31 AUGUST 2018

In accordance with the terms of our engagement letter dated 17 April 2015 and further to the requirements of the Education & Skills Funding Agency (ESFA) as included in the Academies Accounts Direction 2017 to 2018, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by Takely Education Trust during the period 1 September 2017 to 31 August 2018 have been applied to the purposes identified by Parliament and the financial transactions conform to the authorities which govern them.

This report is made solely to Takely Education Trust and ESFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to the Takely Education Trust and ESFA 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 Takely Education Trust and ESFA, for our work, for this report, or for the conclusion we have formed.

Respective responsibilities of Takely Education Trust's accounting officer and the reporting accountant

The Accounting Officer is responsible, under the requirements of Takely Education Trust's funding agreement with the Secretary of State for Education dated 1 December 2014 and the Academies Financial Handbook, extant from 1 September 2017, for ensuring that expenditure disbursed and income received is applied for the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

Our responsibilities for this engagement are established in the United Kingdom by our profession's ethical guidance, and are to obtain limited assurance and report in accordance with our engagement letter and the requirements of the Academies Accounts Direction 2017 to 2018. We report to you whether anything has come to our attention in carrying out our work which suggests that in all material respects, expenditure disbursed and income received during the period 1 September 2017 to 31 August 2018 have not been applied to purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.

Approach

We conducted our engagement in accordance with the Academies Accounts Direction 2017 to 2018 issued by ESFA. We performed a limited assurance engagement as defined in our engagement letter.

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

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

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

The work undertaken to draw to our conclusion includes:

- Review of payments to staff;
- Review of payments to suppliers and other third parties;
- Review of grant and other income streams;
- Review of some key financial control procedures:
- Discussions with finance staff:
- Consideration of the record maintained by the Accounting Officer of the oversight they have exercised;
- Consideration of the programme of risk review and checking of financial controls implemented by the trust in order to comply with its obligations under 2.4.9 of the Academies Financial Handbook 2017, issued by the ESFA.

INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO TAKELY EDUCATION TRUST AND THE EDUCATION & SKILLS FUNDING AGENCY (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2018

Conclusion

In the course of our work, nothing has come to our attention which suggests that in all material respects the expenditure disbursed and income received during the period 1 September 2017 to 31 August 2018 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.

Baxter & Co

Independent Reporting Accountants Chartered Certified Accountants

Lynwood House Crofton Road Orpington Kent BR6 8QE

Dated:/3 December 2018

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 AUGUST 2018

	Notes	Unrestricted Funds £'000		ricted funds: Fixed asset £'000	Total 2018 £'000	Total 2017 £'000
Income and endowments from: Donations and capital grants Charitable activities:	3	-	38	29	67	52
- Funding for educational operations	5	63	9,742	-	9,805	9,754
Other trading activities	4	141	-	_	141	123
Investments	6	1			1	1
Total		205	9,780	29	10,014	9,930
Expenditure on:						
Raising funds Charitable activities:	7	89	-	-	89	92
- Educational operations	8	1,092	10,178	662	11,932	11,078
Total	7	1,181	10,178	662	12,021	11,170
Net expenditure		(976)	(398)	(633)	(2,007)	(1,240)
Other recognised gains/(losses) Actuarial gains on defined benefit pension schemes	19	_	647	_	647	216
•						
Net movement in funds		(976)	249	(633)	(1,360)	(1,024)
Reconciliation of funds						
Total funds brought forward		979	(2,651)	28,500	26,828	27,852
Total funds carried forward		3	(2,402)	27,867	25,468	26,828

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

FOR THE YEAR ENDED 31 AUGUST 2018

SUPPLEMENTARY NOTE: COMPARATIVE INFORMATION FOR THE YEAR ENDED 31 AUGUST 2017

		Unrestricted	Resti	ricted funds:	Total
		Funds	General	Fixed asset	2017
	Notes	£'000	£'000	£'000	£'000
Income and endowments from:	_		•	40	F0
Donations and capital grants	3	-	9	43	52
Charitable activities:	_		0.754		9,754
- Funding for educational operations	5	400	9,754	-	123
Other trading activities	4	123	-	-	123
Investments	6	1			
Total		124	9,763	43	9,930
Expenditure on:			<u> </u>		
Raising funds	7	92	-	-	92
Charitable activities:					
- Educational operations	8	15	10,403	660	11,078
Total	7	107	10,403	660	11,170
Net income/(expenditure)		17	(640)	(617)	(1,240)
Other recognised gains/(losses)					
Actuarial gains on defined benefit pension schemes	19		216	_	216
Net movement in funds		17	(424)	(617)	(1,024
Reconciliation of funds					07 055
Total funds brought forward		962	(2,227)	29,117	27,852

