

REGISTRAR OF COMPANIES

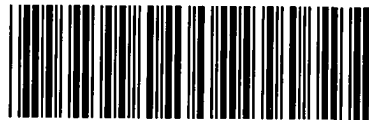
Platanos Trust

Consolidated Annual Report and Financial Statements

31 August 2019

Company Limited by Guarantee
Registration Number
07492094 (England and Wales)

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Reference and administrative information

Members	Mr Akin Alabi (Chair) Mrs Agatha Domingo Maureen Brown Mrs Aymay Bowes Mr Alan Rodriguez Monteiro
Trustees	Mrs Agatha Domingo (Director/Chair) Mr Humroy Whyte (Staff Director) Mrs Maureen Brown (Director) (Resigned January 2019) Professor Josko Brakus (Director) Mr Jake Mayah (Director) Mr Terry McKenzie (Director) Mr Kevin McKenzie (Director) Mr Ben Morris (Director) Lizana Oberholzer (Director) (Joined June 2019) Ms Judette Tapper (Director) (Executive Headteacher and Chief Executive)
Registered address	Platanos College Clapham Road London SW9 0AL
Company registration number	07492094 (England and Wales)
Company secretary	Vik Verma
Chief executive officer	Ms Judette Tapper
Senior management team	Ms Judette Tapper (Executive Headteacher and Chief Executive) Ms Grace Baya-Tifu (Chief Finance Officer) Dr Chun Lok (Director of Administration)
Bankers	HSBC Bank Plc 512 Brixton Road London SW9 8ER Lloyds TSB 25 Gresham Street London EC2V 7HN

Reference and administrative information

Solicitors

Judicium Consulting Limited
25 Watling Street
London
EC4M 9BR

Independent Auditor

Buzzacott LLP
130 Wood Street
London
EC2V 6DL

Trustees' report Year to 31 August 2019

The Trustees of Platanos Trust ('the Trust') have pleasure in presenting their statutory report together with the financial statements of the charitable company for the year to 31 August 2019. The Annual Report serves the purpose of both a Trustee report and a Directors report under company law.

The financial statements have been prepared in accordance with the accounting policies set out on pages 38 to 42 of the attached financial statements and comply with the Trust's Memorandum and Articles of Association, the Companies Act 2006, the Academies Accounts Direction 2018 to 2019, applicable laws and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounting in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102).

Platanos Trust is a three school Multi Academy Trust with three schools; Platanos College, Winterbourne Boys' Academy and Castle Hill Academy and a total of 1,637 pupils on roll.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

The Trust is a company limited by guarantee with no share capital (registration no 07492094).

The charitable company's Memorandum and Articles of Association are the primary governing documents of the Trust. The Articles of Association require the members to be responsible for the affairs of the company and the management of the schools within the Trust.

Members' liability

Every 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 period 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.

Trustees' and Governors' Indemnities

The Directors/Trustees have purchased insurance to cover governors and officers from claims arising from negligent acts, errors or omissions occurring whilst on school business. Details of the costs can be found in note 11 to the financial statements.

Principal Activities

The Trust's principal activities are to advance for the public benefit of education in the United Kingdom, in particular but without prejudice to the generality of the foregoing by establishing, maintaining, carrying on, managing and developing schools offering a broad and balanced curriculum.

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Constitution (continued)

Principal Activities (continued)

The Trustees delegate authority to both the Board of Directors and the Finance, Audit and Risk Committee, the Audit and Risk Assurance Committee and the Transition Boards for Winterbourne Boys' Academy and Castle Hill Academy who are responsible for setting general policy, adopting an annual plan and budget, monitoring the school by use of budgets and making major decisions about the direction of the schools, capital expenditure and senior staff appointments at the schools and recommending these to the Trustees for approval.

Recruitment of Trustees/Governors

From our previous recruitment strategy, we have in place an active list of prospective Directors. In addition, there are occasions when members of the wider community write to the Chair of Directors and/or the Headteachers with requests to sit on the Governing Body. Such requests are acknowledged and filed for future reference.

New Directors undergo a comprehensive programme of induction covering a wide range of issues and topics related to governance. This enables new Directors to feel confident in order to fulfil their role. This is also an excellent investment and ensures that Directors are retained and can contribute effectively.

They are informally briefed by the senior staff and where appropriate are mentored by experienced Governors. They can choose the Committee they wish to join and are given extensive background information about the school such as Policies, Procedures and Plans. They are also encouraged to attend relevant training courses, especially those related to safeguarding, finance and wider accountability. All Governors are given a copy of "The Law for Governors" with an introduction by Lord Nash and the most up-to-date guidance on safeguarding.

Once per year, we review our 'skills set' to ensure that the right skills and expertise are reflected within the Governing Body. Governors continue to ensure that relevant training and development took place during the year.

During the year, Directors received training on safeguarding, exclusions and preparing for Ofsted inspection.

Safeguarding is at the heart of the work of Directors.

As a result of the training and development, Directors were able to continue to monitor large parts of the schools. Directors were actively involved in working with the Executive Headteacher and other senior staff to write the new School Improvement Plan and the Performance Management targets following a thorough review of events of the previous year.

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Trust Members

The Board of the Platanos Trust is the proprietor and legal governing body of all the academies within the Trust.

The Directors of the Platanos Multi-Academy Trust are stable, committed, skilled and effective. We continue to have long-standing and committed members and Directors with the knowledge and skills to govern effectively. Trustees (who are also the Directors of the Trust) and Governors reflect the diversity of the local community with particular strengths in business and finance, education, law, parenting, public service and community skills.

Attendance at Trustee and Local Governing Body meetings is good.

Members are expected to uphold the Trust's core values and observe the highest standards of public service, impartiality and integrity.

Members are accountable to stakeholders and regulatory bodies for the Trust's actions.

Members are responsible for the strategic direction of the Trust.

Members act as guardians of the constitution as set out in the Articles of Association.

Members must safeguard the assets of the Trust.

Directors of the Trust

Expectations, Roles and Responsibilities of Directors and Governors

All Directors and Governors are required to commit to and uphold The Nolan Principles of Conduct Underpinning Public Life, outlined below:

Selflessness: Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

Integrity: Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

Objectivity: In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability: Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness: Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Directors of the Trust (continued)

Expectations, Roles and Responsibilities of Directors and Governors (continued)

Honesty: Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership: Holders of public office should promote and support these principles by leadership and example.

Directors are responsible for the governance and supervision of the Trust and its committees and must manage the Trust's affairs prudently.

Directors support and monitor the Trust against its objectives and key performance indicators.

Sub-committees report to the Board with responsibilities as follows: Finance, Audit and Risk, Complaints (as and when arising) Staff disciplinary matters and Dismissal Committee (as and when arising).

Finance: overseeing the finances of the Trust and the academies

- ◆ establishing a funding model for use across the Trust and the academies;
- ◆ agreeing each academy's annual budgets (in consultation with the LGB);
- ◆ compliance with the Academies Financial Handbook;
- ◆ oversight of finances of each academy;
- ◆ determination after consultation with each academy the extent of services provided centrally to the academy and the allocation of cost; and
- ◆ establishing processes for local management & maintenance of assets and appropriate.

The Finance, Audit and Risk Committee meets three times per year.

Management Committee

Chaired by the CEO, this is a sub-committee responsible for taking tactical and operational management decisions on behalf of the Board. The CEO and the Heads of Schools, the Finance Officer and Senior Consultants attend meetings.

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Management Committee (continued)

Activities of this committee include the monitoring of standards across the Trust, financial monitoring, the Trust Business Plan and School Development Plans. The Management Committee performs the function of a resident inspectorate team. The Management Committee will have a professional educational focus, most notably teaching and learning, standards and performance, staff matters, links with other trusts, The Ofsted inspection areas of focus (achievement of pupils, quality of teaching, behaviour and safety of pupils and leadership and management), together with monitoring the achievement of objectives, targets and outcomes.

Platanos College Governing Body

This is a Local Governing Body with an advisory function, meeting three times per year. College Governors are engaged in meeting pupils, parents and staff regularly either to monitor aspects of school life, present prizes and/or meet key managers formally or informally. The Local Governing Body concerns itself with such matters as whole-school relationships, discipline and behaviour, community links and activities, social, moral, spiritual and cultural education, citizenship and British values, ethos and reputation of the College. The Chair of Governors holds a weekly meeting with the Executive Headteacher and regular termly meetings with key senior staff.

Winterbourne Boys' Academy Transition Board

The Castle Hill Academy Transition Board

These are Local Governing Bodies with an advisory function which is at present in the form of Transition Boards whose primary responsibility is to bring about a rapid turnaround of the school from their previous situations in special measures.

