

Arbor Academy Trust

Report and Financial Statements

Year to 31 August 2019

Company Limited by Guarantee
Registration Number
10234376 (England and Wales)

Contents

Reports

Reference and administrative information	1
Trustees' report	3
Governance statement	19
Statement of regularity, propriety and compliance	27
Statement of trustees' responsibilities	28
Independent auditor's report on the financial statements	29
Independent reporting accountant's report	32

Financial statements

Statement of financial activities	34
Balance sheet	35
Statement of cash flows	36
Principal accounting policies	37
Notes to the financial statements	43

Reference and administrative information

Members	Victoria Coxon John Cottrill Bobby Friedman (appointed 1 November 2019) Paul Lyons Imran Patel
Trustees	Marcia Douet (Chair) Candice Dwight (appointed 1 February 2019) Graham Moss (Vice-Chair) Irfana Malik (appointed 30 July 2019) Maureen Okoye (Chief Executive Officer) Michael Russell Helen Wagner Jacqueline Westaway
Company Secretary	Helen Wagner
Audit and Risk Committee	Irfana Malik (Chair) Helen Wagner Graham Moss
Pay Review Committee	Graham Moss (Chair) Helen Wagner Marcia Douet Michael Russell
Senior Leadership Team	Maureen Okoye (Chief Executive Officer) Jason Cook (Executive Principal) Samina Ahmed Bronwen Chalmers Rebecca Corderoy Margaret-Anne Dunne Peter Jon Prince David Livie
Registered address	Davies Lane Primary School Davies Lane Leytonstone London E11 3DR
Company registration number	10234376 (England and Wales)

Reference and administrative information

Auditor	Buzzacott LLP 130 Wood Street London EC2V 6DL
Bankers	Lloyds TSB Bank Plc 1 Silver Street Enfield EN1 3EE
Solicitors	Stone King Boundary House 91 Charterhouse Street London EC1M 6HR

INTRODUCTION

The Trustees of the Arbor Academy Trust ('the Trust') present their statutory report together with the financial statements of the charitable company for the year to 31 August 2019. The report serves the purposes of both a trustees' report under charity law and a directors' report under company law.

The financial statements have been prepared in accordance with the accounting policies set out on pages 37 to 42 of the audited financial statements and comply with the Trust's Memorandum and Articles of Association, applicable laws and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Academies Accounts Direction issued by the Education and Skills Funding Agency.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution and governance

The 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 Trust. The Trustees of Arbor Academy Trust are also the Directors of the charitable company for the purposes of company law. The charitable company is known as Arbor Academy Trust.

Details of the Trustees who served during the year and the governance arrangements of the Trust and delegations to senior executive officers and committees are set out in the governance statement beginning on page 19.

Members' liability

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

Trustees' indemnities

In accordance with normal commercial practice the Trust has purchased insurance to protect Trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on Trust business. The insurance provides cover up to £10 million on any one claim and the cost for the premium for the year ended 31 August 2019 was included within the overall insurance premium.

Method of recruitment and appointment or election of trustees

The Members of the Trust are set out on page 1. When appointing and recruiting Trustees (and members of Trust committees and local governing bodies) regard is given to the skills mix and backgrounds of the existing trustees and potential new trustees so as to ensure that the Board of Trustees, its committees and local governing bodies have all the necessary skills required to carry out their roles and contribute fully to the Trust's development.

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Policies and procedures adopted for the induction and training of trustees

All new Trustees are recruited on their ability to play an active part in the governance of the Arbor Academy Trust. On their appointment, Trustees are taken through an induction process that includes an explanation of the role of a Trustee and Company Director. They are provided with all necessary documents needed to undertake their role as a Trustee, supported and advised by Trust executive staff, and invited to attend training sessions run by the Trust or external providers.

The Chief Executive Officer (CEO) is directly responsible for the day to day running of the Trust. She is assisted by the Trust's Senior Leadership Team consisting of the Executive Principal, Director of Finance and Resources, Director of Human Resources, Premises Director, Director of Davies Lane Teaching School; and by a central Trust team.

The Trust executive and central team implements the policies agreed by the Trustees, supporting the schools in the Trust and providing evidence, reports and data analysis to Trustees to enable them to monitor effectively the performance of the Trust and its schools.

The Chief Executive Officer is the Accounting Officer.

The Board of Trustees delegates its powers and functions to committees and to local governing bodies, and to the Chief Executive Officer and to the Headteachers of its academies, in accordance with its published Scheme of Delegation for Governance Functions.

The Trust Board has five main committees, each chaired by a Trustee or Local Governing Body member who report back to the Board. These five committees are the Standards Committee, Finance and Resources Committee, a Local Governing Body for Davies Lane Primary School, a Local Governing Body for Selwyn Primary School and a Local Governing Body for Woodford Green Primary School. In addition, there is an Audit Committee, a Pay Committee and a Performance Management Review Committee to oversee the performance management of the Chief Executive Officer. The CEO oversees the performance management of Senior Trust staff.

Each Headteacher has delegated responsibility for the day-to-day running of their schools and the implementation of the policies of the Trust and governing body. They are responsible for the internal organisation, management and control of the school and for the direction of teaching and the curriculum.

Each Headteacher is accountable to the school's Local Governing Body and to the CEO.

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Arrangements for setting pay and remuneration of key management personnel

The Board of Trustees or a committee of the Board determine pay scales for all key management personnel, which includes the Chief Executive Officer, Trust Senior Leadership Team and the Headteachers in each school.

The rate of pay for the Chief Executive Officer and Trust Senior Leadership Team officers has been set following a benchmarking exercise of comparable academy trusts. The School Teachers Pay and Conditions have been used to set the pay range for Headteachers.

The performance of all key management personnel is assessed under the performance management framework. A committee of the Board completes an annual assessment of the Chief Executive Officer, the Chief Executive Officer reviews the Senior Leadership Team and the local governing body of each school assess their Headteacher's performance. The Board of Trustees approves all pay decisions.

Trade union facility time

Relevant union officials

Number of employees who were relevant union officials during the period	Full-time equivalent employee number
3	.005 FTE

Percentage of time spent on facility time

Percentage of time	Number of employees
0%	Nil
1% - 50%	3
51% - 99%	Nil
100%	Nil

Percentage of pay bill spent on facility time

Total cost of facility time – School Union staff £2,000 + £6,000 plus £3 (2,000 children)
Total pay bill £8,000
Percentage of the total pay bill spent on facility time, calculated as: (Total cost of facility time ÷ total pay bill) x 100 = 100%

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Trade union facility time (continued)

Paid trade union activities

Time spent on paid trade union activities as a percentage of total paid facility time hours calculated as:	£2,000 plus £3 per child in each school
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(Total hours spent on paid trade union activities by relevant union officials during the relevant period ÷ total paid facility time hours) x 100

Connected organisations, including related parties

The Trust works with the Department of Education and the ESFA and maintains links with the local authorities in which its schools are located. It has strong links with Secondary Schools and Primary Schools in the areas it operates and participates in local school partnerships.

OBJECTIVES AND ACTIVITIES

Objects and aims

Arbor Academy Trust schools have always operated within a changing educational landscape. Our commitment to growing excellence and drive enabled a smooth transition from Federated schools to Arbor Academy Trust. With the diminishing role of the local authority, good and outstanding schools like ours are taking the lead in providing the level of support and collaborative working. As a MAT and Teaching school, our schools have shown the capacity and capability to be leaders in educational excellence. This has been recently demonstrated in how effectively we have led initiatives across the borough, providing borough wide training and support. This has tested our ability and capacity to manage and support schools that may join our MAT.

OBJECTIVES AND ACTIVITIES (continued)

Principal activities

Our schools foster a culture that enables everyone to excel because leaders and staff are committed to unwavering high expectation. The pursuit of excellence is relentless. Trustees and Local Governing Bodies systematically challenge senior leaders. Trustees, Local Governing Bodies and leaders have a deep, accurate understanding of the schools' effectiveness informed by pupils, parents and staff views.

Our work is underpinned by a broad and balanced knowledge-based curriculum that enables outstanding outcomes. The quality of teaching, learning and assessment, and success ensures for all. All other key performance indicators for our schools are improving rapidly and securely towards Outstanding because our work and interventions are rooted in peer-reviewed research. Pupils across our schools thrive in all areas because the school promotes SMSC, Physical and Mental wellbeing in the curriculum and the impact of developing a curriculum to ensure cumulative acquisition of hidden knowledge.

Our curriculum ensures pupils keep up, and not struggle to catch up. Safeguarding is effective in all our schools.

Supporting others

Arbor Academy Trust has had the opportunity to support a wider network of schools and thus improve and impact positively upon the lives and educational experiences of a larger proportion of young people within Waltham Forest and beyond. Fundamentally, the moral purpose of allowing us to provide an enhanced educational experience for a greater number of young people in the local and wider community is the overriding benefit. Alongside this, collaborative working with other schools has provided an improved educational experience for our own pupils in a diverse number of areas such as collaboration for better teaching and learning, an enhanced and engaging curriculum, staff development, finance and human resources.