BALANCE SHEET

AS AT 31 AUGUST 2018

		201		201	7
	Notes	£'000	£'000	£'000	£'000
Fixed assets					
Tangible assets	12		27,867		28,500
Current assets					
Stocks	13	61		41	
Debtors	14	273		392	
Cash at bank and in hand		319		1,262	
		653		1.605	
Current liabilities		000		1,695	
Creditors: amounts falling due within one					
year	15	(398)		(467)	
Net current assets			255		1,228
Not accets evaluating name on liability					
Net assets excluding pension liability			28,122		29,728
Defined benefit pension scheme liability	19		(2,654)		(2,900)
Total net assets			25 469		20,000
			25,468		26,828
unds of the Academy Trust:					
Restricted funds	17				
Fixed asset funds	•••		27,867		28,500
Restricted income funds			252		249
Pension reserve			(2,654)		(2,900)
			(2,004)		(2,900)
Total restricted funds			25,465		25,849
Inrestricted income funds	17		3		979
otal funds			25,468		26,828

The Financial Statements on pages 18 to 42 were approved by the Governors and authorised for issue on 10 December 2018 and are signed on their behalf by:

T Reynolds

Chair of Governors

Company Number 09451372

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 AUGUST 2018

		2018	!	2017	
	Notes	£'000	£'000	£'000	£'000
Cash flows from operating activities					
Net cash used in operating activities	20		(973)		(259)
Cash flows from investing activities					
Dividends, interest and rents from investme	ents	1		1	
Capital grants from DfE Group		29		28	
Capital funding received from sponsors and	d others	-		15	
Purchase of tangible fixed assets		-		(15)	
Net cash provided by investing activities	6		30		29
Net decrease in cash and cash equivaler reporting period	nts in the		(943)		(230)
Cash and cash equivalents at beginning of	the year		1,262		1,492
Cash and cash equivalents at end of the	year		319		1,262



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2018

1 Accounting policies

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

1.1 Basis of preparation

The Financial Statements of the Academy Trust, which is a public benefit entity under FRS 102, have been prepared under the historical cost convention in accordance with the Financial Reporting Standard Applicable in the UK and Republic of Ireland (FRS 102), the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their Financial Statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)), the Academies Accounts Direction 2017 to 2018 issued by ESFA, the Charities Act 2011 and the Companies Act 2006.

Takely Education Trust meets the definition of a public benefit entity under FRS 102.

1.2 Going concern

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

1.3 Income

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

Grants

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

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

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

Sponsorship income

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

Donations

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

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2018

1 Accounting policies

Other income

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

Donated goods, facilities and services

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

Donated fixed assets

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

1.4 Expenditure

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

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

All resources expended are inclusive of irrecoverable VAT.

Expenditure on raising funds

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

Charitable activities

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

Governance costs

These include the costs attributable to the Academy Trust's compliance with constitutional and statutory requirements, including audit, strategic management, Governors' meetings and reimbursed expenses.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2018

1 Accounting policies

1.5 Tangible fixed assets and depreciation

Assets costing £5,000 or more are capitalised as tangible fixed assets and are carried at cost, net of depreciation and any provision for impairment.

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

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

Leasehold land and buildings2% straight lineComputer equipment20% straight linePlant & equipment10% straight lineMotor vehicles10% straight line

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

1.6 Liabilities

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

1.7 Leased assets

Rentals payable under operating leases are charged against income on a straight line basis over the period of the lease.

1.8 Financial instruments

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

Financial assets

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

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

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2018

1 Accounting policies

Financial liabilities

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

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

1.9 Stock

Stock is valued at the lower of cost and net realisable value. Net realisable value is based on estimated selling price less further costs to completion and disposal. Provision is made for obsolete and slow moving stock.