The Transition Boards ensure that the Strategic Plan for the Academy is being implemented and advises on the development and review of the Plan, focusing on 4 key areas of action: leadership & governance, teaching & learning, facilities & resources and finance.

The Transition Boards report to the Platanos Trust Board on progress, recommending further action as necessary.

Following the principle of 'earned autonomy', each Transition Board will be replaced by a Local Governing Body, led by a Parent Promoters' Group.

Local Governing Bodies

These are advisory sub-committees made up of three Trust-appointed governors and two parent representatives.

Connected organisations

- a) The academy owns 100% of the issued ordinary shares of Platanos Development Ltd incorporated in England (registration no 08145335). The subsidiary started trading in April 2013. In the period to 31 August 2019 the subsidiary achieved a profit of all of which was gifted under the covenant to the Academy. Further details regarding the subsidiary company are given in note 13 of the financial statement.

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Connected organisations (continued)

- b) A Charitable Foundation, Platanos Foundation (Registered Charity Number 1155531), was formed as part of our vision to expand educational opportunities for pupils in our schools and the wider community.

No income was generated in this financial year.

There was no expenditure during this financial year.

- c) Platanos Innovation (Community Interest Company) did not operate during this financial year.

This company did not trade during the period but we intend to establish this company firmly within the local community for the good of those who attend our schools as well as those in the wider community.

Platanos Foundation and Platanos Innovation are connected entities to Platanos Trust by virtue of having trustees in common, but are not controlled by the Trust and are therefore not consolidated into these financial statements.

Risk management

The Trustees carefully considered a specific internal audit function and appointed Internal Auditors, Berringers and Company. The Trustees accept these arrangements to provide reasonable, not absolute, assurance that assets are safeguarded and transactions are authorised and properly recorded and that internal errors or irregularities are either prevented or detected in a timely basis.

Arrangements for setting pay and remuneration of key management personnel

A Pay Policy is in place which is reviewed by Governors each year. The Policy is implemented in a fair and equitable manner. All teachers are assessed annually through the Performance Management Policy.

- ◆ Pay progression is linked to performance.
- ◆ Pay progression on the upper pay scale is subject to teachers demonstrating substantial and sustained achievement and contribution in intervals of no less than two years.
- ◆ Teaching and Learning Responsibility Payments (TLRs) may be awarded to teachers on the upper scale.
- ◆ In exceptional circumstances, recruitment and retention incentives and benefits are available. This reward may be paid as a salary supplement or lump sum.
- ◆ Where appropriate, a Special Needs (SEN) allowance may be paid in line with the School Teachers' Pay and Conditions Document (STPCD).

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Arrangements for setting pay and remuneration of key management personnel (continued)

- ◆ The pay for key managers and members of the leadership team is determined by the Board of Directors and discharged via the Pay Committee. Directors take account of the circumstances and responsibilities of the post and will take account of any difficulties there may be in recruiting and retaining senior staff.
- ◆ Assistant Headteachers and Deputy Headteachers are set performance objectives annually, related to the School Improvement Plan (SIP) and pupil progress.
- ◆ Progression up the leadership pay spine takes place when there has been evidence of sustained high quality performance, taking account of the agreed performance objectives.
- ◆ Pay differentials take account of different levels of responsibilities and other material differences between posts, together with any requirements of the School Teachers Pay and Conditions Document (STPCD). Differentials are justified on the basis of role specific requirements and responsibilities.
- ◆ For key management personnel recruited externally, pay is usually set in line with the job advert. The latter is usually based on a job evaluation and an assessment of the shortages in recruitment. We compare our salaries against those of other schools and academies in London in particular. Starting salaries for key management positions are negotiated with individual applicants and linked to the needs of the schools within the Trust.
- ◆ Salaries for support staff are assessed annually and determined by the responsibilities of the post as well as the performance of the post-holder in accordance with previously agreed objectives under the Performance Management Policy.

In a period of economic recession, Directors took a decision to cease all performance related pay. They also took a decision not to award inflationary based pay increases across the board because of the general economic uncertainties within central government finance. Furthermore, we have yet to assess the impact of the proposed national funding arrangements. Directors are also conscious of the need to slowly re-build the reserves as a contingency for the next stage of the growth of the Trust as a result, we can confirm the following:

- ◆ Some key management personnel have progressed on the leadership pay spine due to internal promotion.

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Arrangements for setting pay and remuneration of key management personnel (continued)

- ◆ We can confirm that where appropriate, additional payment awarded to key personnel were those awarded as a result of completing additional overtime such as managing key interventions at weekends and or during holiday periods, such as residential tuition to support identified groups of pupils.
- ◆ The Pay Committee reviews and determines recommendations and listens to individual pay appeals from September 2019.
- ◆ Directors took the decision to pay all staff at all three schools within the Trust an increase of 1% except for the Headteachers and Executive Headteacher/CEO. Individual pay recommendations will be implemented via the Pay Committee based on performance during the previous year.
- ◆ The Pay Committee has set a mechanism for reviewing the pay of the CEO and CFO and decided not to increase pay or change conditions for these two important Officers of the Trust. In future if it is necessary, the Pay Committee will consider an external review of pay of the CEO/CFO and other senior members of staff.

Trade union facility time

No time was spent by relevant union officials on paid trade union activities during contracted employment hours in the relevant period for purposes of reporting under the Trade Union (Facility Time Publication Requirements) Regulations 2017.

OBJECTIVES AND ACTIVITIES

Objects and aims

The principal object and activity of the charitable company is the operation of Platanos Trust to advance, for the public benefit, education for pupils of different abilities by establishing, maintaining, operating and developing education in both schools by offering a broad curriculum.

The main objectives of the schools during the year ended 31 August 2019 are summarised below:

- ◆ To ensure that every child enjoys the same high quality education in terms of resourcing, tuition and care;
- ◆ To raise the standard of educational achievement of all pupils;
- ◆ To improve the effectiveness of the school by keeping the curriculum and organisational structure under continual review;
- ◆ To provide value for money for the funds expended;
- ◆ To comply with all appropriate statutory and curriculum requirements;

OBJECTIVES AND ACTIVITIES

Objects and aims (continued)

- ◆ To maintain close links with industry and commerce; and
- ◆ To conduct our business in accordance with the highest standards of integrity, probity and openness.

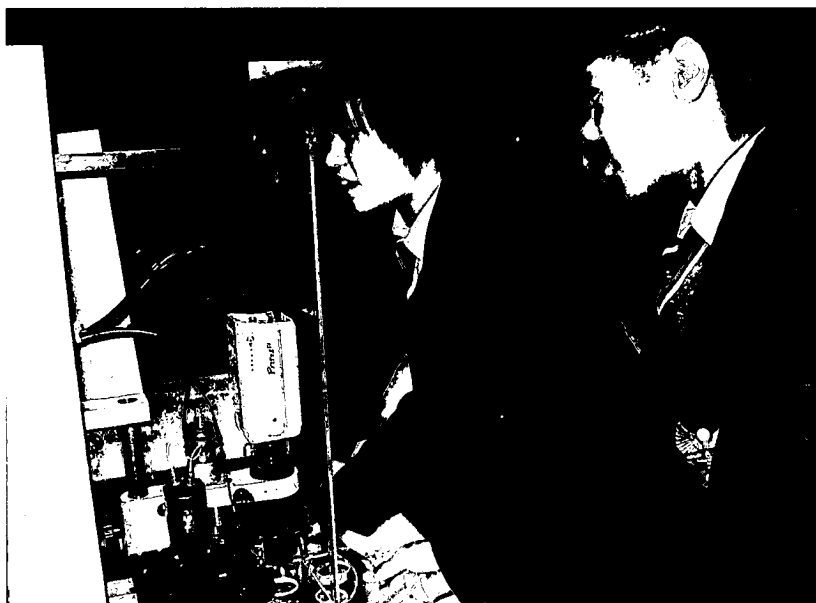
To this end the activities provided included the following:

- ◆ Learning and tuition opportunities for all pupils to attain appropriate academic qualifications;
- ◆ A programme of community education for the local community;
- ◆ Training opportunities for all staff, and especially teaching staff;
- ◆ A programme of sporting and after school leisure activities for all pupils;
- ◆ A system of enrichment classes run after school to assist pupils in all areas of the curriculum; and
- ◆ A careers advisory service to help pupils obtain employment or move on to further education.

ACHIEVEMENTS AND PERFORMANCE

Who we are and what we stand for

The Platanos Trust is a family of schools with common goals. Our intention is to raise standards and to prepare pupils for the particular challenges of the 21st Century. Society is changing rapidly and it is essential that our educational institutions are able not only to keep apace but are in a position to lead.



