

**Registered number: 07895684 (England and Wales)**

**BUSHEY ST JAMES TRUST**  
**(A company limited by guarantee)**

**ANNUAL REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 AUGUST 2016**

WEDNESDAY



\*A5LUCBXX\*

A22

14/12/2016

#294

COMPANIES HOUSE

---

**BUSHEY ST JAMES TRUST**  
**(A company limited by guarantee)**

---

---

**CONTENTS**

---

	<b>Page</b>
<b>Reference and administrative details</b>	<b>1 - 2</b>
<b>Trustees' report</b>	<b>3 - 14</b>
<b>Governance statement</b>	<b>15 - 18</b>
<b>Statement on regularity, propriety and compliance</b>	<b>19</b>
<b>Statement of Trustees' responsibilities</b>	<b>20</b>
<b>Independent auditor's report on the financial statements</b>	<b>21 - 22</b>
<b>Independent reporting accountant's assurance report on regularity</b>	<b>23 - 24</b>
<b>Statement of financial activities incorporating income and expenditure account</b>	<b>25</b>
<b>Balance sheet</b>	<b>26 - 27</b>
<b>Statement of cash flows</b>	<b>28</b>
<b>Notes to the financial statements</b>	<b>29 - 51</b>

---

**BUSHEY ST JAMES TRUST**  
**(A company limited by guarantee)**

---

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE ACADEMY TRUST, ITS TRUSTEES AND  
ADVISERS  
FOR THE YEAR ENDED 31 AUGUST 2016**

---

**Members**

Samuel Russell  
Dinah Hoeksma  
Richard Abrahams

**Trustees**

Jeremy Turner, Executive Principal, Headteacher of BMS  
Samuel Russell, Chair of Trustees  
Jonathan Davies (resigned 31 July 2016)  
Dinah Hoeksma  
Richard Abrahams, Vice Chair  
Reverend David Poultney  
Carol Raymond (resigned 7 December 2015)

**Company registered number**

07895684

**Company name**

Bushey St James Trust

**Principal and registered office**

Coldharbour Lane  
Bushey  
Hertfordshire  
WD23 4PA

---

**BUSHEY ST JAMES TRUST**  
**(A company limited by guarantee)**

---

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE ACADEMY TRUST, ITS TRUSTEES AND  
ADVISERS  
FOR THE YEAR ENDED 31 AUGUST 2016**

---

**Advisers (continued)**

**Company secretary**

Suzanne Briscall (Appointed 1 June 2016)  
Deborah Marshall (Resigned 1 June 2016)

**Senior management team**

Bushey Meads  
Jeremy Turner, Executive Principal  
Hilary Morawska, Deputy Headteacher, resigned 10 April 2016  
William Fisher, Senior Assistant Headteacher  
Sara Ash, Assistant Headteacher  
Lee Arnold, Assistant Headteacher, resigned 10 April 2016  
Rachael Coombs, Finance Manager

Little Reddings  
Carly Simmonds, Assistant Headteacher  
Tamsin Giannone, Assistant Headteacher  
Sebastian Gray, Assistant Headteacher, appointed 1 January 2016  
Lisa Evans, Assistant Headteacher, appointed 29 February 2016

**Independent auditor**

Crowe Clark Whitehill LLP  
Carrick House  
Lypiatt Road  
Cheltenham  
GL50 2QJ

**Bankers**

Lloyds Bank plc  
45 The Broadway  
Ealing  
London  
W5 5JU

**Solicitors**

Stone King  
16 St John's Lane  
London  
EC1M 4BS

---

**BUSHEY ST JAMES TRUST**  
(A company limited by guarantee)

---

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 AUGUST 2016**

---

The Trustees present their annual report together with the financial statements and auditor's report of the charitable company for the year 1 September 2015 to 31 August 2016. The Annual report serves the purposes of both a Trustees' report, and a Directors' report under company law.

The Trust operates one secondary and one primary academies in Bushey, Hertfordshire.

Bushey Meads School is an 11-19 mixed comprehensive high school specialising in technology. The School continues to be popular and oversubscribed – there were 1065 applications for 200 places - this is 4.5% up from 2014.

Little Reddings is a two form entry primary school with a nursery. There are currently 384 pupils on roll. There is currently a bulge class in reception.

**Structure, governance and management**

- **Constitution**

The Academy Trust is a charitable company limited by guarantee and an exempt charity.

The charitable company's Memorandum and Articles of Association and Funding Agreement are the primary governing documents of the Academy Trust..

The Trustees of Bushey St James Trust are also the directors of the charitable company for the purpose of company law.

The charitable company is incorporated as Bushey St James Trust Ltd.

Details of the Trustees who served during the year are included in the Reference and administrative details on page 1.

The Academy Trust was incorporated on 3 January 2012 and commenced trading on that date.

- **Members' liability**

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

- **Method of recruitment and appointment or election of Trustees**

The management of the Academy Trust is the responsibility of the Trustees who are elected and co-opted under the terms of the Articles of Association.

The Academy's Board of Trustees is subject to retirement by rotation. Trustees are eligible for re-election at the meeting at which they retire. The Trustees to retire are those who have served the longest in office since their appointment or re-election. New Trustees are recruited in accordance with the Articles of Association and 'A Guide to the Law for School Trustees.' The term of office for any Trustee is 4 years, although this time limit does not apply to the Headteachers.

---

**BUSHEY ST JAMES TRUST**  
**(A company limited by guarantee)**

---

**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2016**

---

• **Policies and procedures adopted for the induction and training of Trustees**

Bushey Meads and Little Reddings under Bushey St James Trust continue to procure Trustee Support services provided by Hertfordshire County Council, the local education authority. Additional training is provided as required based on individual or collective need. External advice and support is commissioned where necessary.