1.10 Taxation

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

1.11 Pensions benefits

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

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the Academy Trust in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. The TPS is an unfunded multi-employer scheme with no underlying assets to assign between employers. Consequently, the TPS is treated as a defined contribution scheme for accounting purposes and the contributions are recognised in the period to which they relate.

The LGPS is a funded multi-employer scheme and the assets are held separately from those of the Academy Trust in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. The amounts charged to operating surplus are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred. Net interest on the net defined benefit liability/asset is also recognised in the statement of financial activities and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest income on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses.

1.12 Fund accounting

Unrestricted income funds represent those resources which may be used towards meeting any of the charitable objects of the Academy Trust at the discretion of the Governors.

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

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2018

1 Accounting policies

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

2 Critical accounting estimates and areas of judgement

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

Critical accounting estimates and assumptions

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

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost or income for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 19, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2016 has been used by the actuary in valuing the pensions liability at 31 August 2018. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

Critical areas of judgement

In preparing these Financial Statements, the Governors have not needed to exercise any subjective judgements that would be critical to the Academy Trust's Financial Statements.

3 Donations and capital grants

3	Donations and capital grants				
		Unrestricted	Restricted	Total	Total
		funds	funds	2018	2017
		£'000	£'000	£'000	£'000
	Carital analyte				
	Capital grants	-	29	29	43
	Other donations	-	38	38	9
			67	67	52
4	Other trading activities				
-		Unrestricted	Restricted	Total	Total
		funds	funds	2018	2017
		£'000	£'000	£'000	£'000
	Hire of facilities	82		82	60
	Uniform sales income		-		62
	Official sales income	59	-	59	61
		141	-	141	123

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2018

5	Funding for the Academy Trust's	educationa	l operations			
			Unrestricted funds £'000	Restricted funds £'000	Total 2018 £'000	Total 2017 £'000
	DfE / ESFA grants					
	General annual grant (GAG)		-	8,397	8,397	8,356
	Other DfE group grants		-	693	693	642
			-	9,090	9,090	8,998
	Other government grants					
	Local authority grants			235	235	280
	Other funding					
	Trips and activities		-	97	97	109
	Other incoming resources		63	320	383	367
			63	417	480	476 ———
	Total funding		63	9,742	9,805	9,754

6	Investment income				* 4.1	Tatal
			Unrestricted	Restricted	Total 2018	Total 2017
			funds £'000	funds £'000	£'000	£'000
	Short term deposits		1	_	1	1
7	Expenditure					
•	Exponditure		Non Pay Exp	penditure	Total	Total
		Staff costs	Premises		2018	2017
		£'000	£'000	£'000		£'000
	Expenditure on raising funds					
	- Direct costs	-	-	89	89	92
	Academy's educational operations - Direct costs	6 060	EOG	1,222	8,596	8,037
	- Allocated support costs	6,868 1,134	506 472	1,730	3,336	3,041
	- Allocated support costs	1,134				
		8,002	978	3,041	12,021	11,170

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2018

7	Expenditure		
	Net income/(expenditure) for the year includes:	2018 £'000	2017 £'000
	Fees payable to auditor for:		
	- Audit	8	9
	- Other services	8	8
	Operating lease rentals	24	22
	Depreciation of tangible fixed assets	633	632
	Net interest on defined benefit pension liability	72	59
	Included within expenditure are the following transactions:		
	·	2018	
		£	
	Gifts made by the Academy Trust - total	140	

Clarification - Whilst the majority of disclosure in these accounts are rounded to £'000, disclosure of gifts are not. The value of gifts for the period was £140 (and not £140k).

8 Charitable activities

Charitable activities				
	Unrestricted	Restricted	Total	Total
	funds	funds	2018	2017
	£'000	£'000	£'000	£'000
Direct costs				
Educational operations	1,092	7,504	8,596	8,037
Support costs				
Educational operations		3,336	3,336	3,041
	1,092	10,840	11,932	11,078
	11111111		-	12
Analysis of costs			2018	2017
			£'000	£'000
Direct costs				
Teaching and educational support staff costs			6,868	6,378
Staff development			38	48
Depreciation			506	506
Technology costs			101	100
Educational supplies and services			780	694
Examination fees			179	187
Educational consultancy			27	15
Other direct costs			97	109
			8,596	8,037