ACHIEVEMENTS AND PERFORMANCE (continued)

Who we are and what we stand for (continued)

The purpose of the Trust is to maintain and grow good and outstanding schools, and to ensure the rapid improvement of schools where needed.

We stand for high standards of behaviour and achievement, personal responsibility and leadership, self-discipline and mutual respect. The Trust has created opportunities for thousands of children to experience excellent teaching, to achieve high standards within a stimulating and informative curriculum that stretches them academically, and develops their skills and intellectual curiosity for life.

Our strengths

Rooted at the heart of the community, the Platanos Trust is transforming the aspirations and lives of families through the education of their children. We know that this work is vital, not only to the individuals and families involved, but also to enabling the UK to remain an economic force in a rapidly changing and increasingly global marketplace.

The Trust provides a strong partnership based on shared values, expertise and resources, excellent communications and bespoke services and support.

The Platanos Trust's successes have been brought about and are characterised by planned strategic management, a strong and flexible curriculum based on knowledge and skills, rigorous self-evaluation and monitoring, high-quality staff training, management development, staff empowerment through coaching and professional improvement, together with the active assumption of a leadership role by pupils. Transformation has been achieved without altering or replacing the socio-economic profile of the families who make up the school communities.



ACHIEVEMENTS AND PERFORMANCE (continued)

Overall progress 2018/19

The Committee structure is a strength of the Trust, ensuring accountability via breadth, depth and quality of information that is provided for Directors at each Board meeting. The experience and expertise of Members adds to the robustness of governance structure.

Consultation is a regular feature of the interactions between the Trust and staff in the three academies. Relations with trades unions are good and increasingly leading to a symbiotic approach to achieving productive processes and outcomes.

There is active participation of staff in the three academies in training sessions and meetings and strong evidence of staff commitment to implementing the Trust's vision.

Very robust data systems in place in all partner schools supported by well-trained staff are leading towards the Trust's stated aim of achieving interoperability of systems in order to facilitate communication and efficiency.

Senior staff contribute to monitoring and training. The expanded school improvement team is able to be deployed across the MAT to work with teachers on teaching, learning, standards, targets and intervention strategies to the benefit of spreading best practice and consistency of approach which greatly improve outcomes for pupils.

Progress is being made on the Trust's stated aim of extending in-house Initial Teacher Training.

We continue with and are extending accreditation of middle and senior managers across the Trust.

Progress is being made on setting up Research School status in partnership with a university.

Due diligence is an area of expertise which we have been able to develop and refine as the MAT has grown.

Recruitment of high-quality staff continues and key classroom teachers and curriculum managers and leaders are in place for September 2019.

Public relations: the good reputation of the Trust's work continues to develop.

Summary of governance reviews undertaken in 2018/19

A skills audit was completed by a small sub-committee of Directors on behalf of the Board. The areas covered comprised the following affirmations, experience and qualifications. Findings included that all areas listed were covered by all or some Directors, giving both breadth and depth to the Board.

- ◆ Committed to improving education and welfare for all pupils.
- ◆ Understand current national education policy and the local education context.
- ◆ Experience of charity law and governance.

ACHIEVEMENTS AND PERFORMANCE (continued)

Summary of governance reviews undertaken in 2018/19 (continued)

- ◆ Experience of trusteeship or management of a complex organisation with multiple sites/subsidiaries
- ◆ Experience of chairing a board/governing board or committee.
- ◆ Committed to the organisation's vision and ethos.
- ◆ Experience of strategic planning and applying this to set and preserve the culture of the organisation.
- ◆ Experience of working with executive leaders to agree and monitor operational plans.
- ◆ Able to question and challenge, working as part of a team to identify viable options through collective decision making.
- ◆ Able to work in a professional manner, avoiding conflicts, acting with transparency and integrity.
- ◆ Confident I can identify when to seek independent/professional advice.
- ◆ Experience of stakeholder management and engagement including communicating with and taking account of the views of parents and pupils.
- ◆ Experience of promoting community cohesion.
- ◆ Understand school sector risk management including conflicts of interest/loyalty.
- ◆ Proficient in prioritising, assessing and mitigating risk.
- ◆ Experience of agreeing organisation expansion plans and conducting due diligence on other organisations prior to signing a legally binding contract.
- ◆ Understand the importance of collecting high quality data and have expertise using data to interpret/evaluate performance and identify trends to target improvement.
- ◆ Experience of curriculum development, school assessment and progress/attainment.
- ◆ Experience of working with executive leaders to establish expectations for improvement and outcomes.
- ◆ Experience of agreeing the range and format of information and data needed in order to hold leaders to account.
- ◆ Experience of providing challenge to leaders on strategies for monitoring and improving behaviour and safety.
- ◆ Understand the board's duties in relation to safeguarding including Prevent.

ACHIEVEMENTS AND PERFORMANCE (continued)

Summary of governance reviews undertaken in 2018/19 (continued)

- ◆ Have an understanding of special education needs and disabilities (SEND).
- ◆ Have financial management expertise including funding allocation/budget monitoring, and financial solvency. Able to contribute to financial self-evaluation and efficiency drives.
- ◆ Have experience of basing funding decisions on organisational priorities and the ability to interpret financial data and question financial performance against strategic priorities.
- ◆ Have experience ensuring that organisational financial obligations are met and adequate financial controls are in place, including submission of annual returns and accounts.
- ◆ Have business development experience/expertise.
- ◆ Have experience of procurement/purchasing.
- ◆ Have experience of property and estate management.
- ◆ Have experience of HR policy and processes including employment legislation, executive recruitment, performance management and pay.
- ◆ Have experience of school sector HR policy and processes.
- ◆ Have experience of change management (overseeing a merger or an organisational restructure).
- ◆ Have experience of marketing, media and PR.
- ◆ Have experience of preparing for and responding to external oversight.
- ◆ Have experience of inspection and oversight in the school sector.
- ◆ Willing to devote time, enthusiasm and effort to the duties of and responsibilities of a trustee including duties of compliance, care and prudence.
- ◆ Strong communicator and experienced in building strong collaborative relationships.
- ◆ Able to discuss sensitive issues with experience of conflict resolution and influencing consensus.
- ◆ Able to demonstrate a commitment to ethical behaviour and values, honesty, independence of thought and sound judgement.
- ◆ Committed to equal opportunities and the promotion of diversity.

ACHIEVEMENTS AND PERFORMANCE (continued)

Summary of governance reviews undertaken in 2018/19 (continued)

- ◆ Willing to reflect, listen and learn from a diversity of views, to receive and provide feedback and accept impartial advice.
- ◆ Familiar with the strategic nature of the board's functions and how this differs from and works with others including executive leaders and academy or regional committees.
- ◆ Have experience of designing/reviewing/adapting governance structures appropriate to the size and complexity of the organisation, reflecting the diversity of stakeholders.
- ◆ Experience of complying with legal, regulatory and financial frameworks and statutory guidance.
- ◆ Understand and accept the legal duties, responsibilities and liabilities of trusteeship.
- ◆ Governing boards are responsible for ensuring schools comply with a whole range of legal responsibilities. Experience ensuring legal compliance in this way and a commitment to understanding the full range of legal responsibilities.
- ◆ Understand the importance of adhering to organisation policies e.g. on parental complaints or staff discipline issues.
- ◆ Able to speak up when concerned about non-compliance.
- ◆ Aware of own strengths and weaknesses and committed to personal development.
- ◆ Experience of evaluating Board decisions and willingness to contribute to self-review.

Platanos Trust Governance Review Self-Evaluation

A self-evaluation report was carried out by a sub-committee of the Board of Directors in February 2019.

This report set out the Trust's educational vision and sense of moral purpose alongside the expectations of service and ethical character for all Trustees.

The report found that clarity of purpose and role were understood by Directors, along with the distinction between strategic and operational accountability. It was clear from minutes of a wide range of meetings by the full Board, the Management Committee, the Transition Boards and sub-committees that governance is supported by a well-defined structure which is fit for purpose.

Outcomes for pupils across the Trust were offered as evidence of effectiveness together with reports of Ofsted inspections and DfE advisor visits.

The Trust was shown to be outward-looking and ambitious for pupils and staff, with evidence of extensive and growing partnerships with outside bodies such as universities to develop and expand curriculum offer, further qualifications for retention and development of managers and recruitment of high-quality teachers.

ACHIEVEMENTS AND PERFORMANCE (continued)

Platanos Trust Governance Review Self-Evaluation (continued)

The self-evaluation report outlined the Trust's determination to continue succession planning, financial efficiency and expansion of the number of pupils who can benefit from a Platanos education.

External review of governance

The sub-committee worked with a consultant to produce an external review of governance as directed by the Trust.