Public benefit

In setting the Trust's objectives and planning its activities, the Board of Trustees have given careful consideration to the Charity Commission's general guidance on public benefit.

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Trust's objectives and aims and in planning future activities. The Trustees consider that the Trust's aims are demonstrably to the public benefit.

STRATEGIC REPORT

Achievements and performance

Current MAT Schools Ofsted rating

School	Status before joining	Status After Joining	Risk / Priority	Maintain /Improve
Davies Lane Primary School	Outstanding	Outstanding	<ul style="list-style-type: none"> • Combined data • Accelerate progress of years 3, 4 and 5 reading • Increase % working at greater depth 	Maintain outstanding status
Selwyn Primary School	Good	Good	<ul style="list-style-type: none"> • Combined data • Increase % working at greater depth • Further improve quality of outcomes in years 3, 4 and 5 	Move from good to outstanding
Woodford Green Primary School	Good	Good	<ul style="list-style-type: none"> • Combined data • Accelerate progress of years 3, 4 and 5 reading • Increase % working at greater depth 	Move from good to outstanding

STRATEGIC REPORT (continued)

Achievements and performance (continued)

Arbor Academy Trust Data

MAT WEIGHTED AVERAGE			
National Average (2019)	2017	2018	2019

Key Stage 1 Performance

At Expected	Reading	76%	84%	88%	88%
	Writing	70%	82%	84%	85%
	Maths	77%	85%	89%	88%
	Combined	66%	78%	82%	84%
Greater than Expected	Reading	25%	15%	17%	18%
	Writing	15%	15%	15%	17%
	Maths	22%	18%	20%	21%
	Combined	11%	15%	17%	18%

Key Stage 2 Performance

At Expected	Reading	73%	78%	85%	83%
	Writing	79%	89%	90%	90%
	GPS	78%	89%	92%	89%
	Maths	79%	85%	91%	90%
	Combined	65%	71%	84%	79%
Greater than Expected	Reading	27%	20%	22%	22%
	Writing	20%	20%	20%	20%
	GPS	36%	37%	38%	38%
	Maths	27%	20%	20%	20%
	Combined	10%	8%	8%	8%

MAT AVERAGE V NAT. AVERAGE (2017)			
National Average (2019)	2017	2018	2019

Key Stage 1 Performance

At Expected	Reading	76%			
	Writing	70%			
	Maths	77%			
	Combined	66%			
Greater than Expected	Reading	25%			
	Writing	15%			
	Maths	22%			
	Combined	11%			

STRATEGIC REPORT (continued)

Achievements and performance (continued)

Arbor Academy Trust Data (continued)

Key Stage 2 Performance

At Expected	Reading	73%	5%		10%
	Writing	79%			10%
	GPS	78%			
	Maths	79%	6%		
	Combined	65%	6%		
Greater than Expected	Reading	27%	-7%		
	Writing	20%			
	GPS	36%	1%	2%	16%
	Maths	27%	-7%		10%
	Combined	10%	-2%		6%

1. EXPECTED ATTAINMENT: Scores can be colour coded against Nat. Average: Dark Green (+7%), Green (0>+6%), Yellow (-1%>-3%), Amber (>-3%)

2. ABOVE EXPECTED ATTAINMENT: Scores can be colour coded against Nat. Average: Dark Green (+3%), Green (0>+2%), Yellow (-1%>-2%), Amber (>-3%)

Selwyn Primary Data

EYFS Comparative data

GLD	2017	2018	2019	3 Year Trend
School	88%	90%	89%	89%
National	71%	72%	72%	72%

Phonics	2017	2018	2019	3 Year Trend
Year 1 - School	87%	88%	91%	89%
Year 1 - National	81%	83%	82%	82%
Year 2 – School	90%	99%	92%	94%
Year 2 - National	92%	92%		

Trustees' report Year to 31 August 2019

STRATEGIC REPORT (continued)

Achievements and performance (continued)

Selwyn Primary Data (continued)

KS1 SATS Comparative Data

	2017		2018		2019		3 year trend	
Numeracy	EXS	GDS	EXS	GDS	EXS	GDS	EXS	GDS
School	84%	38%	93%	44%	90%	43%	89%	42%
National	75%	21%	76%	22%	76%	22%	76%	22%
Reading	EXS	GDS	EXS	GDS	EXS	GDS	EXS	GDS
School	86%	39%	91%	43%	92%	45%	90%	42%
National	76%	25%	75%	26%	75%	26%	75%	26%
Writing	EXS	GDS	EXS	GDS	EXS	GDS	EXS	GDS
School	86%	29%	90%	37%	88%	39%	87%	35%
National	68%	16%	70%	16%	70%	16%	69%	16%
Combined	EXS	GDS	EXS	GDS	EXS	GDS	EXS	GDS
School	82%	29%	87%	34%	88%	33%	86%	32%
National	64%	11%	65%	12%				

Year 6 Comparative data

	2017		2018		2019		3 Year trend	
Numeracy	EXS	EXS	EXS	GDS	EXS	GDS	EXS	GDS
School	92%	90%	90%	24%	97%	41%	93%	31%
National	75%	76%	76%	23%	79%	27%	77%	25%
Reading	EXS	EXS	EXS	GDS	EXS	GDS	EXS	GDS
School	79%	79%	79%	21%	83%	19%	80%	20%
National	71%	75%	75%	25%	79%	27%	73%	27%
Writing	EXS	EXS	EXS	GDS	EXS	GDS	EXS	GDS
School	95%	93%	93%	38%	91%	40%	93%	39%
National	76%	78%	78%	18%	78%	20%	77%	19%
SPaG	EXS	EXS	EXS	GDS	EXS	GDS	EXS	GDS
School	94%	92%	92%	37%	90%	55%	93%	48%
National	77%	78%	78%	31%	78%	36%	78%	34%
Combined	EXS	EXS	EXS	GDS	EXS	GDS	EXS	GDS
School	77%	71%	71%	10%	81%	9%	76%	10%
National	61%	64%	64%	9%	65%	11%	63%	10%

Davies Lane Primary data

GLD	2017	2018	2019	3 Year Trend
School	88%	88%	90%	89%
National	71%	72%	72%	72%

Trustees' report Year to 31 August 2019

STRATEGIC REPORT (continued)

Achievements and performance (continued)

Davies Lane Primary data (continued)

Year 1 Phonics Screening Check

	2017	2018	2019	3 Year Trend
Year 1 - School	91%	93%	92%	92%
Year 1 - National	81%	82%	82%	82%
Year 2 – School	92%	94%	94%	93%
Year 2 - National	92%	92%		

KS1

	2017		2018		2019		3 Year Trend	
Numeracy	EXS	GDS	EXS	GDS	EXS	GDS	EXS	GDS
School	85%	34%	85%	34%	87%	41%	86%	37%
National	75%	21%	75%	21%	76%	22%	76%	22%
Reading	EXS	GDS	EXS	GDS	EXS	GDS	EXS	GDS
School	83%	38%	83%	38%	86%	41%	85%	40%
National	76%	25%	76%	25%	75%	26%	75%	26%
Writing	EXS	GDS	EXS	GDS	EXS	GDS	EXS	GDS
School	80%	29%	80%	29%	84%	37%	82%	34%
National	68%	16%	68%	16%	70%	16%	69%	16%
Combined	EXS	GDS	EXS	GDS	EXS	GDS	EXS	GDS
School	76%	23%	76%	23%	81%	31%	79%	26%
National	64%	11%	64%	11%				

KS2

	2017		2018		2019		3 Year trend	
Numeracy	EXS	GDS	EXS	GDS	EXS	GDS	EXS	GDS
School	81%	17%	90%	37%	86%	39%	86%	31%
National	75%	23%	76%	23%	79%	27%	77%	25%
Reading	EXS	GDS	EXS	GDS	EXS	GDS	EXS	GDS
School	77%	19%	84%	34%	83%	40%	81%	31%
National	71%	25%	75%	25%	79%	27%	73%	27%
Writing	EXS	GDS	EXS	GDS	EXS	GDS	EXS	GDS
School	86%	22%	89%	28%	92%	31%	89%	27%
National	76%	18%	78%	18%	78%	20%	77%	19%
SPaG	EXS	GDS	EXS	GDS	EXS	GDS	EXS	GDS
School	84%	39%	89%	48%	92%	58%	88%	48%
National	77%	31%	78%	31%	78%	36%	78%	34%
Combined	EXS	GDS	EXS	GDS	EXS	GDS	EXS	GDS
School	67%	7%	80%	19%	77%	26%	75%	17%
National	61%	9%	64%	9%	65%	11%	63%	10%

Trustees' report Year to 31 August 2019

STRATEGIC REPORT (continued)

Achievements and performance (continued)

Woodford Green Primary data

EYFS Comparative data

GLD	2017	2018	2019	3 Year Trend
School	76.7%	76.7%	79%	77%
National	71%	72%	72%	72%

Phonics Screening Check

	2017	2018	2019	3 Year Trend
Year 1	89%	89%	86%	88%
National	81%	83%	82%	82%
Year 2	90%	93%	100%	94%
National	92%	92%		