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2018

8	Charitable activities		
	Support costs		
	Support staff costs	805	678
	Defined benefit pension scheme - staff costs (FRS102 adjustment)	329	283
	Depreciation	127	126
	Technology costs	19	11
	Maintenance of premises and equipment	107	107
	Energy costs	124	114
	Rent, rates and other occupancy costs	77	72
	Insurance	37	30
	Security and transport	30	39
	Catering	204	190
	Defined benefit pension scheme - finance costs (FRS102 adjustment)	72	59
	Contribution to PFI (see note 21)	1,176	1,117
	Other support costs	161	165
	Governance costs	68 	50
		3,336	3,041
9	Staff		
	Staff costs		
	Staff costs during the year were:		
		2018	2017
		£'000	£'000
	Wages and salaries	6,063	5,610
	Social security costs	595	552
	Pension costs	978	829
	Defined benefit pension scheme - staff costs (FRS102 adjustment)	329	283
	Staff costs	7,965	7,274
	Agency staff costs	25	65
	Staff restructuring costs	12	
	Total staff expenditure	8,002	7,339
	Staff restructuring costs comprise:		
	Severance payments	12	-

Non statutory/non-contractual staff severance payments

Included in staff restructuring costs are non-statutory/non-contractual severance payments totalling £12k (2017; £nil). The £12k relates to an individual payment made on 31 January 2018.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2018

9 Staff

Staff numbers

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

	2018 Number	2017 Number
Teachers	105	99
Administration and support	116	99
Management	9	10
	230	208
The number of persons employed, expressed as a full time equivalent, was as fol	lows:	
	2018	2017
	Number	Number
Teachers	96	88
Administration and support	85	76
Management	9	10
	190	174
	100	1,7

Higher paid staff

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

	2018 Number	2017 Number
£60,001 - £70,000 £90,001 - £100,000	2	2
£90,001 - £100,000	1	1

Key management personnel

The key management personnel of the Academy Trust comprise the Governors and the senior management team as listed on page 1. The total amount of employee benefits (including employer pension contributions and employer national insurance contributions) received by key management personnel for their services to the Academy Trust was £829,905.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2018

10 Governors' remuneration and expenses

One or more of the Governors has been paid remuneration or has received other benefits from an employment with the Academy Trust. The Head Teacher and other Staff Governors only receive remuneration in respect of services they provide undertaking the roles of Head Teacher and staff members under their contracts of employment, and not in respect of their services as Governors.

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

S Cox (Head Teacher):

- Remuneration: £95,000 £100,000 (2017: £90,000 £95,000)
- Employer's pension contributions: £15,000 £20,000 (2017: £15,000 £20,000)

T Curtis (Staff Governor):

- Remuneration: £35,000 £40,000 (2017: £35,000 £40,000)
- Employer's pension contributions: £5,000 £10,000 (2017: £5,000 £10,000)

J Fennelly (Staff Governor):

- Remuneration: £35,000 £40,000 (2017: £30,000 £35,000)
- Employer's pension contributions: £5,000 £10,000 (2017: £0 £5,000)

During the year, travel and subsistence expenses totalling £638 (2017: £853) were reimbursed to paid directly to 2 Governors (2017: 3 Governors).

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

11 Governors and officers insurance

In accordance with normal commercial practice, the Academy Trust has purchased insurance to protect Governors and officers from claims arising from negligent acts, errors or omissions occurring whilst on Academy Trust business. The insurance provides cover up to £5,000,000 on any one claim and the cost for the year ended 31 August 2018 was unable to be separated out from the total insurance cost. The cost of this insurance is included in the total insurance cost.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2018