The External Review drew conclusions from a variety of sources of evidence including the following:

- ◆ Ofsted reports;
- ◆ Notes of visits of DfE advisors;
- ◆ Trust and academy websites;
- ◆ Board agendas and minutes of meetings;
- ◆ Documents relating to terms of reference and governance structures;
- ◆ Vision statements and aims;
- ◆ Trust development and action plans;
- ◆ Schools' development and action plans;
- ◆ Headteachers' reports to governors;
- ◆ Minutes of Management Board;
- ◆ Schools' self-evaluation and school improvement plans;
- ◆ Views of key personnel from the Trust Board and academies;
- ◆ Governance Competency Framework;
- ◆ NGA guidance;
- ◆ School Inspection Handbook 2018; and
- ◆ MAT Trustees' Skills Audit.

The external review found that:

"Ofsted and DfE reports demonstrated how strong clear strategic direction, well-communicated shared vision and reliable self-evaluation, all of which the Trust provides, are linked to good and outstanding pupil performance and outcomes."

There is evidence throughout of how governance at all levels in the Trust supports consistency of culture, values and ethos in all three academies."

GOING CONCERN

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

FINANCIAL REVIEW

Financial report for the year

The results for the year are shown on pages 35 to 60. The Trust recorded total income of £13,426,000 (2018 - £21,641,000) and expenditure of £13,930,000 (2018 - £13,591,000). Excluding movements within the restricted fixed asset funds, one off items of income and expenditure and non-cash movements on the pension provision the Trust recorded an operating surplus in excess of £33,000 (2018 – £345,000).

Financial and risk management objectives and policies

The objective of the Academy's Risk Management procedure is to identify the principal risks facing the Academy so that existing controls may be considered and further action taken if required. The governors have a comprehensive risk management process to identify and monitor the risk faced by the academy. The financial risks considered include economic and financial uncertainty, the risk of fraud, poor financial management and under-insurance.

RESERVES POLICY

The Trustees review the reserve levels of the School annually. This review encompasses the nature of income and expenditure streams, the need to match income with commitments and the nature of reserves. The amount of reserves the School can hold in the ESFA GAG fund is limited as explained in note 1. The Trustees have determined that the level of free reserves at the year end is appropriate. The reason for this is to provide sufficient working capital to cover delays between spending and receipt of grants and to deal with unexpected emergencies such as urgent maintenance.

At the year end the Trust had total reserves of £32,274,000 (2018 - £33,992,000) of which £857,000 (2018 - £824,000) were free reserves.

FUNDRAISING

The Trust does not actively solicit donations and therefore are not registered with the Fundraising Regulator or subscribe to any fundraising codes of practice. When donations from individuals are received, the Trust aims to protect personal data and never sells data or swaps data with other organisations. During 2019, the Trust received no complaints about fundraising activities.

Trustees' report Year to 31 August 2019

FUTURE PLANS AND ACTIVITIES

Platanos College will continue to develop its schools and help to re-vitalize our challenging communities.

We plan to develop fundraising activities to support future scholarships and bursaries.

We plan to implement a Sixth Form provision at Platanos College as well as a reduction in pupil numbers from 2020.

We intend to develop Winterbourne Boys' Academy to an 'outstanding' Ofsted category and achieve at least a 'good' inspection category at Castle Hill Academy.


We have plans to expand our teacher training programme and links with Universities.

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.

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



Chair of the Trustees AGATHA DOMINGO

Date: 07/12/2019

Scope of responsibility

As Trustees, we acknowledge we have overall responsibilities for ensuring that schools in the Trust have 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 Trustees and the Governing Body have delegated the day-to-day responsibility to the Executive Headteacher, as Accounting Officer, for ensuring financial controls conform with the requirements of both propriety and good financial management and in accordance with the requirements and responsibilities assigned to it in the funding agreement between Platanos College and the Secretary of State for Education. They are also responsible for reporting to the governing body any material weaknesses or breakdowns in internal control.

Governance

The information on governance here supplements that described in the Trustees' report and in the statement of Trustees' responsibilities.

During the period, the attendance at meetings by Trustees was as follows:

Directors	Number of meetings attended	Out of a possible
Agatha Domingo (Chair)	2	3
Humroy Whyte	3	3
Terry McKenzie	3	3
Jake Mayah	3	3
Ben Morris	1	3
Maureen Brown (Resigned January 2019)	0	3
Professor Josko Brakus	2	3
Kevin McKenzie	2	3
Lizana Oberholzer (Joined June 2019)	1	3
Judette Tapper	3	3

Despite meeting fewer than six times a year, the Board maintains effective oversight over the Academy's finances by reviewing the reports of its dedicated committees. On 23 February 2019, Directors fully discussed their legal obligation in relation to this directive and agreed a less frequent programme of meetings was suitable because:

- ◆ The Board meetings are lengthy and comprehensive agendas are sent out in advance of each meeting. All relevant papers are assessed by Directors and discussed at each meeting.
- ◆ Taking into consideration the breadth, depth and quality of the information provided in preparation for meetings, all Directors affirmed that they felt fully informed. However, reflecting on the fact that there is a long-standing Finance Committee with a very large remit, Directors agreed to set up a Strategic Committee to reduce the overload on the Finance, Audit and Risk Committee.

Governance (continued)

- ◆ In addition, Directors referred to the fact that the Board is to appoint a non-executive director for finance with an external eye on all matters financial and that the Trust has internal auditors.
- ◆ The Trust Board are a well-established and experienced group of governors and Board meetings cover the entire Trust.
- ◆ There is an experienced CEO and key functions are delegated to sub-committees.
- ◆ It was agreed that most Directors have very busy professional lives and meeting six times per year would create problems for Directors. Indeed, some would resign. The model which the Board has at present helps to retain highly experienced, committed Directors.
- ◆ The Transition Boards and Management Committee regularly check on educational matters, including Safeguarding, Attendance, the curriculum, planning for Ofsted and a range of other activities.
- ◆ There are checks in place via the Board's Educationalist, Terry McKenzie and the Board has other key officers within the Trust.
- ◆ There are regular external checks on subjects, key curriculum areas, management development, Safeguarding, the use of the Pupil Premium and other important areas of the Trust's responsibilities.
- ◆ Directors observed that Platanos is growing as a trust and the systems and procedures reflect this growth and development, as for example in the decision to set up a Strategic Committee. All Trust matters are discussed three times a year. Directors commented that the Board action-plans with care and agreed that where it is necessary and appropriate, Directors will meet more than three times per year, although at this stage in the MAT's growth there is no need as a general rule to meet more than three times a year.

In conclusion, the Board agreed it is confident of the existing frequency of meetings and Governance Structure.

The Trustees made provision for the Executive Headteacher and CEO to lead and manage the Transition Board (WBA) from April 2016 – September 2018 and the Transition Board (CHA) from September 2017 in place of a Local Governing Bodies. The Transition Boards are accountable to the Board of Trustees. The Trustees have monitored and approved all major decision taken during the period.

The Work of the Finance, Audit and Risk Committee

This Committee is the main sub-Committee of the Trust. It is wide-ranging and holds considerable delegated powers in relation to budget-setting, oversight of Pay, Human Resources, Maintenance and Strategic Development. It therefore follows that this Committee is duty bound to ensure that its annual Committee Planner is wide-ranging and comprehensive. We regularly challenged the staff, especially the CEO and other senior members of staff.

The Committee Planner sets high expectations, is clear and separates the strategic decision-making from the operational. The Committee Planner complements the work of the Transition Boards, the Management Committee, the Platanos Governing Body as well as the regular educational reviews undertaken by our educationalist on the Board, and the work of a variety of external advisers.

The Committee carefully monitored with care the implementation of the new Pay Policy and Pay Structure for all schools in the Trust. The Committee further defined roles and responsibilities and improved transparency by setting new parameters for Pay Appeals. The Trust involved staff in the process via a staff consultative groups. Professional Associations were also consulted.

During the period, the Committee:

- ◆ Discussed and agreed the financial implications of reducing school number at Platanos College.
- ◆ Ensured that monthly financial monitoring reports were submitted to all Board members, including Cash Flow reports.
- ◆ Updated the Finance Manual twice within the year.
- ◆ Agreed to staff changes across the Trust, especially as they related to pay and performance.
- ◆ On behalf of the Board agreed to a 1% pay increase for all staff across the Trust to ensure that the Trust maintained a 'healthy' financial foundation. This 1% pay rise did not apply to the Headteachers across the Trust.
- ◆ Agreed a new Committee Planner for the year, in light of the changes made by central government.
- ◆ Assessed with care the impact of additional pension contributions.
- ◆ Reviewed Facilities Management across the Trust.
- ◆ Reviewed Tenders and Quotes.
- ◆ Updated our Best Value Statement.
- ◆ Worked carefully with the CEO and other senior staff to complete a comprehensive risk management, including individual risk management for each school.