• **Pay policy for key management personnel**

The Pay Review Committee is authorised by the Trust Board to determine all matters relating to pay and related performance of staff, to establish a whole school pay policy for adoption by the governing Body and to monitor and review the pay policy as necessary. The Pay Review Committee has delegated powers to:

- Ensure that Performance Management, Pay Policy and Staff Absence Policies are appropriately reviewed and statutorily compliant;
- Take all decisions relating to pay in accordance with the approved pay policy
- Ensure the Academy is adhering to correct procedures in terms of performance management and to award pay progression of the Executive Principal, Headteacher and Senior Leadership team
- Review staff absence policy procedure and receive reports on long term and persistent absence issues
- Appoint an external advisor for the Executive Principals'/Headteachers performance management
- Review the organisational structure of the school on an annual basis and recommend the annual pay budget, including pay progression to the Governing body
- Ensure that pay decisions are fair and equitable

---

**BUSHEY ST JAMES TRUST**  
**(A company limited by guarantee)**

---

**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2016**

---

• **Organisational structure**

The structure of the Trust consists of four levels:

1. The Members: are responsible for final approval of any amendment to any constitutional aspect of the Trust's activities and also they form the quorum whenever there is a vote required upon the business being transacted at any meeting.
2. The Directors/Trustees (The Executive Trust Board) who include the Executive Principal of the schools within the Academy: are responsible for setting the Trust's priorities, adopting the budget, monitoring performance against these plans and making major decisions about the direction of the Trust.
3. The Local Governing Bodies (LGB) of Bushey Meads School and Little Reddings Primary School have their own terms of reference detailing the responsibilities discharged to each sub-committee of the LGB; to the Headteachers and Senior Leadership Teams.
4. The Senior Leadership Teams of Bushey Meads School and Little Reddings Primary School

The Board of Trustees is responsible for setting the Trust's priorities, adopting the budget, monitoring performance against these plans and making major decisions about the direction of the Trust.

The Headteacher and Senior Leadership Team of each School controls the School at an executive level, implementing the policies set by the Board of Trustees and reporting back to them.

The Board of Trustees has established two Local Governing Bodies (LGB), one for each School within the Trust. Each committee has its own terms of reference detailing the responsibilities discharged to the sub-committee, to the Headteachers (The Accounting Officer), and to the Senior Leadership Team. The terms of reference and meeting frequency for each sub-committee is reviewed and approved by the Board of Trustees annually. The Board of Trustees approves the Academy's Schedule of Financial Delegation annually.

The sub-committees of the LGB at Bushey Meads are:

- Teaching and Learning
- Student Achievement
- Finance and Resources (which is a joint committee across both schools in the Trust)

Groups of Trustees may be formally organised outside of the sub-committee structure to support the Academy as required, to consider:

- Headteacher, Deputy Headteacher and Assistant Headteacher recruitment
- Performance appraisal of the Executive Principal
- Pupil behaviour and discipline
- Staff conduct and discipline
- Complaints
- Significant areas of change management, (i.e. Academy status and the new curriculum)

The sub-committees of the LGB at Little Reddings are:

- Teaching and Learning
- Pupil Progress
- Finance and Resources (which is a joint committee across both schools in the Trust)

Groups of Trustees may be formally organised outside of the sub-committee structure to support the Academy as required, to consider:

---

**BUSHEY ST JAMES TRUST**  
**(A company limited by guarantee)**

---

**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2016**

---

- Admissions
- Performance appraisal of the Headteacher
- Pupil behaviour and discipline
- Staff conduct and discipline
- Complaints
- Significant areas of change management, (i.e. Academy status and the new curriculum)

**Objectives and Activities**

• **Objects and aims**

As described, the object of Bushey St James Trust is set out in the Company's Articles of Association namely "to advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing by establishing, maintaining and carrying on, managing and developing a school offering a broad and balanced curriculum".

The Board of Trustees continues to set the Academy's strategic aims through the School's improvement plan. These aims are monitored closely by the Governing Bodies and reported to the Board of Trustees by way of Executive Principal, Headteacher, Senior Team Reports and through the work of the sub committees.

The aims and objectives for the Academy Trust are derived from the Trust's mission statement which is 'Working to build a cohesive learning community which supports the best educational outcomes for all members.'

At the heart of the Trust is the desire to collaborate effectively and enable the two schools to build on their success and improve their performance, drawing on the experience of all staff across the Trust.

There is a shared vision to develop first class provision between the two phases and to:

- a) aim for excellence in all we do;
- b) provide students with the best possible start for their futures;
- c) nurture greater integration and community cohesion;
- d) provide a programme of high quality continuing professional development and training for all staff to underpin and sustain improvements in teaching and learning;
- e) emphasize to students the traditional values of self-discipline, responsibility, respect, trust and cooperation.

The Bushey St James Trust values, underpinning the work of the Trust, aim to:

- deliver educational excellence
- ensure all children exceed expectations
- prepare young people for the future
- ensure that the Trust enhances the local community
- ensure that the schools within the Trust are happy, safe and inclusive
- support families to encourage aspiration
- act with responsibility, accountability and transparency
- create a seamless educational experience
- encourage independence and creativity
- inspire, nurture and empower all staff who work within the Trust



---

**BUSHEY ST JAMES TRUST**  
**(A company limited by guarantee)**

---

**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2016**

---

• **Objectives, strategies and activities**

The key objectives for 2016-2017 are:

- Progress 8 Score +0.2\*
- Attainment 8 Score 53
- 91% (L4+) 75% (L5+) of students achieve A\*- C in GCSE English\*
- 92% (L4+) 80% (L5+) of students achieve A\*- C in GCSE Maths\*
- 88% (L4+) 70% (L5+) of students achieve A\*-C in GCSE English & Maths\*
- 11% of students achieve the English Baccalaureate
- To ensure that the performance of the school's children on free school meals, including those in care, continues to improve compared to results in previous years
- Average Point Score per entry at A2 is 36.0
- Average Point Score per student at A2 is 105.9
- A level Value Added Score improves in 2016.7
- 53% A\*- B grades at A2
- 95% A\* - C grades at A2
- 100% pass rate at A2 (A\* - E grades)
- Attendance target is 96%\*

All objectives are FFT20 targets and regarded as particularly challenging targets. \* Denotes main essential aspirational objectives and the others are seen as desirable.