KS1 SATS Comparative Data

	2017		2018		2019		3 Year trend	
	EXS	GDS	EXS	GDS	EXS	GDS	EXS	GDS
Numeracy								
School	86%	41%	86%	39%	84%	44%	85%	41%
National	75%	21%	76%	22%	76%	22%	76%	22%
Reading								
School	86%	41%	82%	39%	88%	44%	85%	41%
National	76%	25%	75%	26%	75%	26%	75%	26%
Writing								
School	76%	24%	79%	32%	80%	24%	78%	27%
National	68%	16%	70%	16%	70%	16%	69%	16%
Combined								
School	76%	21%	75%	29%	80%	20%	77%	23%
National	64%	11%	65%	12%				

STRATEGIC REPORT (continued)

Achievements and performance (continued)

Woodford Green Primary data (continued)

Year 6 Comparative data

	2017		2018		2019		3 Year trend	
	EXS	GDS	EXS	GDS	EXS	GDS	EXS	GDS
Numeracy	EXS	GDS	EXS	GDS	EXS	GDS	EXS	GDS
School	79%	18%	88%	18%	92%	19%	86%	18%
National	75%	23%	76%	24%	79%	27%	77%	25%
Reading	EXS	GDS	EXS	GDS	EXS	GDS	EXS	GDS
School	79%	36%	76%	6%	81%	31%	78%	24%
National	71%	25%	75%	28%	73%	27%	73%	27%
Writing	EXS	GDS	EXS	GDS	EXS	GDS	EXS	GDS
School	79%	18%	94%	24%	81%	31%	85%	24%
National	76%	18%	78%	20%	78%	20%	77%	19%
SPaG	EXS	GDS	EXS	GDS	EXS	GDS	EXS	GDS
School	89%	32%	94%	35%	81%	35%	88%	34%
National	77%	31%	78%	34%	78%	36%	78%	34%
Combined	EXS	GDS	EXS	GDS	EXS	GDS	EXS	GDS
School	61%	4%	76%	6%	81%	15%	73%	8%
National	61%	9%	64%	10%	65%	11%	63%	10%

Going concern

After making appropriate enquires, the Trust Board has a reasonable expectation 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. For this reason, it continues to adopt the going concern basis in preparing the financial statements and has made this assessment in respect of a period no less than one year from the date of approval of these financial statements.

Financial review

The majority of the Group's income is obtained from the ESFA in the form of recurrent grant, the use of which is restricted to particular purposes. The grants received during the period ended 31 August 2019 and the associated expenditure are shown as restricted funds in the Statement of Financial Activities.

The Group's total income for the year was £12,777,000 (2018 - £19,099,000) which included £942,000 of income from the transfer of Woodford Green Primary School from the Local Authority (2018: £nil) and the total expenditure was £10,673,000 (2018 - £9,927,000).

At the 31 August 2019, the net book value of fixed assets was £25,603,000 (2018: £23,902,000) and movements in tangible assets are shown in note 12 to the financial statements. The assets were used exclusively for providing education and the associated support services to students of the School.

STRATEGIC REPORT (continued)

Financial position

On 31 August 2019, the Trust held total funds of £22,490,000 (2018: £21,747,000) comprising of £21,993,000 of restricted funds including a pension deficit of £4,725,000 (2018: £21,293,000 of restricted funds including a pension deficit of £2,609,000) and unrestricted funds of £497,000 (2018: £454,000). The total funds excluding the pension deficit are £27,215,000 (2018: £24,356,000).

Reserves policy

The Trust believes that the funding received in any one year should be used to support the children on roll at the time, unless there is a specific project which will require the accumulation of funding over more than one year.

The Trust considers an in-year contingency of at least 8% of GAG funding for each school to be appropriate, which was approximately £525,000 at 31 August 2019. This will ensure that Arbor Trust will remain at the forefront of technological advancement, building, capital works and IT. It will also ensure that we are prepared for maternity and sickness cover and costs associated with recruiting and retaining the highest quality staff. At the year-end, the Trust held free reserves of £497,000, broadly in line with the reserves policy. Due to uncertainty around future funding and potential cost increases as well as the fact that the Trust is growing, the Trust will keep the level of reserves under review.

Planned expenditure for the summer holiday works included playground equipment, IT equipment, renovations and curriculum resources in line with the new framework.

Investment policy

The Trust's liquid assets are held in the form of cash balances. The Trust does not invest these cash balances in longer-term deposits or other investment vehicles. Should it wish to do so in the future, the Trustees will consider a recommendation by the Trust's executive officers.

Principal risks and uncertainties

The Trust has considered the wide range of risks it is exposed to and identified appropriate procedures for all risks where the likelihood and/or impact of the risk are sufficiently high. The most significant risks facing the Trust are considered to be:

Governance – If Trustees fail to deliver effective strategic leadership to the Trust as it grows in size, or there is a lack of corporate vision that results in reputational damage for the Trust. This is mitigated by annual review by members of the Trustees performance, removing underperforming Trustees and recruiting additional Trustees as required.

Environment – If the roofing and heating works at Davies Lane are significantly delayed. This is mitigated by regular liaison with contractors and contingency planning.

STRATEGIC REPORT (continued)

Principal risks and uncertainties (continued)

Teaching staff – If there is significant difficulty in recruiting teaching staff to fill roles across the Trust. Monitoring recruitment and retention rates mitigates this, providing opportunities for career progression and increasing the number of trainees engaged via the School Direct programme.

Financial strength – The Trust Board's application to the Regional Academy Growth Funding was successful; consideration has been given to rate of growth and as a result, Woodford Green Primary School joined the Trust in February 2019.

Growth risk – The Trust regularly reviews its risk register to ensure strategic growth plans prevent growing too quickly and/or taking schools, SATS or MATs with high financial risks and deficits. Through the Teaching School Alliance, the Trust has the capacity to meet the needs of schools that mainly require improved standards with small financial deficits or risks.

FUNDRAISING

Under the provisions of the Charities (Protection and Social Investment) Act 2016 this section must include information on fundraising practices. The areas to cover are included in section 13 of the Act and include:

- ◆ approach to fundraising;
- ◆ work with, and oversight of, any commercial participators / professional fundraisers
- ◆ fundraising conforming to recognised standards;
- ◆ monitoring of fundraising carried out on its behalf;
- ◆ fundraising complaints; and
- ◆ protection of the public, including vulnerable people, from unreasonably intrusive or persistent fundraising approaches, and undue pressure to donate.

The schools in the Trust do not engage in fundraising activity either directly or through third parties.

PLANS FOR FUTURE PERIODS

MAT targets and priorities

- ◆ Growing and expanding
 - ◇ 2019 – 2020 (grow by up to 1 schools)
 - ◇ 2020 – 2021 (grow by up to 1 schools)

PLANS FOR FUTURE PERIODS (continued)

MAT targets and priorities (continued)

- ◆ Improving results across all key stages
 - ◇ Average EYFS GLD across the Trust at 95%.
 - ◇ Average Key stage 1 combined outcomes across the Trust at 90%.
 - ◇ Average Key stage 2 combined outcomes across the Trust at 90%.
- ◆ Develop improved Premises, HR and Financial competence.
- ◆ Improve Risk strategy (including due diligence).
- ◆ Develop audit strategy for compliance competence.

Due diligence strategy

- ◆ Developing clear purpose and rationale for joiner schools.
- ◆ Robust auditing of Standards, Premises, HR and Finance of joiner schools.
- ◆ Liaising with Unions and wider community.
- ◆ Identifying and managing risks and change when taking new schools into the Trust.
- ◆ Setting five initial progress targets for joiner schools.

Wellbeing and Retention strategy

- ◆ Promoting Leadership pathway (Exec Team).
- ◆ Growing talent from within (Exec Team).
- ◆ Monitoring and Absence register (HR).
- ◆ Exit interview evaluation (HR).
- ◆ Reduction of workload strategy for teachers (HR and Exec Team).
- ◆ Improving Performance Management and increasing productivity (Exec Team).
- ◆ Retention and length of service graph (HR).

Trustees' report Year to 31 August 2019

AUDITOR

In so far as the Trustees are aware:

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

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



Chair of Board of Trustees of the Trust

Date: 12/12/19

Governance statement 31 August 2019

Arbor Academy Trust is a company limited by guarantee and an exempt charity; the formal governance arrangements for the Trust are set out in its Articles of Association.

Governors of the Trust

The following persons were in office for the year to 31 August 2019 inclusive (or part thereof as indicated).

Members	Appointed/Resigned
Victoria Coxon	
John Cottrill	
Bobby Freidman	1 November 2019
Imran Patel	
Paul Lyons	

Trustees	Appointing Body	Appointed/Resigned
Marcia Douet (Chair)	Members	
Candice Dwight		Appointed 1 February 2019
Graham Moss (Vice-Chair)	Members	
Irfana Malik		Appointed 30 July 2019
Maureen Okoye (Chief Executive)	Members	
Michael Russell	Members	
Helen Wagner	Members	
Jacqueline Westaway	Members	

The Members of the Trust are the subscribers to the Memorandum of Association – the people who established the Trust – and any other individuals appointed by the Members. The Members have an overview of the governance arrangements of the Trust and may amend the Trust's Articles of Association. The Members appoint Trustees and may remove Trustees.