The Work of the Finance, Audit and Risk Committee (continued)

Attendance at committee meetings was as follows:

Directors	Number of meetings attended	Out of a possible
Jake Mayah	4	4
Agatha Domingo (Chair)	4	4
Kevin McKenzie	3	4

This Committee covers Pay and Personnel as well as wider Estates, Health and Safety matters.

The Purpose of the System of Internal Control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives. It can, therefore, only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of Academy Trust policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place at the Academy Trust for the period 1 September 2018 to 31 August 2019 and up to the date of approval of the annual report and financial statements.

Capacity to Handle Risk

The board of trustees has reviewed the key risks to which the Academy Trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The board of trustees is of the view that there is a formal on-going process for identifying, evaluating and managing the Academy Trust's significant risks that has been in place for the period 1 September 2018 to 31 August 2019 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the board of trustees.

REVIEW OF VALUE FOR MONEY

Accounting Officer Statement

I accept that, as Accounting Officer (the Chief Executive) of the Platanos Trust, I am responsible and accountable for ensuring that the Academy Trust delivers good value in the use of public resources. I am aware of the need to review value for money as directed by the Education and Skills Funding Agency (ESFA) and understand that value for money refers to the educational and wider societal outcomes achieved in return for the taxpayer resources received.

The Accounting Officer considers how the Trust's use of its resources has provided good value for money during each academic year and reports to the Board of Trustees where value for money can be improved, including the use of benchmarking data where appropriate.

The following examples demonstrate how the Accounting Officer of the Academy Trust has improved the use of resources to deliver better value for money during the academic year:

- 1) The Trust has extensively reviewed its main facilities management provider for the college following the end of its contract term. As a result, it was able to identify additional cost savings by the use of new, independent maintenance contracts for each area of its premises. The use of smaller contractors as opposed to a single, large contractor has also increased the flexibility of the operation. Other aspects are managed through our in-house expertise, using out existing human resource, which has increased cost-effectiveness.
- 2) The Trust has developed increased capacity and expertise for Trust-wide, inter-school support between its schools for both teaching and non-teaching functions. The Trust has expanded its in-house CPD programmes and therefore maximised its most valuable internal resource in order to continue to develop pupil support strategies and drive improvement in pupil outcomes across the Trust. The close working relationships and support between schools through deployment of expert staff across the Trust as and when necessary has ensured effective support, the sharing of good practice and a standardised quality of delivery.
- 3) The Trust has been actively reviewing its catering facilities for one of its primary schools, as one of the various areas of future focus. The catering function will be operated by the Trust internally at the end of the current contract, using its own existing capacity, facilities and expertise. This will result in cost savings, as well as increased flexibility and control of the provision and quality.
- 4) The Trust has expanded its use of the Dfe 'Buying for schools' framework tool, as well as the use of other frameworks (such as from the Crescent Purchasing Consortium and ESPO), and negotiating long-term discounts directly with approved suppliers. This ensured savings and discounts on purchases such as learning resources.

THE RISK AND CONTROL FRAMEWORK

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

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

Internal Audit

- ◆ The Trust continued to appoint internal auditors, Berringers and Company, and commissioned an appropriate external review of finance in line with the standards established by the ESFA. The Trust also ensure financial leadership and governance by ensuring the Board includes a Director with considerable and successful experience as an accountant, who is able to interrogate budget headings in considerable depth and make expert deductions and recommendations where appropriate.
- ◆ The Trust reviews expenditure within each budget heading at the end of each year. Where appropriate, adjustments are made and new strategies are identified within School Improvement Plans. The latter is in turn approved and monitored by the Finance, Audit and Risk Committee and the Trust.
- ◆ The Trust operates as a business and is clear about the need to implement its strategic plans in order to ensure the best outcomes for pupils by continuing to raise expectation and attainment. Although the Trust now has well developed plans to expand and continue to take on new challenges, at the same time, the Trust is cautious of ensuring capacity and the drawbacks of expansion that may be too rapid. It is therefore the intention of the Trust to continue its steady expansion to ensure its efficiency and effectiveness in delivering its services.

Internal Audit Reports

A review of internal salary costs (February 2019)

This review looked at the current systems and controls in relation to payroll, namely to assess if they were suitably designed, consistently applied and effective. This review assessed the full documentation of the system, including spreadsheets, monthly variances, sampled personnel files, new starters and a sample of DBS certificates were reviewed. Based on the checks, the review found that the processing and payment of salaries appear to be working well. There were no substantive weaknesses.

A review of income (April 2019)

This was a review of the internal controls in relation to the income processes. The review focusing on the seven (7) month period to the end of March 2019.

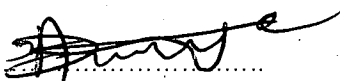
Based on the testing carried out, the internal controls in place with regards to the processing of income appeared to be working well. Although there were no substantive weaknesses in relation to the payroll function, some minor weaknesses were found in relation to changes to teacher grades. Also, not all personnel files were found at the central administrative office.

Review of other expenditure, fixed assets and credit card controls (August 2019)


This was an interim review, focused on the 11 month period ended in August 2019.

The review found that the internal controls in place in respect of the processing of the other expenditure, credit card payments and capital expenditure appeared to be working well. However, this report also highlighted the need to fully introduce online banking and make greater use of the PS financials for purchase order functionality, as well as the purchase invoice uploading.

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

Signed 

Chair AGATHA DOMINGO

Signed 

Accounting Officer JUDETTE TARRAR

07/12/2019

Statement on regularity, propriety and compliance 31 August 2019

Statement of Regularity, Propriety and Compliance

As accounting officer of Platanos Trust, I have considered my responsibility to notify the Trust's trustees 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 Trust and the Secretary of State. As part of my consideration I have had due regard to the requirements of the Academies Financial Handbook.

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

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

Signed *J. Tappin*

Date: *7th Dec. 2019*

JADEKIC TAPPAER

Accounting Officer

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 Direction 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 Group and the Trust and of the Group's 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' Statement of Recommended Practice (the Charities' SORP);
- ◆ 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 adequate accounting records that are sufficient to show and explain the Group's and Trust's transactions and disclose with reasonable accuracy at any time the financial position of the Group and 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 Group and 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 have been applied for the purposes intended.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the 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 07/12/2019 and signed on its behalf by:



Chair of Trustees

Date: 07/12/2019

Independent auditor's report to the members of Platanos Trust

Opinion

We have audited the financial statements of Platanos Trust (the 'charitable company') for the year ended 31 August 2019 which comprise the consolidated statement of financial activities, the balance sheets, 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

Conclusions relating to going concern (continued)

- ◆ 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 purpose 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 director's 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:

- ◆ 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

Matters on which we are required to report by exception (continued)

- ◆ we have not received all the information and explanations we require for our audit.

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

In preparing the financial statements, the trustees are responsible for assessing the 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.

Responsibilities of trustees'

As explained more fully in the trustee' responsibilities statement, the governors (who are also the directors for the purpose 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 governors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error,

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing , as applicable, matter 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.

Independent Auditors Report 31 August 2019

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.

Buzzacott LLP

Hugh Swainson (Senior Statutory Auditor)
for and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL
Date: *20 December 2019*

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

In accordance with the terms of our engagement letter dated 24 October 2016 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 Platanos Trust during the period from 1 September 2018 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 Platanos College and the ESFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to Platanos 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 the Platanos Trust and the ESFA, for our work, for this report, or for the conclusion we have formed.

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

The accounting officer is responsible, under the requirements of Platanos Trust's funding agreement with the Secretary of State for Education 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 period from 1 September 2018 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.

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.

Independent accountant's report 31 August 2019

Approach (continued)

Our engagement includes examination, on a test basis, of evidence relevant to the regularity and propriety of the 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 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 period from 1 September 2018 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

Date: *20 December 2019*

Consolidated statement of financial activities Year to 31 August 2019

(including income and expenditure account)

		Unrestricted general fund £'000	Restricted funds		Year to 31 August 2019 Total funds £'000	Year to 31 August 2018 Total funds £'000
	Notes		General £'000	Fixed assets £'000		
Income from:						
Donations and capital grants	2	—	—	124	124	251
Transfers on existing Academies joining the Trust	23	—	—	—	—	8,842
Other trading activities	3	301	—	—	301	319
Investments	4	1	—	—	1	1
Charitable activities						
· Funding for the School's educational operations	5	—	13,000	—	13,000	12,228
Total income		302	13,000	124	13,426	21,641
Expenditure on:						
Charitable activities						
· School's educational operations	7	—	13,526	404	13,930	13,591
Total expenditure	6	—	13,526	404	13,930	13,591
Net income (expenditure) before transfers		302	(526)	(280)	(504)	8,050
Gross transfers between funds	17	(114)	34	80	—	—
Net income (expenditure) for the year		188	(492)	(200)	(504)	8,050
Other recognised gains and losses						
Actuarial gain on defined benefit pension scheme	21	—	(1,214)	—	(1,214)	832
Net movement in funds		188	(1,706)	(200)	(1,718)	8,882
Reconciliation of funds						
Fund balances brought forward at 1 September 2018		669	(1,668)	34,991	33,992	25,110
Fund balances carried forward at 31 August 2019		857	(3,374)	34,791	32,274	33,992

All of the Trust's activities derived from continuing operations.