Little Reddings School:

- at least 65% of pupils meet the expected standard in English reading
- at least 65% of pupils meet the expected standard in English writing
- at least 65% of pupils meet the expected standard in mathematics
- Attendance target is 96%

---

**BUSHEY ST JAMES TRUST**  
(A company limited by guarantee)

---

**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2016**

---

• **Activities for achieving objectives**

**Bushey Meads School**

In September 2015 the school was inspected by Ofsted under the new rigorous framework (from September 2015) and was recognised as being a good school. The final report outlined the major improvements made in the last year and identified the now clear strengths of the school which included transformational changes made in the previous 12 months prior to the inspection and strongly raised expectations.

The report emphasised the weekly focus of assembly and form times as contributing to a strong sense of purpose in lessons and other activities, clearer roles for senior and middle leaders, wider responsibilities for students and staff knowing their subjects well and being keen to learn from one another. It recognised that the new curriculum is proving interesting and relevant to students' needs, parents being supportive of the school and their child's learning and the fact that standards had risen this year in a wide range of subjects.

Stating that effective leadership of teaching, learning and assessment is helping to raise standards, improved teaching throughout the past year has helped to accelerate students' progress and the fact that students are receiving better feedback and marking from their different teachers since the last inspection was another pleasing aspect of the report. The report also highlighted that staff are very positive about working at the school.

Ofsted also strongly recognised the role that leaders and governors are playing in quite rightly expecting more of students' achievement and indeed having a clearer picture of teachers' strengths and areas that need developing. The report stated that they have made firm decisions when managing teachers' performance to make sure that students are well taught. Overall the report reflects the consistently high level of expectations at the school and the determination and hard work of students, parents, staff, Governors and Trustees that have led to improved provision and outcomes.

Over the last 12 months since the inspection, the school has continued to improve across all areas and has built upon the very strong foundation identified in the Ofsted report. Recent results at Post 16 which have been the best the school has seen at this level for six years have indicated that the school is outstanding in this area – delivering high added value of 0.28 indicating that on average every single A level entry is nearly 1/3rd of a grade higher than the student's predicted grades.

Vocational results are even more impressive; achieving 1.11 means that every student studying one of these exciting courses achieved more than 1 grade higher than their predicted grade.

Based on last year's nationally published statistics the BMS Sixth Form has outperformed every school in the South West Herts area. For some faculties the results were even more impressive and our outstanding Maths Faculty achieved a value added score of 1.45 meaning that on average every single student achieved grades that were between 1 and 2 grades higher than their predictions

**Little Reddings School**

In November 2014, the school was inspected by Ofsted and found to be 'requires improvement'. At the time this matched with the recently appointed Headteacher's and HCC's view of the school. A detailed Post Ofsted action plan was put in place and during the last year HMI and HCC visits have confirmed that the school is moving forward well to becoming a 'good' school.

In November 2016 the school was reinspected and achieved a rating of Good.

---

**BUSHEY ST JAMES TRUST**  
**(A company limited by guarantee)**

---

**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2016**

---

- **Main activities undertaken to further the charity's purposes for the public benefit**

The Trustees confirm that they have complied with their duty in Section 17 of the Charities Act 2011 to have due regards to public benefit guidance published by the Charity Commission for England and Wales. The Trustees consider that the Academy's aims are demonstrably to the public benefit.

**Achievements and performance**

- **Key financial performance indicators**

The Trustees use certain high level key performance indicators to monitor the overall financial positions of the Trust.

Staff costs as a percentage of GAG income

Bushey Meads School: 87% (2015 - 87%)

Little Reddings Primary School: 79% (2015 - 85%)

Sixth Form pupil numbers

Bushey Meads School: 190 (2015 - 185)

Ofsted and other external accreditation

Bushey Meads School: In September 2015 the school was inspected by Ofsted under the new rigorous framework (from September 2015) and was recognised as being a good school. The final report outlined the major improvements made in the last year and identified the now clear strengths of the school which included transformational changes made in the previous 12 months prior to the inspection and strongly raised expectations.

Little Reddings Primary School: In November 2014 the school was inspected by Ofsted and found to be 'requires improvement'. At the time this matched with the recently appointed Headteacher's and HCC's view of the school. A detailed Post Ofsted action plan was put in place and during the last year HMI and HCC visits have confirmed that the school is moving forward well to becoming a 'good' school. In November 2016 the school was reinspected and achieved a rating of Good.

---

**BUSHEY ST JAMES TRUST**  
(A company limited by guarantee)

---

**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2016**

---

• **Review of activities**

The Academy is committed to continual improvement which is achieved in a number of ways including: improvement planning, review meetings, continual professional development, lesson observations, performance management, learning walks, self-evaluation, data analysis and action planning.

The information below provides a summary of the Bushey Meads' performance in 2016 examination season:

Summary of GCSE examination results

- 5A\*-C including English and Maths: 69% (2015 - 60%)
- 5A\*-C any subject: 77% (2015 - 74%)
- 2A\*-C in Science: 60% (2015 - 68%)
- English Baccalaureate: 34% (2015 - 36%)
- English A\*- C: 81% (2015 - 71%)
- Expected progress in English: 81% (2015 - 64%)
- Maths A\*-C: 74% (2015 - 72%)
- Expected progress in Maths: 75% (2015 - 69%)
- Capped Points Score (best 8): 338.8 (2015 - 328.1)

Summary of A level examination results

- 3 A Levels A\* - E: 77% (2015 - 62%)
- 2 A Levels A\* - E: 94% (2015 - 90%)
- AAB in Facilitating Subjects: 24% (2015 - 1%)
- Average Point Score per Student: 736.4 (2015 - 658.4)
- Average Point Score per Entry: 207.9 (2015 - 195.3)

The information below provides a summary of the Little Reddings' performance in 2016:

Summary of KS1 results (% age related expectations)

- Reading: 54%
- Writing: 42%
- Maths: 50%

Summary of KS2 results (% age related expectations)

- Reading: 66%
- Writing: 23%
- Maths: 48%

• **Investment policy and performance**

Investment vehicles are approved by the Board of Trustees with the support of expert advice as necessary. The Academy has invested £700,000 in a fixed term deposit account at Lloyds Bank Plc. This is a low risk short term investment. The objective of this account is to hold the Academy's reserve at low risk.