The Board of Trustees

The Members have delegated all their powers and duties, apart from those specified above, to the Board of Trustees.

The Board of Trustees consists of six Trustees appointed by the Members plus the CEO, as long as s/he remains in office; the Trustees may in addition appoint co-opted Trustees.

The Board of Trustees retains responsibility for:

- ◆ Formal accountability for the statutory functions of the Trust and for the operation and performance of all schools in the Trust;
- ◆ Ensuring clarity of vision, ethos and strategic direction of the Trust as a whole;

The Board of Trustees (continued)

- ◆ Approving the Trust Budget and the Annual Report & Financial Statements of the Trust and ratifying the annual budget of each school;
- ◆ Oversight of the financial and educational performance of the schools in the Trust;
- ◆ Holding the CEO to account for the financial and educational performance of the Trust as a whole; and
- ◆ Agreeing Trust policies and procedures and ratifying school policies and procedures as required to ensure that the Trust fulfils its statutory responsibilities and the oversight, monitoring and review of the implementation of those policies.

The Board of Trustees can delegate powers and functions other than those above to committees including local governing bodies (LGBs), but retains legal accountability for any decisions taken. The Board of Trustees will not get involved in the day-to-day running of the Trust or its schools.

Local Governing Bodies

The Board of Trustees has established a local governing body (LGB) for each school in the Trust, to which it delegates its powers and functions with regard to the management and performance and oversight of the school.

The LGB has the following delegated powers:

- ◆ Monitor and evaluate the education performance of any Academy served by the LGB against the defined criteria established by the Trust Board;
- ◆ Monitor and evaluate the safeguarding and wellbeing of pupils, staff and any visitors to each Academy in line with the Health and Safety and operating policies agreed by the Trust Board;
- ◆ Develop and maintain good relationships with the local communities, especially parents, for each Academy; and
- ◆ Raise with the Trust Board for further investigation, consideration or request for additional resources to be allocated to address local issues in order to further enhance the quality of teaching and learning and standards achieved in any Academy
- ◆ Monitor the effective use of the school budget to continue to raise standards across key stages.

The LGB will not get involved in the day-to-day running of the school.

Local Governing Bodies (continued)

The LGB must at all times act in accordance with the Governance Procedures agreed by the Trust, and ensure that the school's policies and the ways that it is managed and operates are consistent with the Articles of Association and Funding Agreement and the policies and procedures of the Trust, and with all relevant legislation and regulations. The LGB must take account of the advice given to them by the Board of Trustees and Trust Senior Leadership Team.

The LGB may carry out its delegated functions as it sees fit and may delegate those functions to a committee, individual governor or executive office holder, subject to such delegation and any associated committee remits or conditions being approved by the Board of Trustees. The Board of Trustees may, in exceptional circumstances, impose conditions and restrictions upon the delegated authority it has given to the LGB.

Trust Committees

The Board of Trustees has established the following committees:

- ◆ Finance and Resources Committee, Standards Committee, Audit Committee, Pay Committee and Performance Management Review Committee.

Delegation to Trust Executive officers

The Board of Trustees delegates to the Chief Executive Officer (CEO) responsibility for delivery of the Trust's strategy and for the implementation of the policies of the Trust, and for the day-to-day running, internal organisation, management and control of central Trust services. The CEO is responsible for the performance management of the Trust executive and the Headteachers of the Trust's schools.

The Board of Trustees delegates to the Headteacher of each school in the Trust the responsibility for the day-to-day running of the school, including the internal organisation, management and control of the school and the direction of teaching and the curriculum, and for the implementation of the policies of the Trust and LGB.

Meeting attendance

The Members have formally met once during the year and the Board of Trustees has formally met three times during the year 2018/19. Attendance during the year at meetings of the Board was as follows:

Arbor Academy Trust Members Attendance 2018 to 2019

Member	Number of Meetings	Out of a possible
Paul Lyons (Chair)	1	1
Vicky Coxon	1	1
John Cottrill	1	1
Imran Patel	1	1

Governance statement 31 August 2019

Meeting attendance (continued)

Arbor Academy Trust Board Attendance 2018 to 2019

Trustee	Number of Meetings	Out of a possible
Marcia Douet	2	3
Graham Moss	2	3
Bobby Friedman	2	3
Michael Russell	3	3
Helen Wagner	3	3
Maureen Okoye (CEO)	3	3
Jacqueline Westaway	3	3
Candice Dwight	1	1
Jason Cook (Executive Principal)	3	3

Arbor Academy Trust Finance and Resources Committee Attendance 2018 to 2019

Trustee	Number of Meetings	Out of a possible
Marcia Douet	2	3
Graham Moss	2	3
Bobby Friedman (Chair)	2	3
Michael Russell	3	3
Helen Wagner	3	3
Maureen Okoye (CEO)	3	3
Cathy Humphrey (Finance Director)	3	3
Candice Dwight	1	1
Jason Cook (Executive Principal)	3	3

Arbor Academy Trust Standards Committee Attendance 2018 to 2019

Trustee	Number of Meetings	Out of a possible
Marcia Douet	3	3
Graham Moss	1	3
Michael Russell	3	3
Helen Wagner	3	3
Maureen Okoye (CEO)	3	3
Jackie Westaway (Chair)	2	3
Jenni Walsh (LGB Chair)	2	3
Jason Cook (Executive Principal)	2	3
Bronwen Chalmers (Headteacher)	2	3
Lisa Bogle (Headteacher)	2	3
Peter Jon Prince (Headteacher)	1	2

Governance review

Members and Trustees work to deliver the Trust's ethos and values, however the Trustees are focused on the delivery of strategic plans, holding the executive to account and ensuring that the annual performance of the Trust meets or exceeds the performance targets agreed as well as compliance with all statutory and regulatory requirements.

Within the governance structure of the Arbor Academy Trust, as a multi-academy trust, the Trustees' performance is reviewed annually by the Members and by how well they have met both the obligations under Companies Law (in terms of their fiduciary duties as defined in the Companies Act of 2006) and those applicable to the Trust as registered, exempt charity. Trustees are a blend of executive (i.e. employed by the organisation to work on a regular basis) or non-executive (i.e. unpaid volunteers) participants in the running of the organisation with a tightly defined role and set of obligations.

The Trustee Board sets the vision, values, ethos and work programmes for all schools under its designation. It sets the scheme of delegation for each school within the Trust and appoints all governors on any local governing body that exists to govern the separate schools within the Trust. The degree of delegation is dependent upon the strength of the Local Governing Body (LGB) and the previous performance of each school served by the LGB.

Scope of responsibility

As Trustees, we acknowledge we have overall responsibility for ensuring that Arbor Academy 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 Trustees has delegated the day-to-day responsibility to the CEO, 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 the Trust and the Secretary of State for Education. The Executive Headteacher is also responsible for reporting to the board of Trustees any material weaknesses or breakdowns in internal control.

Review of value for money

As Accounting Officer, the Executive Headteacher (CEO) 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 the academic year, and reports to the board of trustees where value for money can be improved, including the use on benchmarking data where available. The accounting officer for the academy trust has delivered and improved value for money during the year by:

- ◆ Ensuring efficient use of human resources to maximise outcomes for pupils;

Review of value for money (continued)

- ◆ Investing in the School Centred Initial Teaching Training (SCITT) route for recruiting and training our own teachers
- ◆ Increasing the number of pupils on roll across the Trust through improved standards and outcomes across all key stages subsequently increasing schools budget share.

Local Governing Bodies

Responsibility for managing the financial performance of each school in the Trust, ensuring financial performance of the Trust and regulations are adhered to and ensure value for money are delegated to the school's local governing body.

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 ongoing process designed to identify and prioritise the risks to the achievement of the Trust's 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 at the Trust for the year ended 31 August 2019 and up to the date of approval of the annual report and financial statements.

Capacity to handle risk

The Trustees have reviewed the key risks to which the Trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Trustees have is of the view that there is an ongoing process for identifying, evaluating and managing the Trust's significant risks that has been in place for the year ended 31 August 2019 and up to the date of approval of the annual report and financial statements. The Board of Trustees regularly reviews this process.

The risk and control framework

The 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 monthly financial/budget monitoring reports which are reviewed and agreed by the Board of Trustees;
- ◆ Regular reviews by the Board of Trustees 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 (including asset purchase or capital investment) guidelines;
- ◆ Delegation of authority and segregation of duties; and

The risk and control framework (continued)

- ◆ Identification and management of risks.

The Board of Trustees has agreed a programme of internal and external audits during 2019-20 and agreed to continue with the framework commenced in 2018-19:

- ◆ Internal Audits are completed by Trust Central Staff on all schools within the Trust twice each year and that these take place in spring and autumn.
- ◆ Internal Audits to be completed by Trust Central Staff on all new schools within two months of joining the Trust.
- ◆ Buzzacott completes an external audit on Trust Central Services, including adherence to Trust policies and schemes of delegation.