Balance sheets 31 August 2019

	Notes	Consolidated		Trust	
		2019 £'000	2018 £'000	2019 £'000	2018 £'000
Fixed assets					
Tangible fixed assets	12	34,791	34,991	34,758	34,979
Current assets					
Stock	14	37	25	37	25
Debtors	15	1,379	1,177	1,385	1,249
Cash at bank and in hand		296	1,588	329	1,493
		1,712	2,790	1,751	2,767
Creditors: amounts falling due within one year	16	(855)	(1,966)	(815)	(1,931)
Net current assets		857	824	936	836
Total assets less current liabilities		35,648	35,815	35,694	35,815
Pension scheme liability	21	(3,374)	(1,823)	(3,374)	(1,823)
Total net assets		32,274	33,992	32,320	33,992
Funds of the School					
Restricted funds					
Fixed assets fund	17	34,791	34,991	34,758	34,978
General fund	17	—	155	—	155
Pension reserve	21	(3,374)	(1,823)	(3,374)	(1,823)
		31,417	33,323	31,384	33,310
Unrestricted funds					
General fund		857	669	936	682
Total funds	18	32,274	33,992	32,320	33,992

The financial statements on page 35 to 60 were approved by the trustees, and authorised for issue on 07/12/2019 and are signed on their behalf by:

Signed 

Chair **AGATHA DOMINGO**

The Platanos Trust
Company Limited by Guarantee
Registration Number: 07492094 (England and Wales)

Consolidated statement of cash flows Year to 31 August 2019

		2019 £'000	2018 £'000
Net cash flows from operating activities			
Net cash used in operating activities	A	(1,213)	(153)
Cash flows from investing activities	B	(79)	(18)
Change in cash and cash equivalents in the year		<u>(1,292)</u>	<u>(171)</u>
Reconciliation of net cash flow to movement in net funds:			
Cash and cash equivalents at 1 September 2018		1,588	1,759
Cash and cash equivalents at 31 August 2019	C	<u>296</u>	<u>1,588</u>

A Reconciliation of net (expenditure) income to net cash flow from operating activities

	2019 £'000	2018 £'000
Net (expenditure) income for the year (as per the statement of financial activities)	(504)	8,050
Adjusted for:		
Depreciation (note 12)	404	767
Capital grants from DfE and other capital income	(124)	(9,909)
Interest receivable (note 4)	(1)	(1)
Defined benefit pension scheme obligation inherited	—	1,079
Defined benefit pension scheme cost less contributions payable (note 21)	283	325
Defined benefit pension scheme finance cost (note 21)	54	60
(Increase) decrease in stocks	(12)	36
Increase in debtors	(202)	(818)
(Decrease) increase in creditors	(1,111)	258
Net cash used in operating activities	<u>(1,213)</u>	<u>(153)</u>

B Cash flows from investing activities

	2019 £'000	2018 £'000
Dividends, interest and rents from investments	1	1
Purchase of tangible fixed assets	(204)	(56)
Capital grants from DfE/ESFA	124	37
Net cash provided by (used in) investing activities	<u>(79)</u>	<u>(18)</u>

C Analysis of cash and cash equivalents

	2019 £'000	2018 £'000
Cash at bank and in hand	296	1,588
Total cash and cash equivalents	<u>296</u>	<u>1,588</u>

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 and rounded 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.

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.

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

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 resources expended are stated net of recoverable VAT.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off the cost less estimated residual value of each asset over its estimated useful life.

- ◆ Leasehold property- over 125 years on cost
- ◆ Freehold property- 2% on cost
- ◆ Plant and machinery- 20% on cost
- ◆ Fixtures and fittings- 20% on cost
- ◆ Motor vehicles- 25% on cost
- ◆ Computer equipment- 25% on cost

Tangible fixed assets (continued)

Tangible fixed assets acquired since the Trust was established are included in the financial statements at cost.

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 consolidated 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 consolidated 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 School's depreciation policy.

Assets costing £500 or more are capitalised as tangible fixed assets and are carried at cost, net of depreciation and any provision for impairment.

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.

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 as detailed in note 15. 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 as detailed in note 16. 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.

Stock

Unsold uniforms and catering stocks are valued at the lower of cost or net realisable value.

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 21, 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.

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.

Fund accounting (continued)

Restricted general funds comprise all other restricted funds received and include grants from the Education and Skills Funding Agency.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

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.

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 21, 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.

Critical areas of judgement

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working-lives with the 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 quinquennial valuations using a prospective benefit method. As stated in note 21, the TPS is a multi employer scheme and the School is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis. The TPS is therefore treated as a defined contribution scheme and the contributions recognised as they are paid each year.

Notes to the Financial Statements Year to 31 August 2019

1 General Annual Grant (GAG)

Under the funding agreement with the Secretary of State, the Trust was not subject to limits at 31 August 2019 on the amount of GAG that could be carried forward from one year to the next.

2 Donations and capital grants

	Unrestricted funds £'000	Restricted funds £'000	Consolidated	
			Year to 31 August 2019 Total funds £'000	Year to 31 August 2018 Total funds £'000
Capital grants	—	124	124	251
	—	124	124	251

3 Other trading activities

	Unrestricted funds £'000	Restricted funds £'000	Consolidated	
			Year to 31 August 2019 Total funds £'000	Year to 31 August 2018 Total funds £'000
Other income	155	—	155	183
Academy trip income	31	—	31	36
Hiring of facilities	43	—	43	37
Catering income	48	—	48	50
Sale of uniform	16	—	16	13
Sale of fixed assets	8	—	8	—
	301	—	301	319

4 Investments

	Unrestricted funds £'000	Restricted funds £'000	Consolidated	
			Year to 31 August 2019 Total funds £'000	Year to 31 August 2018 Total funds £'000
Deposit account interest	1	—	1	1

Notes to the Financial Statements Year to 31 August 2019

5 Funding for the school's educational operations

	Unrestricted funds £'000	Restricted funds £'000	Consolidated	
			Year to 31 August 2019 Total funds £'000	Year to 31 August 2018 Total funds £'000
DfE / ESFA revenue grant				
. General Annual Grant (GAG)	—	10,962	10,962	10,567
. Other DfE / ESFA grants	—	1,210	1,210	1,324
	—	12,172	12,172	11,891
Other government grants				
. Local authority grants	—	828	828	337
	—	13,000	13,000	12,228

6 Expenditure

	Staff costs £'000	Non pay expenditure		Consolidated	
		Premises £'000	Other costs £'000	Year to 31 August 2019 Total funds £'000	Year to 31 August 2018 Total funds £'000
Funding for the school's educational operations (note 7)					
. Direct costs	7,951	283	1,299	9,533	9,334
. Allocated support costs	2,525	315	1,557	4,397	4,257
	10,476	598	2,856	13,930	13,591

Notes to the Financial Statements Year to 31 August 2019

6 Expenditure (continued)

	Consolidated	
	2019	2018
	£'000	£'000
Net income (expenditure) for the year includes:		
Operating Leases:		
· Plant and Machinery	82	91
· Land & Building	—	—
Depreciation	404	767
Gains on sale of fixed assets	8	—
Fees payable to auditor		
· Statutory audit	18	18
· Other services	3	2

7 Charitable activities - school's educational operations

	2019	2018
	Total	Total
	funds	funds
	£'000	£'000
Direct costs	9,533	9,334
Support costs	4,397	4,257
	13,933	13,591

	2019	2018
	Total	Total
	funds	funds
	£'000	£'000
Analysis of support costs		
Support staff costs	2,525	2,258
Depreciation	121	230
Technology costs	116	46
Premises costs	194	124
Other support costs	1,398	1,555
Governance costs	43	44
Total support costs	4,397	4,257