The Academy does not have any endowment funds.

---

**BUSHEY ST JAMES TRUST**  
**(A company limited by guarantee)**

---

**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2016**

---

**Financial review**

- **Going concern**

After making appropriate enquiries, the board of trustees has a reasonable expectation that the Academy Trust has adequate resources to continue in operational existence for the foreseeable future. For this reason 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 Accounting Policies.

- **Financial 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, including external insurance.

The Board of Trustees has a comprehensive risk management process to identify and monitor the risks faced by the Academy.

The financial risks considered include: economic / financial uncertainty, liquidity and solvency, credit risk, the risk of fraud and compliance with financial / statutory requirements.

The valuation of the defined benefit pension scheme is a liability of £3,182,000 (2015 - £1,928,000) which is included in the Academy's reserves.

- **Principal risks and uncertainties**

The Board of Trustees has a comprehensive risk management process to identify and monitor the risks faced by the Academy. The principal risks identified include governance, statutory compliance, finance, insurance, attainment, attendance, behaviour, health and safety, organisation, operations, safeguarding, reputation, HR and ICT. A risk rating mechanism is in place with greater emphasis directed towards those identified higher risk areas.

The Board of Trustees has considered the major risks to which the Schools are exposed, in particular those relating to governance, finance, insurance, attainment, attendance, behaviour, health and safety, organisation, operations, safeguarding, reputation, HR and ICT.

The Board of Trustees have implemented a number of systems to assess and reduce risks that the Schools face, especially in operational areas in relation to teaching, health and safety (including school trips and the schools' minibuses), behaviour management, and in relation to the control of finances. They have introduced policies and systems for the recruitment, selection and vetting of new staff, continual professional development of staff, child protection, supervision of students around the School site and internal financial controls to minimise financial risk. Adequate insurance has been arranged where significant financial risk remains. The Academy has an effective system of internal financial control as explained in the Statement on Internal Control.

---

**BUSHEY ST JAMES TRUST**  
**(A company limited by guarantee)**

---

**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2016**

---

• **Reserves policy**

The Board of Trustees reviews the Academy's Reserve Policy annually. The Board of Trustees have determined that the appropriate level of free reserves should be the equivalent to £530,000 which represents one months gross salary costs.

The reason for this reserve is to provide sufficient working capital and to provide a cushion to deal with unexpected emergencies. In future years capital maintenance and development projects may be considered in the reserves policy review.

The Academy's free reserves as at 31 August 2016 were £1,344,393 (2015 - £1,354,235)

---

**BUSHEY ST JAMES TRUST**  
(A company limited by guarantee)

---

**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2016**

---

• **Principal funding**

The Academy received income into its Unrestricted Fund, Restricted General Funds and Fixed Asset Fund during 1 September to 31 August 2016.

**Restricted General Fund**

The majority of the Academy's income was received through Education Funding Agency (EFA) recurrent revenue grants into the Restricted General Fund, the use of which is restricted to the Academy's charitable activities, its educational operations. These revenue grants, and the associated revenue expenditure made against them, are detailed in the Statement of Financial Activities (SOFA). General Restricted Fund income for the year was £7,830,247 (2015 - £7,700,577), expenditure against the fund was £7,686,194 (2015 - £7,659,285) giving a restricted revenue surplus of £144,053 (2015 - £41,292) before transfers to the Restricted Fixed Asset Fund.

**Unrestricted Funds**

Income received into the Unrestricted Fund was £626,310 (2015 - £583,345). Expenditure against the fund was £636,152 (2015 - £586,627) for the year, giving an Unrestricted Fund carried forward of £1,344,393 (2015 - £1,354,235).

**Restricted Fixed Asset (Capital) Fund**

The Restricted Fixed Asset Fund balance is reduced by an annual depreciation charge over the expected useful life of the assets concerned in line with the Academy's depreciation policy. Income received into the fund was Academies Capital Maintenance Funding, Formula Capital Funding, and Capital Improvement Fund totalling £1,404,928 (2015 - £157,455).

In addition, £587,350 has been received towards the school expansion project - a scheme to which the Trustees had already set aside a reserve of £250,000. This reserve is included within the restricted fixed asset fund.

The SOFA details a £16,155,866 (2015 - £14,505,108) Restricted Fixed Asset Fund year end balance after transfers between funds.

**Summary of Financial Performance**

Total fund balance as at 31 August 2016 was £14,442,817 (2015 - £14,068,170) comprised of £1,344,393, £124,558 and £16,155,866 in Unrestricted, Restricted General and Restricted Fixed Asset Funds respectively excluding the Restricted Pension Reserve deficit of £3,182,000.

The Academy's assets were predominantly used for providing education to school students. Some assets were used by the local community, predominantly for sports, as part of the School's sports focus and strategic aims to promote health, pathways into the community and work, and community cohesion.

The net book value of the Academy's tangible fixed assets was £15,144,215 as at 31 August 2016. The movement in this account is detailed in note 16.

Cash in hand at 31 August 2016 was £2,545,776.

---

**BUSHEY ST JAMES TRUST**  
(A company limited by guarantee)

---

**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 AUGUST 2016**

---

**Plans for future periods**

• **Future developments**

Bushey St James Trust strives to continually improve levels of attainment for all students, equipping them with the qualifications, skills and character to follow their chosen pathway, whether it be into further and higher education or employment.

The curriculum, the quality of teaching and learning and informed interventions are consistently reviewed to help every child achieve their full potential.

The Trust believes that developing the whole child is critical to improving levels of attainment and in developing broader skills and character that will develop students' commitment to lifelong learning and enrich their quality of life. To this extent, the Trust strives to provide exceptional behaviour and attendance management support to its students and to offer a broad range of extra-curricular activities.