12	Tangible fixed assets	Leasehold	Computer	Plant &	Motor	Tota
		land and buildings	equipment	equipment	vehicles	
		£'000	£'000	£'000	£'000	£'00
	Cost					
	At 1 September 2017 and 31 August 2018	29,298	625	122	19	30,06
	Depreciation				-	
	At 1 September 2017	1,188	341	29	6	1,56
	Charge for the year	496	122	13	2	63
	At 31 August 2018	1,684	463	42	8	2,19
	Net book value	 				•
	At 31 August 2018	27,614	162	80	11	27,867
	At 31 August 2017	28,110	284	93	13	28,500
3	Stocks				2018	2017
3	Stocks				2018 £'000	
3	Stocks School uniform and catering					£'000
					£'000	£'000
	School uniform and catering				£'000 61	£'000
	School uniform and catering Debtors Trade debtors				£'000 61 2018	£'000 4' 2017 £'000
	School uniform and catering Debtors Trade debtors VAT recoverable				£'000 61 2018 £'000	£'000 4' 2017 £'000
	School uniform and catering Debtors Trade debtors VAT recoverable Other debtors				£'000 61 2018 £'000 12 119 98	£'000 4* 2017 £'000
	School uniform and catering Debtors Trade debtors VAT recoverable				£'000 61 2018 £'000	£'000 4' 2017 £'000 15 105
	School uniform and catering Debtors Trade debtors VAT recoverable Other debtors				£'000 61 2018 £'000 12 119 98	£'000 4* 2017 £'000 15 105 100
3	School uniform and catering Debtors Trade debtors VAT recoverable Other debtors	one year			£'000 61 2018 £'000 12 119 98 44	2017 £'000 41 2017 £'000 105 100 172 392
1	School uniform and catering Debtors Trade debtors VAT recoverable Other debtors Prepayments and accrued income	one year			£'000 61 2018 £'000 12 119 98 44 273	£'000 4' 2017 £'000 15 105 100 172 392
4	School uniform and catering Debtors Trade debtors VAT recoverable Other debtors Prepayments and accrued income Creditors: amounts falling due within of the content of t	one year			£'000 61 2018 £'000 12 119 98 44 273 2018 £'000 152	£'000 41 2017 £'000 15 105 100 172 392 2017 £'000
ı	School uniform and catering Debtors Trade debtors VAT recoverable Other debtors Prepayments and accrued income Creditors: amounts falling due within of the content of t	one year			£'000 61 2018 £'000 12 119 98 44 273 2018 £'000 152 127	£'000 4' 2017 £'000 15 100 172 392 2017 £'000
1	School uniform and catering Debtors Trade debtors VAT recoverable Other debtors Prepayments and accrued income Creditors: amounts falling due within of the content of t	one year			£'000 61 2018 £'000 12 119 98 44 273 2018 £'000 152	£'000 41 2017 £'000 15 105 100 172 392

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2018

16	Deferred income	2018 £'000	2017 £'000
	Deferred income is included within:		
	Creditors due within one year	64	50
	Deferred income at 1 September 2017	50	46
	Released from previous years	(50)	(46)
	Resources deferred in the year	64	50
	Deferred income at 31 August 2018	64	50

Deferred income of £64k (2017: £50k) relates to rates grants of £34k (2017: £35k), music tuition in advance £1k (2017: £1k), catering deposits of £1k (2017: £3k) and income received during the period for trips and other activities where the associated expenditure will be incurred in the following accounting period of £28k (2017: £11k).

17 Funds

ruilus	Balance at 1 September 2017 £'000	Income £'000	Expenditure £'000	Gains, losses and transfers £'000	Balance at 31 August 2018 £'000
Restricted general funds					
General Annual Grant (GAG)	-	8,397	(8,397)	-	-
Other DfE / ESFA grants	-	101	(101)	-	-
Pupil premium	44	592	(636)	-	-
Other government grants	-	235	(235)	-	-
Other restricted funds	205	455	(408)	-	252
Pension reserve	(2,900)	-	(401)	647	(2,654)
	(2,651)	9,780	(10,178)	647	(2,402)
Restricted fixed asset funds					
Transfer on conversion	28,411	-	(621)	-	27,790
DfE group capital grants	66	29	(38)	-	57
Capital expenditure from GAG and other funds	23	-	(3)		20
	28,500	29	(662)	-	27,867
Total restricted funds	25,849	9,809	(10,840)	647	25,465 ———
Unrestricted funds General funds	979	205	(1,181)		3
Total funds	26,828	10,014	(12,021)	647	25,468

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2018

17 Funds

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

The Restricted General Funds are used to fund the general operating costs of the Academy.

Under the funding agreement with the Secretary of State, the Academy Trust was not subject to a limit on the amount of GAG that it could carry forward at 31 August 2018.