Notes to the Financial Statements Year to 31 August 2019

8 Comparative information

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

		Unrestricted general fund £'000	Restricted funds		Year to 31 August 2018 Total funds £'000
	Notes	£'000	General £'000	Fixed assets £'000	£'000
Income from:					
Donations and capital grants	2	—	214	37	251
Transfers on existing Academies joining the Trust	23	6	(1,036)	9,872	8,842
Other trading activities	3	201	118	—	319
Investments	4	1	—	—	1
Charitable activities					
Funding for the School's educational operations	5	—	12,228	—	12,228
Total income		208	11,524	9,909	21,641
Expenditure on:					
Charitable activities					
School's educational operations	7	—	12,824	767	13,591
Total expenditure	6	—	12,824	767	13,591
Net income (expenditure) before transfers		208	(1,300)	9,142	8,050
Gross transfers between funds	17	—	(9)	9	—
Net income (expenditure) for the year		208	(1,309)	9,151	8,050
Other recognised gains and losses					
Actuarial gain on defined benefit pension scheme	21	—	832	—	832
Net movement in funds		208	(477)	9,151	8,882
Reconciliation of funds					
Fund balances brought forward at 1 September 2017		461	(1,191)	25,840	25,110
Fund balances carried forward at 31 August 2018		669	(1,668)	34,991	33,992

Notes to the Financial Statements Year to 31 August 2019

9 Staff costs

(a) Staff costs

Staff costs during the year were:

	Consolidated	
	Year to 31 August 2019 Total funds £'000	Year to 31 August 2018 Total funds £'000
Wages and salaries	6,430	6,462
Social security costs	665	660
Pension costs	1,205	1,255
	8,300	8,377
Agency supply costs	2,176	1,520
Staff restructuring costs	—	213
	10,476	10,110

Staff restructuring costs comprise:

	Year to 31 August 2019 Total funds £'000	Year to 31 August 2018 Total funds £'000
Redundancy payments	—	145
Associated pension costs	—	68
	—	213

(b) Staff numbers

The average numbers of persons (including Senior Management Team) employed by the Trust during the period was as follows:

Charitable activities	Consolidated	
	Year to 31 August 2019	Year to 31 August 2018
Teachers	83	67
Administration and support	76	112
Management	13	23
Subsidiary	27	27
	199	229

Notes to the Financial Statements Year to 31 August 2019

9 Staff costs (continued)

(c) Higher paid staff

The number of employees whose emoluments fell within the following bands was:

	Consolidated	
	Year to 31 August 2019	Year to 31 August 2018
£60,001 - £70,000	9	7
£70,001 - £80,000	4	3
£80,001 - £90,000	2	2
£90,001 - £100,000	2	2
£100,001 - £110,000	—	—
£110,001 - £120,000	—	—
£120,001 - £130,000	1	1

(d) Key management personnel

The key management personnel of the academy trust comprise the trustees and the senior management team as listed on page 1. The total amount of employee benefits (including employer national insurance and pension contributions) received by key management personnel for their services to the academy trust was £456,642 (2018 - £447,552).

10 Related party transactions - Trustees' remuneration and expenses

Staff governors who are also Trustees only receive remuneration in respect of services they provide undertaking the roles of staff and not in respect of their services as Trustees. Other governors did not receive any payments from the school in respect of their role as governors. The value of trustees' remuneration was as follows:

	Consolidated	
	Year ended 31 August 2019 £	Year ended 31 August 2018 £
H Whyte – Staff Governor and Trustee		
• Remuneration	55,000 – 60,000	55,000 – 60,000
• Employer's pension contribution	5,000 – 10,000	5,000 – 10,000
J Tapper – CEO and Trustee		
• Remuneration	125,000 – 130,000	125,000 – 130,000
• Employer's pension contribution	20,000 – 25,000	20,000 – 25,000

During the year ended 31 August 2019, no travel and subsistence expenses (2018 - £nil) were reimbursed to governors or trustees.

Other related party transactions involving the trustees are set out in note 22.

Notes to the Financial Statements Year to 31 August 2019

11 Trustees', Governors' and Officers' insurance

In accordance with normal commercial practice the Trust has purchased insurance to protect Trustees, Governors and Officers from claims arising from negligent acts, errors or omissions occurring whilst on Trust business. The insurance provides cover up to £2,000,000 (2018 - £2,000,000) on any one claim. The cost of this insurance is included in the total insurance cost.

12 Tangible fixed assets

Trust	Leasehold Property £'000	Freehold property £'000	Plant and machinery £'000	Fixtures and fittings £'000	Motor vehicles £'000	Computer equipment £'000	Total funds £'000
Cost							
At 1 September 2018	11,150	27,656	129	469	68	377	39,849
Additions	31	100	—	36	—	1	168
Disposals	—	—	—	(208)	(19)	(236)	(463)
At 31 August 2019	11,181	27,756	129	297	49	142	39,554
Depreciation							
At 1 September 2018	134	3,871	111	405	48	301	4,870
Charge in year	89	222	18	27	7	26	389
Eliminated on disposal	—	—	—	(208)	(19)	(236)	(463)
At 31 August 2019	223	4,093	129	224	36	91	4,796
Net book value							
At 31 August 2019	10,958	23,663	—	73	13	51	34,758
At 31 August 2018	11,016	23,785	18	64	20	76	34,979

Title to the site at Clapham Road, London is being registered in the name of the School, but has not been included in these financial statements because the site is designated for educational purposes only and has no open market value.

The buildings at Winterbourne Road and Castle Hill Academy are owned by the Local Authority. We have 125 year leasehold contracts with Croydon Council. The value of the property has been derived from the last valuation done by Croydon Council adjusted for annual depreciation.

The Trust's subsidiary company, Platanos Development Limited held tangible fixed assets of £33,000 (2018 - £12,000) at the balance sheet date, which were all classified as plant and machinery. The total consolidated value of tangible fixed assets at 31 August 2019 was therefore £34,791,000 (2018 - £34,991,000). The subsidiary made additions to fixed assets of £36,000 in the year and the depreciation charge was £15,000.

Notes to the Financial Statements Year to 31 August 2019

13 Investment in subsidiary

The Trust has a subsidiary company, Platanos College Development Limited, which is wholly owned and incorporated in Great Britain. The principal activity of Platanos Development Limited is to generate income for the Trust. The subsidiary made a loss after taxation in the year and therefore the gift aid payable is £nil (2018 - £45,000).

The following is a summary of the financial statements of Platanos Development Limited for the year ended 31 August 2019, which have been included in the consolidated financial statements:

	Year to 31 August 2019 £'000	Year to 31 August 2018 £'000
Turnover	1,304	1,115
Cost of sales	(201)	(163)
Gross profit	1,103	952
Administrative expenses	(1,149)	(904)
Net profit for the period	(46)	48
Interest payable and similar charges	—	(3)
Net (loss) profit before gift aid	(46)	45
Gift aid donation	—	(45)
Retained (loss) profit at 1 September 2018 and 31 August 2019	(46)	—

14 Stock

	Consolidated		Trust	
	2019 £'000	2018 £'000	2019 £'000	2018 £'000
Uniforms	37	25	37	25
	37	25	37	25

15 Debtors

	Consolidated		Trust	
	2019 £'000	2018 £'000	2019 £'000	2018 £'000
Trade debtors	143	55	97	55
VAT recoverable	520	534	572	606
Prepayments	146	273	146	273
Accrued income	570	315	570	315
	1,379	1,177	1,385	1,249

16 Creditors: amounts falling due within one year

	Consolidated		Trust	
	2019 £'000	2018 £'000	2019 £'000	2018 £'000
Trade and other creditors	679	1,410	644	1,394
Taxation and social security	158	320	151	303
Accruals and deferred income	18	236	20	234
	855	1,966	815	1,931

Notes to the Financial Statements Year to 31 August 2019

17 Funds

	Balance at 1 September 2018 £'000	Income £'000	Expenditure £'000	Gains, losses and transfers £'000	Balance at 31 August 2019 £'000
Consolidated					
ESFA revenue grant fund					
. General Annual Grant (GAG)	155	10,962	(11,151)	34	—
. Pupil premium	—	1,029	(1,029)	—	—
. Other grant	—	1,009	(1,009)	—	—
	155	13,000	(13,189)	34	—
. Pension reserve	(1,823)	—	(337)	(1,214)	(3,374)
	(1,668)	13,000	(13,526)	(1,180)	(3,374)
Fixed assets fund					
. ESFA capital grants and inherited buildings	34,797	124	(361)	—	34,560
. Assets from subsidiary	13	—	(15)	35	33
. Capital expenditure from GAG	181	—	(28)	45	198
	34,991	124	(404)	80	34,791
Total restricted funds	33,323	13,124	(13,930)	(1,100)	31,417
Unrestricted funds					
. Unrestricted funds	669	302	—	(114)	857
Total unrestricted funds	669	302	—	(114)	857
Total funds	33,992	13,426	(13,930)	(1,214)	32,274

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 School was subject to a limit on the amount of GAG that it could carry forward at 31 August 2019. Note 1 discloses whether the limit was exceeded.