Bushey Meads School has been approved by Hertfordshire County Council (HCC) to expand its admission number by 30 places. This is due to an increase in the school age population in the Watford area. This took place in September 2016. HCC commissioned a report on the Bushey Meads School site and recommended areas requiring expansion. Bushey Meads commissioned its own report and conducted its own internal review of capacity, which it was agreed were feasible.

A grant of £3.55 million has been allocated for this expansion. Planning permission has now been granted for Phase 1 works, this will give the Academy an additional three classrooms and 51 parking spaces. Building works commenced in March 2016 and were completed in October 2016. Further funds of 0.5 million have been made available to see through Phase 2 which will provide additional extensions to a number of existing buildings including music, English, the Sixth Form Centre and Languages

**Funds held as custodian**

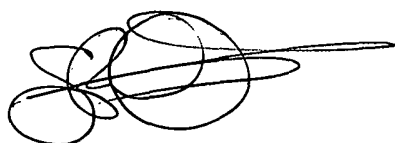
Neither Bushey St James Trust Ltd nor the Board of Trustees are acting as third party custodial Trustees.

**Disclosure of information to auditor**

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

This report was approved by order of the board of trustees as the company directors, on 8 December 2016 and signed on its behalf by:



**Samuel Russell**  
Chair of the Board of Trustees



**Jeremy Turner**  
Accounting Officer and Executive Principal



---

**BUSHEY ST JAMES TRUST**  
**(A company limited by guarantee)**

---

**GOVERNANCE STATEMENT**

---

**Scope of Responsibility**

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

The board of trustees has delegated the day-to-day responsibility to the Executive Principal of Bushey Meads School, 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 Bushey St James Trust and the Secretary of State for Education. They are also responsible for reporting to the board of trustees any material weaknesses or breakdowns in internal control.

**Governance**

The information on governance included here supplements that described in the Trustees' report and in the Statement of Trustees' responsibilities. The board of trustees has formally met 3 times during the year. Attendance during the year at meetings of the board of trustees was as follows:

Trustee	Meetings attended	Out of a possible
Jeremy Turner	3	3
Samuel Russell, Chair of Trustees	3	3
Jonathan Davies	2	3
Dinah Hoeksma	2	3
Richard Abrahams	2	3
Reverend David Poultney, Vice Chair	2	3
Carol Raymond	0	3

The Finance and Human Resource Committee responsibilities of the Trust are controlled by the Board of Trustees, through each School's Local Governing Body.

Attendance at meetings in the year was as follows:

Bushey Meads School	Meetings attended	Out of a possible
Jeremy Turner	4	5
John Hastie	3	5
Di Hoeksma	3	5
Richard Abrahams	1	5
Macdonald Frederick	4	5
Ian Gibson	2	5
Ruth Levy	1	5
Koulla Fisher	3	3
Hilary Morawska	2	3
Little Reddings Primary School		
Carly Simmonds	6	6
Jeremy Turner	6	6
John Hastie	6	6
Sebastian Gray	5	6

---

**BUSHEY ST JAMES TRUST**  
**(A company limited by guarantee)**

---

**GOVERNANCE STATEMENT (continued)**

---

**Review of Value for money**

As Accounting Officer, the Executive Principal of Bushey Meads School has responsibility for ensuring that the Academy Trust delivers good value in the use of public resources. The Accounting Officer understands that value for money refers to the educational and wider societal outcomes achieved in return for the taxpayer resources received.

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

The school has continued to work hard throughout the previous academic year to ensure that best value is achieved through educational outcomes improving with the same resources. This has centred around a number of key areas including a continued review of the school curriculum to ensure that more students are offered and placed on courses of their choice throughout Key Stages 3, 4 and 5. This has complimented the increased time which has been provided for English and Maths provision within the school to drive up standards in these areas and, with English in particular, underpin improvements across all subjects.

Staff timetables have again been reviewed and the school has ensured that all staff are teaching appropriate loadings and there is little 'slack' on the timetable – particularly at Key Stage 5. Where staff have left the school they have not simply been replaced on a 'like for like' basis but the school has reviewed both efficiencies and need in all cases.

In addition clear and efficient roles and responsibilities of all senior leaders and further streamlining of the way they interface with the Governing Body and Trust Board has been implemented. Clear job descriptions and person specifications are being rolled out to all new posts in the school.

Greater efficiencies of practice have been sort in all areas of school life and this has been most notable in a reorganisation of the senior leadership team in the school to increase capacity and flexibility, encourage a greater sharing of good practice and provide a sustainable leadership model moving forward.

An increased emphasis on marketing and recruitment to the Sixth Form was undertaken and the numbers of students joining or staying on at the school at this level has increased by 30 students overall. There has also been a more flexible approach to ensuring access to IT – thus increasing efficiency and best value in this area for all students.

Space around the school has been continually reviewed and improved; the Sixth Form Centre, BSJT Main Office, Executive Principal's and other new offices have been provided in key areas of the school. Learning Support is another area of the school that have been enhanced at minimal cost.

A major refurbishment of the school's main hall was completed and this space is now used as a state of the art performance venue and also doubles up as a dance teaching space. A major CIF bid was placed with the DfE last year and resulted in £1.4 million pounds of funding being made available to the school to refurbish the buildings at Bushey Meads in terms of replacing windows and insulating and cladding all concrete panelled external walls. This project is part way through completion and will undoubtedly ensure major cost savings over time in terms of minimising heat loss and increasing energy efficiency, as well as providing a much smarter and more fit for purpose learning environment.

Each School's local Governing Body and the Trust Board have strong oversight of the financial management of the budget. The Joint Finance and Resources Committee meet regularly to review the financial position, to receive reports and to challenge decisions. Our external auditors review our financial processes and mid-year completed a supplementary work audit focusing on the interaction between HR and Payroll across the Trust.

---

**BUSHEY ST JAMES TRUST**  
**(A company limited by guarantee)**

---

**GOVERNANCE STATEMENT (continued)**

---

The levels of delegation on spending proposals ensure we take the necessary steps to achieve best value. The local full Governing Body recommends the budget for approval by the Trust Board each year and is mindful of the need to balance expenditure against income to ensure their school has a sustainable future.