The Restricted LGPS Fund represents the Academy's share of the LGPS Pension Fund deficit.

The Restricted Fixed Asset Fund represents investment in fixed assets, net of related depreciation. Unspent capital grants are also held in this fund and their use is restricted to the capital projects for which the grant was paid.

Unrestricted Funds represent balances held at period end that can be applied at the discretion of the governors to support any of the Academy's charitable purposes.

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

	Balance at 1 September 2016 £'000	Income £'000	Expenditure £'000	Gains, losses and transfers £'000	Balance at 31 August 2017 £'000
Restricted general funds					
General Annual Grant (GAG)	-	8,356	(8,356)	-	-
Other DfE / ESFA grants	56	40	(96)	-	-
Pupil premium	211	602	(769)	-	44
Other government grants	128	280	(408)	-	-
Other restricted funds	152	485	(432)	-	205
Pension reserve	(2,774)		(342)	<u>216</u>	(2,900)
	(2,227)	9,763	(10,403)	216 ———	(2,651)
Restricted fixed asset funds					
Transfer on conversion	29,033	-	(622)	_	28,411
DfE group capital grants Capital expenditure from GAG	74	28	(36)	-	66
and other funds	10	15	(2)	<u>-</u>	23
	29,117	<u>43</u>	(660)		28,500
Total restricted funds	26,890	9,806	(11,063)	216	25,849
Unrestricted funds					
General funds	962	124 	<u>(107)</u>		979
Total funds	27,852 ——	9,930	(11,170)	216	26,828

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2018

17 Funds

18

A current year 12 months and prior year 12 months combined position is as follows:

	Balance at 1 September 2016 £'000	Income £'000	Expenditure £'000	Gains, losses and transfers £'000	Balance at 31 August 2018 £'000
Restricted general funds					
General Annual Grant (GAG)	_	16,753	(16,753)	-	-
Other DfE / ESFA grants	56	141	(197)	-	-
Pupil premium	211	1,194	(1,405)	-	-
Other government grants	128	515	(643)	-	-
Other restricted funds	152	940	(840)	-	252
Pension reserve	(2,774)		(743)	863	(2,654)
	(2,227)	19,543	(20,581)	863	(2,402)
Restricted fixed asset funds			<u> </u>		
Transfer on conversion	29,033	-	(1,243)	-	27,790
DfE group capital grants	74	57	(74)	-	57
Capital expenditure from GAG and other funds	10	15	(5)		20
	29,117	72	(1,322)	-	27,867
Total restricted funds	26,890	19,615	(21,903)	863	25,465
Unrestricted funds					
General funds	962	329	(1,288)		3
Total funds	27,852	19,944	(23,191)	863	25,468 ———
Analysis of net assets betwee	n funds				
		Unrestricted		ricted funds:	Total
		Funds £'000	General £'000	Fixed asset £'000	Funds £'000
Fund balances at 31 August 2 represented by:	018 are				
Tangible fixed assets		<u>-</u>	-	27,867	27,867
Current assets		3	650	-	653
Creditors falling due within one	year	_	(398)	-	(398)
Defined benefit pension liability	•	_	(2,654)		(2,654)
Total net assets		3	(2,402)	27,867	25,468

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2018

18 Analysis of net assets between funds

	Unrestricted Funds £'000	Restricted funds:		Total
		General £'000	Fixed asset £'000	Funds £'000
Fund balances at 31 August 2017 are represented by:				
Tangible fixed assets	_	_	28,500	28.500
Current assets	979	716	-	1,695
Creditors falling due within one year	-	(467)	_	(467)
Defined benefit pension liability	-	(2,900)	-	(2,900)
Total net assets	979	(2,651)	28,500	26,828

19 Pension and similar obligations

The Academy Trust's employees belong to two principal pension schemes: the Teachers' Pension Scheme England and Wales (TPS) for academic and related staff; and the Local Government Pension Scheme (LGPS) for non-teaching staff, which is managed by Essex County Council. Both are multi-employer defined benefit schemes.

The pension costs are assessed in accordance with the advice of independent qualified actuaries. The latest actuarial valuation of the TPS related to the period ended 31 March 2012, and that of the LGPS related to the period ended 31 March 2016.