During the year, the focus was on bringing in the new schools and developing the additional controls and systems required by a multi academy trust. This has included:

- ◆ Commencing a process for the harmonisation of Trust policies and procedures
- ◆ Introduction of Trust clerking service
- ◆ Introduction of new finance and budget monitoring systems
- ◆ Commenced a process for the development of a Trust data dashboard for monitoring student outcomes

The Trustees also received the results of the due diligence process undertaken on the new schools. This included quality of governance, teaching and finances.

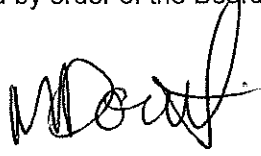
Review of effectiveness

As Accounting Officer, the CEO has responsibility for reviewing the effectiveness of the system of internal control. During the year in question, the review has been informed by:

- ◆ the due diligence process for all schools joining the Trust, including a local authority/external internal audit completed as part of the conversion process;
- ◆ the financial management and governance self-assessment process completed for all schools joining shortly after conversion;
- ◆ the work of the external auditor;
- ◆ the monthly management accounts process which is consistent across all schools;
- ◆ the work of the Senior Leadership Team within the Trust which has responsibility for the development and maintenance of the internal control framework; and
- ◆ the work of the Senior Leadership Team within the Trust which has responsibility for the development and maintenance of the internal control framework.

Governance statement 31 August 2019

Approved by order of the Board of Trustees and signed on their behalf by:



(Chair of Board of Trustees of the Trust)

Approved on: 04/12/19



(CEO and Accounting Officer)

04/12/19

Statement of regularity, propriety and compliance 31 August 2019

As Accounting Officer of Arbor Academy Trust, I have considered my responsibility to notify the Trustees of the Trust and the Education and Skills Funding Agency of material irregularity, impropriety and non-compliance with ESFA terms and conditions of funding, under the funding agreement in place between the academy trust and the Secretary of State. As part of my consideration I have had due regard to the requirements of the Academies Financial Handbook 2018.

I confirm that I and the Board of Trustees 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 2018.

I confirm that no instances of material irregularity, impropriety or funding non-compliance have been discovered to date.



Accounting Officer

Date: 04/12/19

Statement of Trustees' responsibilities 31 August 2019

The Trustees (who are also the directors of the Trust for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with the Annual Accounts Requirements issued by the Education and Skills Funding Agency, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Trust and of its income and expenditure for that period. In preparing these financial statements, the trustees are required to:

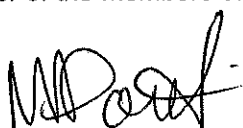
- ◆ select suitable accounting policies and then apply them consistently;
- ◆ observe the methods and principles in the Charities' SORP 2015 and the Academies Accounts Direction 2018 to 2019;
- ◆ make judgments and estimates that are reasonable and prudent;
- ◆ state whether applicable United Kingdom Accounting Standards (FRS 102) 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 Trust will continue in operation.

The Trustees are responsible for keeping proper accounting records that are sufficient to show and explain the Trust's transactions and disclose with reasonable accuracy at any time the financial position of the Trust 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 Trust and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

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

Approved by order of the members of the Board of Trustees on 12/12/19 and signed
on its behalf by:



Chair of Board of Trustees of the Trust

Independent auditor's report to the members of Arbor Academy Trust

Opinion

We have audited the financial statements of Arbor Academy Trust (the 'charitable company') for the year ended 31 August 2019 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and 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 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice), Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (the Charities SORP 2015) and the Academies Accounts Direction 2018 to 2019.

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 2019 and of 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 Academies Accounts Direction 2018 to 2019.

Basis for opinion

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

Conclusions relating to going concern

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 trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- ◆ the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company'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.

Other information (covers the reference and administrative details, the report of the trustees and strategic report and the governance statement)

The trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. 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 trustees' report which is also the directors' report for the purposes of company law and includes the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- ◆ the trustees' report which is also the directors' report for the purposes of company law and includes the strategic report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report including the strategic report.

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

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

Responsibilities of trustees

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

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

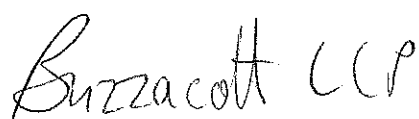
Auditor's responsibilities for the audit of the financial statements

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

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

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.



Hugh Swainson (Senior Statutory Auditor)
For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

13 December 2019

Independent reporting accountant's assurance report on regularity to Arbor Academy Trust and the Education and Skills Funding Agency

In accordance with the terms of our engagement letter dated 13 July 2018 and further to the requirements of the Education and Skills Funding Agency (ESFA) as included in the Academies Accounts Direction 2018 to 2019, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by the Arbor Academy Trust during the year to 31 August 2019 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 Arbor Academy Trust and the ESFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to the Arbor Academy Trust and the 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 Arbor Academy Trust and the ESFA, for our work, for this report, or for the conclusion we have formed.

Respective responsibilities of Arbor Academy Trust's Accounting Officer and the reporting accountant

The accounting officer is responsible, under the requirements of Arbor Academy Trust's funding agreement with the Secretary of State for Education dated 30 August 2016 and the Academies Financial Handbook, extant from 1 September 2018, 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 2018 to 2019. 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 year to 31 August 2019 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 2018 to 2019 issued by the 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.

Approach (continued)

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:

- ◆ An assessment of the risk of material irregularity and impropriety across all of the academy trust'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 where 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 year to 31 August 2019 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.

Buzzacott LLP

Buzzacott LLP
Chartered Accountants
130 Wood Street
London
EC2V 6DL

13 December 2019

Statement of financial activities Year to 31 August 2019

	Notes	Restricted funds		2019 Total funds £'000	2018 Total funds £'000
		Unrestricted general fund £'000	General fund £'000		
Income from:					
Donations and capital grants	1	10	—	1,837	1,847
Transfer from Local Authority on conversion	22	—	(453)	1,395	942
Other trading activities	2	80	—	—	80
Charitable activities					
. Funding for the Trust's educational operations	4	360	9,499	—	9,859
Teaching school	23	—	48	—	48
Investments	3	1	—	—	1
Total income		451	9,094	3,232	12,777
Expenditure on:					
Charitable activities					
. Trust's educational operations	6	65	9,898	662	10,625
Teaching school	23	—	48	—	48
Total expenditure	5	65	9,946	662	10,673
Net income (expenditure) before transfers		386	(852)	2,570	2,104
Transfers between funds	15	(343)	97	246	—
Other recognised gains					
Actuarial (losses) gains on defined benefit pension scheme	20	—	(1,361)	—	(1,361)
Net movement in funds		43	(2,116)	2,816	743
Fund balances brought forward at 1 September 2018		454	(2,609)	23,902	21,747
Fund balances carried forward at 31 August 2019		497	(4,725)	26,718	22,490

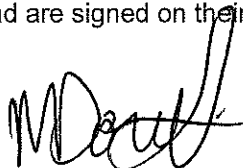
All of the academy trust's activities derive from continuing operations in the above financial period.

All gains and losses are included in the Statement of Financial Activities.

Balance sheet 31 August 2019

	Notes	2019 £'000	2019 £'000	2018 £'000	2018 £'000
Fixed assets					
Tangible fixed assets	12		25,603		23,902
Current assets					
Debtors	13	1,078		362	
Cash at bank and in hand		1,206		656	
		<u>2,284</u>		<u>1,018</u>	
Creditors: amounts falling due within one year	14	<u>(672)</u>		<u>(564)</u>	
Net current assets			<u>1,612</u>		<u>454</u>
Net assets excluding pension scheme liability			<u>27,215</u>		<u>24,356</u>
Pension scheme liability	20		(4,725)		(2,609)
Total net assets			<u>22,490</u>		<u>21,747</u>
Funds of the Trust					
Restricted funds					
. Fixed assets fund	15		26,718		23,902
. Pension reserve	15		(4,725)		(2,609)
			<u>21,993</u>		<u>21,293</u>
Unrestricted funds					
. General fund	15		497		454
Total funds			<u>22,490</u>		<u>21,747</u>

The financial statements on page 34 to 42 were approved by the Trustees, authorised for issue and are signed on their behalf by:



Chair of Board of Trustees

Approved on: 04/12/19

Arbor Academy Trust
Company Limited by Guarantee
Registration Number: 10234376 (England and Wales)

Statement of cash flows Year to 31 August 2019

		2019 £'000	2018 £'000
Net cash flows from operating activities			
Net cash (used in) provided by operating activities	A	(318)	509
Cash flows from investing activities			
	B	868	(191)
Change in cash and cash equivalents in the year		550	318
Cash and cash equivalents at 1 September 2018		656	338
Cash and cash equivalents at 31 August 2019		1,206	656

A Reconciliation of net income to net cash flow from operating activities

		2019 £'000	2018 £'000
Net income for the year (as per the statement of financial activities)			
		2,104	9,172
Adjusted for:			
Inherited pension deficit		453	—
Inherited assets		(1,395)	—
Depreciation (note 12)		662	956
Capital grants from DfE and other capital income		(1,837)	(9,794)
Interest receivable		1	—
Defined benefit pension scheme cost less contributions payable		219	48
Defined benefit pension scheme finance cost (note 20)		83	82
(Increase) decrease in debtors		(716)	127
Increase (decrease) in creditors		108	(82)
Net cash (used in) provided by operating activities		(318)	509

B Cash flows from investing activities

		2019 £'000	2018 £'000
Dividends, interest and rents from investment			
		(1)	—
Purchase of tangible fixed assets			
		(968)	(215)
Capital grants from DfE/ESFA			
		1,837	24
Net cash provided by (used in) investing activities		868	(191)

C Analysis of cash and cash equivalents

		2019 £'000	2018 £'000
Cash at bank and in hand			
		1,206	656

Principal accounting policies Year to 31 August 2019

Statement of 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.