The Central Finance team are always striving to find Best Value in purchasing and with an enhanced "buying power" across the Trust has made some notable savings; together with the opportunity to make easy comparison on suppliers and service.

**Next Steps:** To further develop the centralising of support services and improve systems to improve effectiveness and efficiencies of scale.

**The Purpose of the System of Internal Control**

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of Academy Trust policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in Bushey St James Trust for the year 1 September 2015 to 31 August 2016 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 ongoing process for identifying, evaluating and managing the Academy Trust's significant risks, that has been in place for the year 1 September 2015 to 31 August 2016 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the board of trustees.

**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 Resources Committee of reports which indicate financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes;
- setting targets to measure financial and other performance;
- clearly defined purchasing (asset purchase or capital investment) guidelines.
- delegation of authority and segregation of duties;
- identification and management of risks.

The board of trustees has considered the need for a specific internal audit function and has decided not to appoint an internal auditor. However, the Trustees have appointed Crowe Clark Whitehill LLP, the external auditor, to perform additional checks.

The auditor's role includes giving advice on financial matters and performing a range of checks on the Academy Trust's financial systems. On an annual basis, the auditor reports to the board of trustees on the operation of the systems of control and on the discharge of the board of trustees' financial responsibilities.

This years focus was on the interaction between HR and payroll across the Trust. The findings in the report did

---

**BUSHEY ST JAMES TRUST**  
**(A company limited by guarantee)**

---

**GOVERNANCE STATEMENT (continued)**

---

not result in any material recommendations being made.

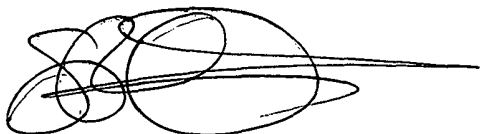
**Review of Effectiveness**

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

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

The Accounting Officer has been advised of the implications of the result of their review of the system of internal control by the Finance and Human Resource Committee and a plan to address weaknesses and ensure continuous improvement of the system is in place.

Approved by order of the members of the board of trustees on 8 December 2016 and signed on their behalf, by:



**Samuel Russell**  
**Chair of the Board of Trustees**



**Jeremy Turner**  
**Accounting Officer and Executive Principal**

---

**BUSHEY ST JAMES TRUST**  
**(A company limited by guarantee)**

---

---

**STATEMENT ON REGULARITY, PROPRIETY AND COMPLIANCE**

---

As Accounting Officer of Bushey St James Trust I have considered my responsibility to notify the academy trust board of trustees and the Education Funding Agency of material irregularity, impropriety and non-compliance with EFA terms and conditions of funding, under the funding agreement in place between the academy trust and the Secretary of State for Education. As part of my consideration I have had due regard to the requirements of the Academies Financial Handbook 2015.

I confirm that I and the academy trust board of trustees are able to identify any material irregular or improper use of funds by the academy trust, or material non-compliance with the terms and conditions of funding under the academy trust's funding agreement and the Academies Financial Handbook 2015.

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



**Jeremy Turner**  
**Accounting Officer and Executive Principal**

Date: 8 December 2016

---

**BUSHEY ST JAMES TRUST**  
**(A company limited by guarantee)**

---

**STATEMENT OF TRUSTEES' RESPONSIBILITIES**  
**FOR THE YEAR ENDED 31 AUGUST 2016**

---

The Trustees (who act as governors of Bushey St James Trust and are also the directors of the charitable company 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 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 charitable company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

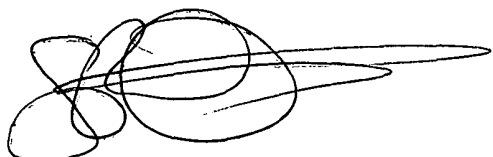
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP 2015 and the Academies' Accounts Direction 2015 to 2016;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

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

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

Approved by order of the members of the board of trustees on 8 December 2016 and signed on its behalf by:



**Samuel Russell**  
**Chair of the Board of Trustees**

---

**BUSHEY ST JAMES TRUST**  
**(A company limited by guarantee)**

---

**INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF  
BUSHEY ST JAMES TRUST**

---

We have audited the financial statements of Bushey St James Trust for the year ended 31 August 2016 which comprise the Statement of financial activities incorporating income and expenditure account, the Balance sheet, the Statement of cash flows and the related notes. The financial reporting framework that has been applied in their preparation is applicable law, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Academies Accounts Direction 2015 to 2016 issued by the Education Funding Agency.

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 its members, as a body, for our audit work, for this report, or for the opinion we have formed.

**Respective responsibilities of Trustees and auditor**

As explained more fully in the Statement of Trustees' responsibilities, the Trustees (who are also the directors of the Academy Trust for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

**Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the Academy Trust's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Trustees' report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

---

**BUSHEY ST JAMES TRUST**  
(A company limited by guarantee)

---

**INDEPENDENT AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS TO THE MEMBERS OF  
BUSHEY ST JAMES TRUST**

---

**Opinion on financial statements**

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 2016 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities SORP 2015 and the Academies Accounts Direction 2015 to 2016 issued by the Education Funding Agency.

**Opinion on other matter prescribed by the Companies Act 2006**

In our opinion the information given in the Trustees' report, incorporating the Strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements.

**Matters on which we are required to report by exception**

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

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



Guy Biggin (Senior statutory auditor)

for and on behalf of

**Crowe Clark Whitehill LLP**

Statutory Auditor

Carrick House  
Lypiatt Road  
Cheltenham  
GL50 2QJ

13 December 2016



---

**BUSHEY ST JAMES TRUST**  
(A company limited by guarantee)

---

**INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO BUSHEY ST JAMES TRUST AND THE EDUCATION FUNDING AGENCY**

---

In accordance with the terms of our engagement letter dated 25 January 2012 and further to the requirements of the Education Funding Agency (EFA) as included in the Academies Accounts Direction 2015 to 2016, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by Bushey St James Trust during the year 1 September 2015 to 31 August 2016 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 Bushey St James Trust and the EFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to Bushey St James Trust and the EFA 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 Bushey St James Trust and the EFA, for our work, for this report, or for the conclusion we have formed.