Contributions amounting to £127k (2017: £111k) were payable to the schemes at 31 August 2018 and are included within creditors.

Teachers' Pension Scheme

Introduction

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pension Scheme Regulations 2014. Membership is automatic for full-time teachers in academies and, from 1 January 2007, automatic for teachers in part-time employment following appointment or a change of contract, although they are able to opt out.

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. Retirement and other pension benefits are paid by public funds provided by Parliament.

Valuation of the Teachers' Pension Scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2012 and in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014. The valuation report was published by the Department for Education on 9 June 2014.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2018

19 Pension and similar obligations

The key elements of the valuation and subsequent consultation are:

- employer contribution rates set at 16.48% of pensionable pay (including a 0.08% employer administration charge
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £191,500 million, and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £176,600 million giving a notional past service deficit of £14,900 million
- an employer cost cap of 10.9% of pensionable pay will be applied to future valuations
- the assumed real rate of return is 3.0% in excess of prices and 2% in excess of earnings. The rate of real earnings growth is assumed to be 2.75%. The assumed nominal rate of return is 5.06%

The TPS valuation for 2012 determined an employer rate of 16.4%, which was payable from September 2015. The next valuation of the TPS is currently underway based on April 2016 data, whereupon the employer contribution rate is expected to be reassessed and will be payable from 1 April 2019.

The employer's pension costs paid to the TPS in the period amounted to £697k (2017: £618k).

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

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

Local Government Pension Scheme

The LGPS is a funded defined-benefit pension scheme, with the assets held in separate trustee-administered funds. The total contributions are as noted below. The agreed contribution rates for future years are 18.3% to 19.3% for employers and 5.5% to 6.8% for employees.

Parliament has agreed, at the request of the Secretary of State for Education, to a guarantee that, in the event of academy closure, outstanding Local Government Pension Scheme liabilities would be met by the Department for Education. The guarantee came into force on 18 July 2013.

Total contributions made	2018 £'000	2017 £'000
Employer's contributions Employees' contributions	281 89 ———	211 73
Total contributions	370	284
Principal actuarial assumptions	2018 %	2017 %
Rate of increase in salaries Rate of increase for pensions in payment/inflation Discount rate for scheme liabilities RPI increases CPI increases	3.80 2.30 2.65 3.30 2.30	4.20 2.70 2.60 3.60 2.70

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2018

19 Pension and simila	ar obligations
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The current mortality assumptions include sufficient allowance for future improvements in mortality rates. The

assumed life expectations on retirement age 65 are:	ovements in mortal	ity rates. The
,	2018	2017
	Years	Years
Retiring today		
- Males	22.3	22.2
- Females	24.8	24.7
Retiring in 20 years	24.0	24.7
- Males	24.5	24.2
- Females	2 4 .5 27.1	24.3
	<u> </u>	27.0
Scheme liabilities would have been affected by changes in assumptions as fol	llows:	
	2018	2017
	£'000	£'000
Discount rate + 0.1%	4,658	4,384
Discount rate - 0.1%	4,903	4,614
Mortality assumption + 1 year	4,935	4,644
Mortality assumption - 1 year	4,628	4,354
Salary rate + 0.1%	4,795	4,519
Salary rate - 0.1%	4,763	4,475
Pension rate + 0.1%	4,887	4,591
Pension rate - 0.1%	4,674	4,406
		4,400
Defined benefit pension scheme net liability		
Scheme assets	2,125	1,597
Scheme obligations	(4,779)	(4,497)
3	(4,779)	(4,497)
Net liability	(2,654)	(2,900)
	2007	
The Academy Trust's share of the assets in the scheme	2018	2017
	Fair value	Fair value
	£'000	£'000
Equities	1,353	1,042
Bonds	124	62
Gilts	114	99
Cash	72	49
Property	189	155
Other assets	273	190
	213	190

The actual return on scheme assets was £113,000 (2017: £277,000).