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 accounts 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 2018 to 2019 issued by ESFA, the Charities Act 2011 and the Companies Act 2006.

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

Going concern

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

Income

All income is 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.

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

Principal accounting policies Year to 31 August 2019

Income (continued)

Grants (continued)

Capital grants are recognised when there is entitlement and are not deferred over the life of the asset on which they are expended. Unspent amounts of capital grant are reflected in the balance 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.

Donations

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

Other income

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

Transfer on conversion

Where assets are received by the trust on conversion to an academy, the transferred assets are measured at fair value and recognised in the balance sheet at the point when the risks and rewards of ownership pass to the trust. An equal amount of income is recognised as transfer on conversion within donations and capital grant income.

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.

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.

All expenditure is stated net of recoverable VAT.

Principal accounting policies Year to 31 August 2019

Tangible fixed assets

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

Where tangible fixed assets have been acquired with the aid of specific grants, either from the government or from the private sector, they are included in the Balance Sheet at cost and depreciated over their expected useful economic life. 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 such assets is charged to the restricted fixed asset fund in the Statement of Financial Activities so as to reduce the fund over the useful economic life of the related asset on a basis consistent with the Trust's depreciation policy.

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

- | | |
|------------------------------------|------------|
| ◆ Leasehold buildings | 50 years |
| ◆ Fixtures, fittings and equipment | 3-10 years |
| ◆ Computer equipment | 3 years |

Depreciation is charged from the month of acquisition.

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.

The Davies Lane Primary School building has been included in the accounts on the basis of a valuation conducted by NPS Property Consultants Ltd, External Valuers (as defined under RICS Valuation – Global Standards).

The Selwyn Primary School building has been valued based on cost.

The Woodford Green Primary School building has been valued in the financial statements on the basis of a depreciated replacement cost valuation conducted by Montagu Evans LLP.

Liabilities

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

Principal accounting policies Year to 31 August 2019

Leased assets

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

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. Amounts due to the charity's wholly owned subsidiary are held at face value less any impairment.

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

Financial liabilities – trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument. Amounts due to charity's wholly owned subsidiary are held at face value less any impairment.

Taxation

The Academy 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 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.

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.

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. As stated in note 20, the TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period to which they relate.

Pensions benefits (continued)

The LGPS is a funded 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.

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

Fund accounting

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

Restricted fixed asset funds are resources which are to be applied to specific capital purposes imposed by the Education and Skills Funding Agency, Department for Education or other funders where the asset acquired or created is held for a specific purpose.

Restricted ESFA funds comprise all other grants received from the Education and Skills Funding Agency.

Restricted other funds comprise all other restricted funds received and include grants from the Local Authority, London Borough of Redbridge.

Critical accounting estimates and areas of judgement

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.

Critical accounting estimates and areas of judgement (continued)

Critical accounting estimates and assumptions (continued)

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 20, 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 2019. 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.

The value of the Woodford Green Primary School building transferred on conversion has been estimated based on the depreciated value of the planned new building project.

Notes to the financial statements Year to 31 August 2019

1 Donations and capital grants

	Unrestricted funds £'000	Restricted funds £'000	Restricted fixed asset funds £'000	2019 Total funds £'000
Capital grants	—	—	1,837	1,837
Other donations	10	—	—	10
	10	—	1,837	1,847

	Unrestricted funds £'000	Restricted funds £'000	Restricted fixed asset funds £'000	2018 Total funds £'000
Capital grants	—	—	24	24
Donated fixed assets	—	—	9,770	9,770
Other donations	23	—	—	23
	23	—	9,794	9,817

2 Other trading activities

	Unrestricted funds £'000	Restricted funds £'000	2019 Total funds £'000
Other income	80	—	80

	Unrestricted funds £'000	Restricted funds £'000	2018 Total funds £'000
Other income	117	—	117

3 Investment income

	Unrestricted funds £'000	Restricted funds £'000	2019 Total funds £'000
Interest receivable	1	—	1

	Unrestricted funds £'000	Restricted funds £'000	2018 Total funds £'000
Interest receivable	—	—	—

4 Funding for academy's educational operations

	Unrestricted funds £'000	Restricted funds £'000	2019 Total funds £'000
DfE / ESFA grants			
. General Annual Grant (GAG)	—	6,564	6,564
. Other DfE / ESFA	—	1,033	1,033
	—	7,597	7,597
Other government grants			
. Local Authority grants	—	1,715	1,715
	—	1,715	1,715
Other income from the academy trust's educational operations	360	187	547
2019 total funds	360	9,499	9,859

	Unrestricted funds £'000	Restricted funds £'000	2018 Total funds £'000
DfE / ESFA grants			
. General Annual Grant (GAG)	—	6,079	6,079
. Other DfE / ESFA	—	784	784
	—	6,863	6,863
Other government grants			
. Local Authority grants	—	1,808	1,808
	—	1,808	1,808
Other income from the academy trust's educational operations	305	130	435
2018 total funds	305	8,801	9,106

5 Expenditure

	Staff costs £'000	Non pay expenditure		2019 Total funds £'000
		Premises £'000	Other costs £'000	
Trust's educational operations				
. Direct costs	6,302	662	808	7,772
. Allocated support costs	1,106	495	1,252	2,853
Teaching School	8	—	40	48
	7,416	1,191	2,100	10,673

Notes to the financial statements Year to 31 August 2019

5 Expenditure (continued)

	Staff costs £'000	Non pay expenditure		2018 Total funds £'000
		Premises £'000	Other costs £'000	
<i>Trust's educational operations</i>				
. Direct costs	5,588	955	829	7,372
. Allocated support costs	974	398	1,125	2,497
Teaching School	45	—	13	58
	6,607	1,353	1,967	9,927

	2019 Total funds £'000	2018 Total funds £'000
Net expenditure for the year includes:		
Operating leases	18	18
Fees payable to auditor		
. Statutory audit	12	9
. Other services	11	9
Depreciation	662	988

6 Charitable activities – Trust's educational operations

	2019 Total funds £'000	2018 Total funds £'000
Direct costs	7,772	7,372
Support costs	2,853	2,497
	10,625	9,869

	2019 Total funds £'000	2018 Total funds £'000
Analysis of support costs		
Support staff costs	1,106	974
Technology costs	152	131
Premises costs	495	398
Other support costs	1,077	976
Governance costs	23	18
Total support costs	2,853	2,497

Notes to the financial statements Year to 31 August 2019

7 Comparative information

Analysis of income and expenditure in the year ended 31 August 2018 between restricted and unrestricted funds:

	Un-restricted general fund £'000	Restricted funds		2018 Total funds £'000
		General fund £'000	Fixed assets fund £'000	
Income from:				
Donations and capital grants	23	—	9,794	9,817
. Transfer from Local Authority on conversion	—	—	—	—
Other trading activities	117	—	—	117
. Funding for the Trust's educational operations	305	8,801	—	9,106
Teaching school	—	59	—	59
Total income	445	8,860	9,794	19,099
Expenditure on:				
Charitable activities				
. Trust's educational operations	172	8,741	956	9,869
Teaching school	—	58	—	58
Total expenditure	172	8,799	956	9,927
Net income before transfers	273	61	8,838	9,172
Transfers between funds	—	(191)	191	—
Other recognised gains and losses				
Actuarial gains on defined benefit pension scheme	—	446	—	446
Net movement in funds	273	316	9,029	9,618
Fund balances brought forward at 1 September 2017	181	(2,925)	14,873	12,129
Fund balances carried forward at 31 August 2018	454	(2,609)	23,902	21,747

Notes to the financial statements Year to 31 August 2019

8 Staff

(a) Staff costs

Staff costs during the period were:

	2019 Total funds £'000	2018 Total funds £'000
Wages and salaries	5,628	4,924
Social security costs	499	430
Pension costs	1,146	898
Apprenticeship levy	13	10
	7,286	6,262
Supply teacher costs	130	345
	7,416	6,607

(b) Staff severance payments

There were no non-contractual severance payments for the year to 31 August 2019 (2018 – none).