**Respective responsibilities of Bushey St James Trust's accounting officer and the reporting accountant**

The accounting officer is responsible, under the requirements of Bushey St James Trust's funding agreement with the Secretary of State for Education dated 23 November 2011, and the Academies Financial Handbook extant from 1 September 2015, 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 2015 to 2016. We report to you whether anything has come to our attention in carrying out our work which suggests that in all material respects, expenditure disbursed and income received during the year 1 September 2015 to 31 August 2016 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 2015 to 2016 issued by the EFA. We performed a limited assurance engagement as defined in our engagement letter.

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

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

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

**INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO BUSHEY ST  
JAMES TRUST AND THE EDUCATION FUNDING AGENCY (continued)**

---

**Conclusion**

In the course of our work, nothing has come to our attention which suggests that in all material respects the expenditure disbursed and income received during the year 1 September 2015 to 31 August 2016 have not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.



**Crowe Clark Whitehill LLP**

Statutory Auditor

Carrick House  
Lypiatt Road  
Cheltenham  
GL50 2QJ

13 December 2016

**BUSHEY ST JAMES TRUST**  
(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES INCORPORATING INCOME AND EXPENDITURE ACCOUNT  
FOR THE YEAR ENDED 31 AUGUST 2016**

	Note	Unrestricted funds 2016 £	Restricted funds 2016 £	Restricted fixed asset funds 2016 £	Total funds 2016 £	Total funds 2015 £
<b>Income from:</b>						
Donations and capital grants	3	6,201	-	1,992,278	1,998,479	157,455
Charitable activities	4	342,280	7,830,247	-	8,172,527	8,018,766
Other trading activities	5	267,667	-	-	267,667	223,307
Investments	6	10,162	-	-	10,162	11,472
<b>Total income</b>		<b>626,310</b>	<b>7,830,247</b>	<b>1,992,278</b>	<b>10,448,835</b>	<b>8,411,000</b>
<b>Expenditure on:</b>						
Raising funds		338,085	-	-	338,085	324,359
Charitable activities		298,067	7,686,194	569,842	8,554,103	8,352,430
<b>Total expenditure</b>	7	<b>636,152</b>	<b>7,686,194</b>	<b>569,842</b>	<b>8,892,188</b>	<b>8,676,789</b>
<b>Net income / (expenditure) before transfers</b>		<b>(9,842)</b>	<b>144,053</b>	<b>1,422,436</b>	<b>1,556,647</b>	<b>(265,789)</b>
Transfers between Funds	21	-	(228,322)	228,322	-	-
<b>Net income / (expenditure) before other recognised gains and losses</b>		<b>(9,842)</b>	<b>(84,269)</b>	<b>1,650,758</b>	<b>1,556,647</b>	<b>(265,789)</b>
Other recognised losses		-	(1,182,000)	-	(1,182,000)	(41,000)
<b>Net movement in funds</b>		<b>(9,842)</b>	<b>(1,266,269)</b>	<b>1,650,758</b>	<b>374,647</b>	<b>(306,789)</b>
<b>Reconciliation of funds:</b>						
Total funds brought forward		1,354,235	(1,791,173)	14,505,108	14,068,170	14,374,959
<b>Total funds carried forward</b>		<b>1,344,393</b>	<b>(3,057,442)</b>	<b>16,155,866</b>	<b>14,442,817</b>	<b>14,068,170</b>

The notes on pages 29 to 51 form part of these financial statements.

**BUSHEY ST JAMES TRUST**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 07895684**

**BALANCE SHEET**  
**AS AT 31 AUGUST 2016**

	Note	£	2016 £	£	2015 £
<b>Fixed assets</b>					
Tangible assets	16		15,144,215		14,372,717
<b>Current assets</b>					
Stocks	17	7,461		7,731	
Debtors	18	1,269,449		360,874	
Cash at bank and in hand		2,545,776		2,104,979	
		<u>3,822,686</u>		<u>2,473,584</u>	
<b>Creditors: amounts falling due within one year</b>	19	<u>(1,109,556)</u>		<u>(633,321)</u>	
<b>Net current assets</b>			<u>2,713,130</u>		<u>1,840,263</u>
<b>Total assets less current liabilities</b>			<u>17,857,345</u>		<u>16,212,980</u>
<b>Creditors: amounts falling due after more than one year</b>	20		<u>(232,528)</u>		<u>(216,810)</u>
<b>Net assets excluding pension scheme liabilities</b>			<u>17,624,817</u>		<u>15,996,170</u>
Defined benefit pension scheme liability	26		<u>(3,182,000)</u>		<u>(1,928,000)</u>
<b>Net assets including pension scheme liabilities</b>			<u><u>14,442,817</u></u>		<u><u>14,068,170</u></u>
<b>Funds of the academy</b>					
<b>Restricted income funds:</b>					
Restricted income funds	21	124,558		136,827	
Restricted fixed asset funds	21	16,155,866		14,505,108	
		<u>16,280,424</u>		<u>14,641,935</u>	
Restricted funds excluding pension liability					
Pension reserve		<u>(3,182,000)</u>		<u>(1,928,000)</u>	
<b>Total restricted income funds</b>			<u>13,098,424</u>		<u>12,713,935</u>
Unrestricted income funds	21		<u>1,344,393</u>		<u>1,354,235</u>
<b>Total funds</b>			<u><u>14,442,817</u></u>		<u><u>14,068,170</u></u>

---

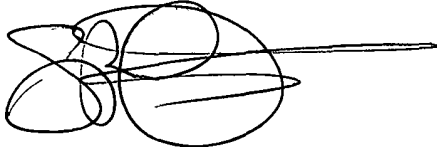
**BUSHEY ST JAMES TRUST**  
**(A company limited by guarantee)**

---

**BALANCE SHEET (continued)**  
**AS AT 31 AUGUST 2016**

---

The financial statements were approved by the Trustees, and authorised for issue, on 8 December 2016 and are signed on their behalf, by:



**Samuel Russell**  
**Chair of the Board of Trustees**



**Jeremy Turner**  
**Accounting Officer and Executive Principal**

The notes on pages 29 to 51 form part of these financial statements.