Other funds relate to monies received for specific purposes.

Fixed asset fund

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

Notes to the Financial Statements Year to 31 August 2019

17 Funds (continued)

Comparative information

	Balance at 1 September 2017 £'000	Income £'000	Expenditure £'000	Gains, losses and transfers £'000	Balance at 31 August 2018 £'000
Consolidated					
ESFA revenue grant fund					
. General Annual Grant (GAG)	—	10,567	(10,403)	(9)	155
. Pupil premium	—	1,137	(1,137)	—	—
. Other grant	—	899	(899)	—	—
	—	12,603	(12,439)	(9)	155
. Pension reserve	(1,191)	(1,079)	(385)	832	(1,823)
	(1,191)	11,524	(12,824)	823	(1,668)
Fixed assets fund					
. ESFA capital grants and inherited buildings	25,606	9,909	(718)	—	34,797
. Assets from subsidiary	17	—	(4)	—	13
. Capital expenditure from GAG	217	—	(45)	9	181
	25,840	9,909	(767)	9	34,991
Total restricted funds	24,649	21,433	(13,591)	832	33,323
Unrestricted funds					
. Unrestricted funds	461	208	—	—	669
Total unrestricted funds	461	208	—	—	669
Total funds	25,110	21,641	(13,591)	832	33,992

Notes to the Financial Statements Year to 31 August 2019

17 Funds (continued)

Analysis of academies by fund balance

Fund balances at 31 August 2019 were allocated as follows:

	Total £'000
Platanos College	711
Winterbourne Junior Boys' Academy	171
Castle Hill Academy	(25)
	<u>857</u>
Restricted fixed asset fund	34,791
Pension reserve	(3,374)
Total	32,274

Fund balances at 31 August 2018 were allocated as follows:

	Total £'000
Platanos College	821
Winterbourne Junior Boys' Academy	108
Castle Hill Academy	(105)
	<u>824</u>
Restricted fixed asset fund	34,991
Pension reserve	(1,823)
Total	33,992

Castle Hill Academy transferred in to the Trust on 1 September 2017 with revenue reserve balances of £49,000.

The Trust has subsequently reviewed long term financial plans at the school to ensure that levels on ongoing expenditure are sustainable. To ensure long term stability one off redundancy costs of £213,000 were incurred from school reserves in 2018, the school held a negative fund balance at the year end.

The Trust has been successful in reducing this deficit by £80,000 in the year ended 31 August 2019.

Notes to the Financial Statements Year to 31 August 2019

17 Funds (continued)

Analysis of academies by cost

Expenditure incurred by each academy during the year was as follows, Central Trust costs are currently charged to Platanos College while the other schools in the Trust grow a sustainable baseline of reserves:

	Teaching and Educational Support Staff Costs £'000	Other Support Staff Costs £'000	Educational Supplies £'000	Other Costs (excluding Depreciation) £'000	Total 2019 £'000
Platanos College	3,953	2,033	713	1,816	8,515
Winterbourne Boys' Academy	743	340	138	222	1,443
Castle Hill Academy	1,079	1,298	249	431	3,057
Central Trust	—	283	—	87	370
Academy Trust	5,775	3,954	1,100	2,556	13,385

	Teaching and Educational Support Staff Costs £'000	Other Support Staff Costs £'000	Educational Supplies £'000	Other Costs (excluding Depreciation) £'000	Total 2018 £'000
Platanos College	4,219	1,383	565	1,711	7,878
Winterbourne Boys' Academy	740	329	129	160	1,358
Castle Hill Academy	1,435	1,075	248	378	3,136
Central Trust	6	325	—	121	452
Academy Trust	6,400	3,112	942	2,370	12,824

18 Analysis of net assets between funds

Group	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	—	—	34,791	34,791
Current assets	857	855	—	1,712
Current liabilities	—	(855)	—	(855)
Pension scheme liability	—	(3,374)	—	(3,374)
Total net assets	857	(3,374)	34,791	32,274

Trust	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	—	—	34,758	34,758
Current assets	857	894	—	1,751
Current liabilities	—	(815)	—	(815)
Pension scheme liability	—	(3,374)	—	(3,374)
Total net assets	857	(3,295)	34,758	32,320

19 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 was as follows:

	2019 £'000	2018 £'000
Amounts due within one year	96	82
Amounts due between two and five years inclusive	75	116
	171	198

20 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.

21 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 Lambeth. Both are multi-employer defined benefit schemes.

The latest actuarial valuation of the TPS related to the period ended 31 March 2012 and of the LGPS 31 March 2016.

There were no outstanding or prepaid contributions at either the beginning or the end of the financial year.

Teachers' Pension Scheme

Introduction

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 £196 billion, giving a notional past service deficit of £22 billion.

21 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 period amounted to £550,000 (2018 - £515,000).

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

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 £472,000 (2018 - £530,000), of which employer's contributions totalled £372,000 (2018 - £415,000) and employees' contributions totalled £100,000 (2018 - £115,000).

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	2.7% - 2.9%	2.8% - 2.9%
Rate of increase for pensions in payment / inflation	2.3% - 2.4%	2.3% - 2.4%
Discount rate for scheme liabilities	1.8% - 1.9%	2.7% - 2.8%
Inflation assumption (CPI)	2.3% - 2.4%	2.3% - 2.4%
Commutation of pensions to lump sums – pre April 2008 Scheme	25%	25% - 50%
Commutation of pensions to lump sums – post April 2008 Scheme	63% - 75%	63% - 75%

21 Pension and similar obligations (continued)

Teachers' Pension Scheme (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	20.7 – 21.3 years	21.6 – 22.3 years
Females	23.0 – 23.4 years	23.9 – 24.4 years
<i>Retiring in 20 years</i>		
Males	22.2 – 22.3 years	23.8 – 24.0 years
Females	24.5 – 24.8 years	26.0 – 26.2 years

	At 31 August 2019 £'000	At 31 August 2018 £'000
Discount rate +0.1%	262	194
Discount rate -0.1%	(262)	(194)
Mortality assumption – 1 year increase	(390)	(297)
Mortality assumption – 1 year decrease	390	297
CPI rate +0.1%	(228)	(167)
CPI rate -0.1%	228	167

The Trust'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	3,870	3,673
Bonds	1,641	1,231
Property	763	552
Cash and other liquid assets	107	93
Total market value of assets	6,381	5,549

21 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	549	736
Past service cost	106	—
Interest income	(154)	(125)
Interest cost	208	60
Total amount recognised in the SOFA	709	671
Changes in the present value of defined benefit obligations were as follows:	2019 £'000	2018 £'000
At 1 September 2018	7,372	4,762
Transferred in on Castle Hill Academy joining the trust	—	2,295
Current service cost	549	736
Past service cost	106	—
Interest cost	214	185
Employee contributions	100	115
Actuarial loss (gain)	1,518	(640)
Past service gain	—	4
Benefits paid	(104)	(85)
At 31 August 2019	9,755	7,372
Changes in the fair value of the Academy's share of scheme assets:	2019 £'000	2018 £'000
At 1 September 2018	5,549	3,571
Transferred in on Castle Hill Academy joining the trust	—	1,216
Interest income	160	125
Actuarial gain (loss)	304	192
Employer contributions	372	415
Employee contributions	100	115
Benefits paid	(104)	(85)
At 31 August 2019	6,381	5,549

22 Related party transactions

Owing to the nature of the Trust's operations and the composition of the Board of Trustees and Governors being drawn from local public and private sector organisations, it is inevitable that transactions will take place with organisations in which a trustee or governor may have an interest. All transactions involving such organisations are conducted at arm's length and in accordance with the Trust's financial regulations, normal procurement procedures and the Academies Financial Handbook.

The Trust has a wholly owned subsidiary company, Platanos College Development Limited the results of which are disclosed in Note 12. During the year, the Trust made purchases totalling £1,193,747 (2018 - £1,033,803) from the subsidiary.

There were no other transactions to disclose in relation to the current financial period (2018 – none).

23 Transfers of existing academies in to the Trust

During the year ended 31 August 2018, Castle Hill Academy joined Platanos Trust from an existing Trust. At the date of transfer, 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.

	<i>Transfer in recognised £'000</i>
Tangible fixed assets	
Leasehold land and buildings	9,721
Furniture and equipment	28
Computer equipment	98
Motor vehicles	25
Other assets	
Debtors due in less than one year	43
Cash in bank and in hand	218
Liabilities	
Creditors due in less than one year	(212)
Pensions	
Pensions – pension scheme assets	1,216
Pensions – pension scheme liabilities	(2,295)
Net assets	<u>8,842</u>