(c) Staff numbers

The number of persons (including the Senior Leadership Team) employed by the charitable company during the year to 31 August 2019 on an average headcount basis was as follows:

Charitable activities	2019 No.	2018 No
Teachers	78	64
Administration and support	159	126
Management	10	8
	247	198

(d) Higher paid staff

The number of employees whose emoluments fell within the following on an annualised basis bands was:

	2019 No.	2018 No.
£60,001 - £70,000	—	2
£70,001 - £80,000	2	3
£80,001 - £90,000	2	1
£100,001 - £110,000	1	1
£150,001 - £160,000	1	1

All of the above employees participated in the Teachers' Pension Scheme.

8 Staff (continued)

(e) Key management personnel

The key management personnel of the academy trust comprise the Trustees and the Senior Leadership Team as listed on page 1. The total amount of employee benefits (including employer pension and national insurance contributions) received by key management personnel for their services to the academy trust was £1,126,926 (2018 - £894,487).

9 Trustees' remuneration and expenses

One Trustee is also an employee of the Trust and has therefore been paid remuneration and received other benefits from an employment with the academy trust. The CEO only receives remuneration in respect of services they provide undertaking the role of CEO and not in respect to their services as Trustees. Other Trustees did not receive any payments, other than expenses, from the academy in respect of their role as Trustees.

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

	2019 £'000	2018 £'000
Maureen Okoye, CEO and Trustee		
. Remuneration	155 – 160	155 – 160
. Employer's pension contributions	25 – 30	25 – 30

Following the year end, the CEO's salary was reduced to £145,000 - £150,000.

During the year to 31 August 2019, travel and subsistence expenses of £nil were reimbursed to Trustees (2018: £nil).

Other related party transactions involving the trustees are set out in note 21.

10 Trustees' and Officers' insurance

In accordance with normal commercial practice the Trust has purchased insurance to protect Trustees' and officers from claims arising from negligent acts, errors or omissions occurring whilst on Trust business. The insurance provides cover up to £10,000,000 on any one claim and the cost for the year ended 31 August 2019 was included within the wider RPA scheme.

11 Central services

The Trust has provided the following central services to its academies during the year:

- ◆ School improvement;
- ◆ Pupil monitoring and assessment;
- ◆ Governance;
- ◆ HR and payroll;
- ◆ Budget planning and monitoring; and
- ◆ Catering.

Notes to the financial statements Year to 31 August 2019

11 Central services (continued)

The Trust charges for these services at 6% of GAG income and agreed with each school based on their need.

The actual amounts charged during the year were as follows:

	2019 £'000	2018 £'000
Davies Lane Primary School	215	209
Selwyn Primary School	150	156
Woodford Green Primary School	17	—
	382	365

12 Tangible fixed assets

	Leasehold buildings £'000	Assets under construction £'000	Furniture and equipment £'000	Computer equipment £'000	Total funds £'000
Cost/valuation					
At 1 September 2018	25,100	—	102	166	25,368
Additions	65	618	209	76	968
Donated assets on acquisition	1,395	—	—	—	1,395
At 31 August 2019	26,560	618	311	242	27,731
Depreciation					
At 1 September 2018	1,368	—	23	75	1,466
Charge in period	519	—	62	81	662
At 31 August 2019	1,887	—	85	156	2,128
Net book value					
At 31 August 2019	24,673	618	226	86	25,603
At 31 August 2018	23,732	—	79	91	23,902

The land that the Schools are built on is designated for educational purposes only and therefore has no open market value. It has therefore not been included in the financial statements.

One Academy joined the group during 2018/19 and was transferred from the Local Authority. The value of the buildings transferred on conversion is included within tangible fixed assets. Further details of this transfer are included in note 22.

13 Debtors

	2019 £'000	2018 £'000
Trade debtors	83	84
VAT recoverable	192	67
Other debtors	5	23
Prepayments and accrued income	798	188
	1,078	362

Notes to the financial statements Year to 31 August 2019

14 Creditors: amounts falling due within one year

	2019 £'000	2018 £'000
Trade creditors	154	187
Taxation and social security	142	130
Other creditors	—	2
Accruals and deferred income	376	245
	672	564

	2019 £'000	2018 £'000
Deferred income at 1 September 2018	149	130
Release during the year	(149)	(130)
Resources deferred in the year	155	149
Deferred income at 31 August 2019	155	149

Income deferred during the year relates to free school meals income received in advance of the 2019/20 academic year.

15 Funds

	Balance at 1 September 2018 £'000	Income £'000	Expenditure £'000	Gains, losses and transfers £'000	Balance at 31 August 2019 £'000
Restricted general fund					
. General Annual Grant (GAG)	—	6,564	(6,661)	97	—
. Pupil premium	—	515	(515)	—	—
. Other DfE/ESFA grants	—	566	(566)	—	—
. Local authority grants	—	1,715	(1,715)	—	—
. Other restricted funds	—	187	(187)	—	—
. Pension reserve	(2,609)	(453)	(302)	(1,361)	(4,725)
	(2,609)	9,094	(9,946)	(1,264)	(4,725)
Restricted fixed assets fund					
. Transfer on conversion	13,931	1,395	(385)	—	14,941
. Donated fixed assets	9,738	—	(270)	—	9,468
. DfE/ESFA capital grants	67	1,837	(2)	366	2,268
. Capital expenditure from GAG	166	—	(5)	(120)	41
	23,902	3,232	(662)	246	26,718
Total restricted funds	21,293	12,326	(10,608)	(1,018)	21,993
Unrestricted funds					
. Unrestricted funds	454	451	(65)	(343)	497
Total unrestricted funds	454	451	(65)	(343)	497
Total funds	21,747	12,777	(10,673)	(1,361)	22,490

Notes to the financial statements Year to 31 August 2019

15 Funds (continued)

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

ESFA revenue grant fund and other restricted funds

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 2019.

Other funds relate to monies received for specific purposes such as pupil premium funding.

Fixed asset fund

Restricted fixed assets funds were funded by government grants or donations. When capital expenditure is incurred a transfer is made from the fund which funded the acquisition to the restricted fixed asset fund. That asset is then depreciated through the restricted fixed asset fund over the lifetime of that asset.

Pension reserve

The pension reserve relates to the local government pension scheme liability.

Analysis of fund balance by academy

Fund balances at 31 August 2019 were allocated as follows:

	Total 2019 £'000	Total 2018 £'000
Trust	122	124
Davies Lane Primary School	360	291
Selwyn Primary School	66	39
Woodford Green Primary School	(51)	—
Total before fixed assets and pension reserve	497	454
Restricted fixed assets fund	26,718	23,902
Pension liability	(4,725)	(2,609)
Total	22,490	21,747

As at 31 August 2019, the fund balance at Woodford Green Primary School was in deficit by £51,000. The school joined the Academy Trust on 1 February 2019 and a deficit was incurred for the initial period to 31 August 2019. The Trust has established a plan to return the school to a surplus in future years.

Notes to the financial statements Year to 31 August 2019

15 Funds (continued)

Analysis of cost by academy

Expenditure incurred by each academy during the year was as follows:

	Teaching and educational support costs £'000	Other support staff costs £'000	Educational supplies £'000	Other costs (excluding depreciation) £'000	2019 Total £'000
Davies Lane Primary	3,544	698	557	879	5,678
Selwyn Primary	2,322	282	233	652	3,489
Woodford Green Primary School	444	126	63	113	746
Central services	—	—	—	98	98
Academy Trust	6,310	1,106	853	1,742	10,011

	Teaching and educational support costs £'000	Other support staff costs £'000	Educational supplies £'000	Other costs (excluding depreciation) £'000	2018 Total £'000
<i>Davies Lane Primary</i>	<i>3,324</i>	<i>675</i>	<i>638</i>	<i>805</i>	<i>5,442</i>
<i>Selwyn Primary</i>	<i>2,130</i>	<i>421</i>	<i>190</i>	<i>594</i>	<i>3,335</i>
<i>Central services</i>	<i>10</i>	<i>—</i>	<i>13</i>	<i>41</i>	<i>64</i>
<i>Academy Trust</i>	<i>5,464</i>	<i>1,096</i>	<i>841</i>	<i>1,440</i>	<i>8,841</i>

Notes to the financial statements Year to 31 August 2019

15 Funds (continued)

Comparative information

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

	<i>Balance at 1 September 2017 £'000</i>	<i>Income £'000</i>	<i>Expenditure £'000</i>	<i>Gains, losses and transfers £'000</i>	<i>Balance at 31 August 2018 £'000</i>
Restricted general fund					
. General Annual Grant (GAG)	—	6,079	(5,888)	(191)	—
. Pupil premium	—	517	(517)	—	—
. Other DfE/ESFA grants	—	326	(326)	—	—
. Local authority grants	—	1,808	(1,808)	—	—
. Other restricted funds	—	130	(130)	—	—
. Pension reserve	(2,925)	—	(130)	446	(2,609)
	<u>(2,925)</u>	<u>8,860</u>	<u>(8,799)</u>	<u>255</u>	<u>(2,609)</u>
Restricted fixed assets fund					
. Transfer on conversion	14,803	—	(872)	—	13,931
. Donated fixed assets	—	9,770	(32)	—	9,738
. DfE/ESFA capital grants	20	24	23	—	67
. Capital expenditure from GAG	50	—	(75)	191	166
	<u>14,873</u>	<u>9,794</u>	<u>(956)</u>	<u>191</u>	<u>23,902</u>
Total restricted funds	<u>11,948</u>	<u>18,654</u>	<u>(9,755)</u>	<u>446</u>	<u>21,293</u>
Unrestricted funds					
. Unrestricted funds	181	445	(172)	—	454
Total unrestricted funds	<u>181</u>	<u>445</u>	<u>(172)</u>	<u>—</u>	<u>454</u>
Total funds	<u>12,129</u>	<u>19,099</u>	<u>(9,927)</u>	<u>446</u>	<u>21,747</u>