Total market value of assets

2,125

1,597

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2018

€	Pension and similar obligations		
	Amount recognised in the Statement of Financial Activities	2018 £'000	2017 £'000
	Current service cost	610	494
	Interest income	(47)	(26)
	Interest cost	119	85
	Total operating charge	682 ———	553
	Changes in the present value of defined benefit obligations		2018 £'000
	At 4 Counterplan 2047		4,497
	At 1 September 2017 Current service cost		609
	Interest cost		119
	Employee contributions		89
	Actuarial (gain)/loss		(581)
	Benefits paid		46
	At 31 August 2018		4,779
	Changes in the fair value of the Academy Trust's share of scheme assets		
	•		2018
			£'000
	At 1 September 2017		1,597
	Interest income		46
	Actuarial gain		66
	Employer contributions		281
	Employee contributions		89
	Benefits paid		46
	At 31 August 2018		2,125

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2018

Reconciliation of net expenditure to net cash flow from operating activities		
	2018 £'000	2017 £'000
Net expenditure for the reporting period (as per the Statement of Financial Activities)	(2,007)	(1,240)
Adjusted for:		
Capital grants from DfE/ESFA and other capital income	(29)	(43)
Investment income receivable	(1)	(1)
Defined benefit pension costs less contributions payable	329	283
Defined benefit pension net finance cost	72	59
Depreciation of tangible fixed assets	633	632
(Increase) in stocks	(20)	(10)
Decrease/(increase) in debtors	119	(68)
(Decrease)/increase in creditors	(69)	129
Net cash used in operating activities	(973)	(259)

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2018

21 Commitments under operating leases

At 31 August 2018 the total future minimum lease payments under non-cancellable operating leases were as follows:

	2018	2017
	£'000	£'000
General leases		
Amounts due within one year	8	24
Amounts due in two and five years	5	5
	13	29
	<u></u>	
	2018	2017
	£'000	£'000
PFI arrangement		
Amounts due within one year	1,215	1,140
Amounts due in two and five years	4,859	4,558
Amounts due after five years	17,008	17,093
	23,082	22,791

The Academy was built under a Private Finance Initiative (PFI) agreement between Essex County Council and Skanska UK Plc. The PFI contract remains between Essex County Council and Skanska UK Plc but the Trust has agreed to the following payment arrangements with Essex County Council. The Trust will pay:

The Affordability Gap, being the sum of money specifically allocated to the academy for the purposes of the PFI payments. Each year's allocation will increase by RPI for the remainder of the PFI contract. The Trust is fully funded for these payments via it's grant funding from ESFA.

The Academy Contribution, being the amount which the Trust pays to Essex County Council as contribution towards the PFI facilities management contract. Each year's allocation will increase by RPI for the remainder of the PFI contract.

The commitment under the agreement with Essex County Council is included above (being 19 years of the current annual commitment of £1,215k (2017: £1,140k)). The trustees take the view that the substance of the arrangement is such that the principal rights and obligations under the contract remain with Essex County Council. Accordingly, commitments to future payments are not recognised as a liability.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2018

22 Related party transactions

Owing to the nature of the Academy Trust's operations and the composition of the Board of Governors being drawn from local public and private sector organisations, transactions may take place with organisations in which the Academy Trust has an interest. All transactions involving such organisations are conducted at arm's length and in accordance with the Academy Trust's financial regulations and normal procurement procedures. The following related party transaction took place in the period of account.

During the period the Academy Trust incurred expenditure of £750 (2017: £14,000) and received income of £3,870 (2017: £11,610) from Benfleet Schools Trust (a company registered in England and Wales, company no. 07561574). Benfleet Schools Trust is a related party by virtue of it being a member of the Takely Education Trust. No balances were outstanding at 31 August 2018.

J Reynolds is employed by the Academy Trust and is related to T Reynolds (a Trustee). J Reynolds' appointment was made in open competition and T Reynolds was not involved in the decision making process regarding appointment. J Reynolds is paid within the normal pay scale for her role and receives no special treatment as a result of her relationship to a Trustee.

In entering into these transactions, the academy trust has complied with the requirements of the Academies' Financial Handbook 2017.

23 Members' liability

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

24 Going concern

The governors have adopted the going concern basis of accounting in respect of these accounts. This assumes that the academy will be able to continue to operate for a period of at least one year from the date of approval of the accounts. The governors are confident that a programme of cost cutting measures can be implemented over the coming years to ensure that the academy can continue to operate. Governors are also confident that, in the short term, cash flow can be managed while the programme of cost cutting takes effect, so that the balance at bank remains in credit.