16 Analysis of net assets between funds

	Unrestricted funds £'000	Restricted general funds £'000	Restricted fixed asset fund £'000	Total 2019 £'000
Fund balances at 31 August 2019 are represented by:				
Tangible fixed assets	—	—	25,603	25,603
Current assets	1,169	—	1,115	2,284
Current liabilities	(672)	—	—	(672)
Pension scheme liability	—	(4,725)	—	(4,725)
Total net assets	497	(4,725)	26,718	22,490

	Unrestricted funds £'000	Restricted general funds £'000	Restricted fixed asset fund £'000	Total 2018 £'000
Fund balances at 31 August 2018 are represented by:				
Tangible fixed assets	—	—	23,902	23,902
Current assets	454	564	—	1,018
Current liabilities	—	(564)	—	(564)
Pension scheme liability	—	(2,609)	—	(2,609)
Total net assets	454	(2,609)	23,902	21,747

17 Capital commitments

	2019 £'000	2018 £'000
Contracted for, but not provided in the financial statements	1,115	—

18 Commitments under operating leases

Operating leases

At 31 August 2019, the total of the Academy's future minimum lease payments under non-cancellable operating leases as follows:

	2019 £'000	2018 £'000
Amounts due within one year	24	18
Amounts due between two and five years inclusive	21	9
	45	27

19 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/she is a member, or within one year after he/she ceases to be a member, such amount as may be required, not exceeding £10 for the debts and liabilities contracted before he/she ceases to be a member.

20 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 the London Borough of Sutton, London Borough of Croydon and Royal County of Berkshire pension funds. Both are multi-employer defined benefit schemes.

The latest actuarial valuation of the TPS related to the period ended 31 March 2016 and of the LGPS 31 March 2016.

There were no contributions payable to the schemes at 31 August 2019.

Teachers' Pension Scheme

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pension Scheme Regulations 2014. These regulations apply to teachers in schools, colleges and other educational establishments. Membership is automatic for teachers and lecturers at eligible institutions. Teachers and lecturers are able to opt out of the TPS.

The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis – these contributions, along with those made by employers, are credited to the Exchequer under arrangements governed by the above Act. Retirement and other pension benefits are paid by public funds provided by Parliament.

Under the definitions set out in FRS 102 (28.11), the TPS is a multi-employer pension plan. The Academy Trust is unable to identify its share of the underlying assets and liabilities of the plan.

Accordingly, the academy trust has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined-contribution plan. The academy trust has set out above the information available on the plan and the implications for the academy trust in terms of the anticipated contribution rates.

The valuation of the TPS is carried out in line with regulations made under the Public Service Pension Act 2013. Valuations credit the teachers' pension account with a real rate of return assuming funds are invested in notional investments that produce that real rate of return.

The latest actuarial review of the TPS was carried out as at 31 March 2016. The valuation report was published by the Department for Education (DfE) in April 2019. The valuation reported total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £218 billion, and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £198 billion, giving a notional past service deficit of £22 billion.

20 Pension and similar obligations (continued)

Teachers' Pension Scheme (continued)

As a result of the valuation, new employer contribution rates were set at 23.68% of pensionable pay from September 2019 onwards (compared to 16.48% during 2018/19). The Department for Education has agreed to pay a teacher pension employer contribution grant to cover the additional costs during the 2019/20 academic year.

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

The employer's pension costs paid to TPS in the year amounted to £444,000 (2018: £431,000).

Local Government Pension Scheme (LGPS)

The LGPS is a funded defined-benefit scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 August 2019 was £538,000 (2018 - £497,000), of which employer's contributions totalled £444,000. (2018 - 411,000) and employees' contributions totalled £94,000 (2018 - £86,000). The agreed contribution rates for future years are unknown pending valuation information.

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

Principal Actuarial Assumptions	At 31 August 2019	At 31 August 2018
Rate of increase in salaries	3.5%	3.7%
Rate of increase for pensions in payment / inflation	2.0%	2.2%
Discount rate for scheme liabilities	1.8%	2.9%

Notes to the financial statements Year to 31 August 2019

20 Pension and similar obligations (continued)

Local Government Pension Scheme (LGPS) (continued)

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

	At 31 August 2019	At 31 August 2018
<i>Retiring today</i>		
Males	22.6	22.5
Females	25.7	25.5
<i>Retiring in 20 years</i>		
Males	24.8	24.7
Females	28.0	27.9
	At 31 August 2019 £'000	At 31 August 2018 £'000
Discount rate +0.1%	4,546	2,506
Mortality assumption – 1 year increase	4,839	2,673
CPI rate +0.1%	4,910	2,716

The Academy's share of the assets and liabilities in the scheme were:

	Fair value at 31 August 2019 £'000	Fair value at 31 August 2018 £'000
Equities	1,327	685
Other bonds	—	104
Property	171	93
Cash and other liquid assets	16	31
Other	188	124
Total market value of assets	1,702	1,037
Present value of scheme liabilities		
Funded	(6,427)	(3,646)
Deficit in the scheme	(4,725)	(2,609)

20 Pension and similar obligations (continued)

Local Government Pension Scheme (LGPS) (continued)

Amounts recognised in statement of financial activities	2019 £'000	2018 £'000
Current service cost	(448)	(459)
Past service cost	(215)	—
Liability transferred on conversion	(453)	—
Interest income	48	18
Interest cost	(115)	(86)
Employer contribution	444	411
Admin expenses	(16)	(14)
Total amount recognised in the SOFA	(755)	(130)

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

	Total 2019 £'000	Total 2018 £'000
Brought forward	3,646	3,414
Inherited on conversion	539	—
Current service cost	448	459
Past service cost	215	—
Interest cost	115	86
Employee contributions	94	86
Actuarial loss (gain)	1,386	(399)
Benefits paid	(16)	—
At 31 August 2019	6,427	3,646

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

	Total 2019 £'000	Total 2018 £'000
Brought forward	1,037	489
Inherited on conversion	86	—
Interest income	48	18
Actuarial gain	25	47
Benefits paid	(16)	—
Employer contributions	444	411
Employee contributions	94	86
Administration expenses	(16)	(14)
At 31 August 2019	1,702	1,037

21 Related party transactions

Owing to the nature of the Trust's operations and the composition of the Board of Trustees being drawn from local public and private sector organisations, it is inevitable that transactions will take place with organisations in which a member of the board of Trustees may have an interest. All transactions involving such organisations are conducted in accordance with the Trust's financial regulations and normal procurement procedures. Other than as disclosed in note 8, there were no related party transactions for the year to 31 August 2019.

The academy trust did not enter into any related party transactions in the year.

22 Transfer from Local Authority on conversion

During the year ended 31 August 2019, Woodford Green Primary School joined the MAT. At the date of conversion to Academy status under the Academies Act 2010, the operations and assets and liabilities were transferred to the group for £nil consideration.

The transfers have been accounted for using the acquisition method. The assets and liabilities transferred were valued at their fair value and recognised in the balance sheet under the appropriate headings with a corresponding net amount recognised as net incoming resources in the Statement of Financial Activities as voluntary income.

The following table sets out the fair values of the identifiable assets and liabilities transferred and an analysis of their recognition in the statement of financial activities.

	Unrestricted funds £'000	Restricted general fund £'000	Restricted fixed asset fund £'000	Total £'000
Tangible fixed assets				
. Leasehold land and buildings	—	—	1,395	1,395
LGPS pension deficit	—	(453)	—	(453)
Net (liabilities) assets	—	(453)	1,395	942

Notes to the financial statements Year to 31 August 2019

23 Teaching School

The results for the year of the Teaching School were as follows:

	2019 £'000	2018 £'000
Income		
<i>Direct income</i>		
Teaching School Core Grant	46	56
School Direct Grants	2	3
Total income	48	59
Expenditure		
<i>Direct costs</i>		
Staff costs	(24)	(27)
Staff development	(9)	(6)
Total direct costs	(33)	(33)
<i>Other costs</i>		
Support staff costs	(8)	(18)
Technology costs	(1)	(4)
Other support costs	(6)	(3)
Total other costs	(15)	(25)
Total expenditure	(48)	(58)
Teaching School balances at 1 September 2018	—	(1)
Teaching School balances at 31 August 2019	—	—