**BUSHEY ST JAMES TRUST**  
(A company limited by guarantee)

**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 AUGUST 2016**

	Note	2016 £	2015 £
<b>Cash flows from operating activities</b>			
Net cash (used in)/provided by operating activities	23	(220,303)	1,392,371
<b>Cash flows from investing activities:</b>			
Purchase of tangible fixed assets		(1,341,340)	(1,042,832)
Capital grants from DfE/EFA		1,992,278	127,078
<b>Net cash provided by/(used in) investing activities</b>		650,938	(915,754)
Bank interest		10,162	11,472
<b>Net cash provided by financing activities</b>		10,162	11,472
<b>Change in cash and cash equivalents in the year</b>		440,797	488,089
Cash and cash equivalents brought forward		2,104,979	1,616,890
<b>Cash and cash equivalents carried forward</b>	24	2,545,776	2,104,979

---

**BUSHEY ST JAMES TRUST**  
(A company limited by guarantee)

---

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2016**

---

**1. Accounting Policies**

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

**1.1 Basis of preparation of financial statements**

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 2015 to 2016 issued by EFA, the Charities Act 2011 and the Companies Act 2006.

Bushey St James Trust constitutes a public benefit entity as defined by FRS 102.

**First time adoption of FRS 102**

These financial statements are the first financial statements of Bushey St James Trust prepared in accordance with Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (FRS 102) and the Charities SORP 2015 (SORP 2015). The financial statements of Bushey St James Trust for the year ended 31 August 2015 were prepared in accordance with previous Generally Accepted Accounting Practice ('UK GAAP') and SORP 2005.

Some of the FRS 102 recognition, measurement, presentation and disclosure requirements and accounting policy choices differ from previous UK GAAP. Consequently, the Trustees have amended certain accounting policies to comply with FRS 102 and SORP 2015.

Reconciliations to previous UK GAAP for the comparative figures are included in note 31.

**1.2 Fund accounting**

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

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

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

---

**BUSHEY ST JAMES TRUST**  
**(A company limited by guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2016**

---

**1. Accounting Policies (continued)**

**1.3 Income**

All income is recognised once the Academy Trust has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of financial activities incorporating income and expenditure account 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 entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

General Annual Grant is recognised in full in the Statement of financial activities incorporating income and expenditure account 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. 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.

Donations are recognised on a receivable basis where there is certainty of receipt and the amount can be reliably measured.

Other income, including the hire of facilities, is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

**1.4 Expenditure**

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

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Charitable activities and Governance costs 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 inclusive of irrecoverable VAT.



---

**BUSHEY ST JAMES TRUST**  
(A company limited by guarantee)

---

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2016**

---

**1. Accounting Policies (continued)**

**1.5 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 Academy Trust to continue as a going concern. The Trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements and have concluded that the academy trust has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the academy trust's ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements..

**1.6 Tangible fixed assets and depreciation**

All assets costing more than £500 are capitalised.

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

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

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is not charged on freehold land. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Land and buildings	-	2% - 10%
Motor vehicles	-	20%
Fixtures and fittings	-	10% - 33%
Computer equipment	-	20% - 33%
Assets under construction	-	No depreciation charged until the asset is brought into use

**1.7 Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Academy Trust; this is normally upon notification of the interest paid or payable by the Bank.

---

**BUSHEY ST JAMES TRUST**  
(A company limited by guarantee)

---

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2016**

---

**1. Accounting Policies (continued)**

**1.8 Operating leases**

Rentals under operating leases are charged to the Statement of financial activities on a straight line basis over the lease term.

**1.9 Stocks**

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks.

**1.10 Debtors**

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**1.11 Cash at Bank and in hand**

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**1.12 Liabilities and provisions**

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. Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

**1.13 Financial instruments**

The Academy Trust only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

**1.14 Taxation**

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

---

**BUSHEY ST JAMES TRUST**  
(A company limited by guarantee)

---

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2016**

---

**1. Accounting Policies (continued)**

**1.15 Pensions**

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

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the Academy Trust in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. As stated in note 26, 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 incorporating income and expenditure account and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest income on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses.

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

**1.16 Agency arrangements**

The Academy Trust acts as an agent in distributing 16-19 bursary funds from EFA. Payments received from EFA and subsequent disbursements to students are excluded from the Statement of Financial Activities as the Trust does not have control over the charitable application of the funds. The Trust can use up to 5% of the allocation towards its own administrative costs and this is recognised in the Statement of Financial Activities. The funds received and paid and any balances held are disclosed in note 30.

---

**BUSHEY ST JAMES TRUST**  
(A company limited by guarantee)

---

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2016**

---

**1. Accounting Policies (continued)**

**1.17 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 26, 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 2013 has been used by the actuary in valuing the pensions liability at 31 August 2016. 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.

**2. General Annual Grant (GAG)**

Under the funding agreement with the Secretary of State some academies within the academy trust were subject to limits at 31 August 2016 on the amount of GAG that could be carried forward from one year to the next. An amount equal to 12% of GAG could be carried forward, of which up to 2 % could be used for general recurrent purposes, with any balance being available for premises/capital purposes.

No academies within the trust exceeded the limits during the year ended 31 August 2016.

**3. Income from donations and capital grants**

	Unrestricted funds 2016 £	Restricted funds 2016 £	Restricted fixed asset funds 2016 £	Total funds 2016 £	Total funds 2015 £
Donations	6,201	-	-	6,201	30,377
Government grants	-	-	1,992,278	1,992,278	127,078
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Total donations and capital grants	6,201	-	1,992,278	1,998,479	157,455
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>

In 2015, of the total income from donations and capital grants, £30,377 was to unrestricted funds and £127,078 was to restricted funds

**BUSHEY ST JAMES TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2016**

**4. Income from charitable activities**

	Unrestricted funds 2016 £	Restricted funds 2016 £	Total funds 2016 £	Total funds 2015 £
Funding for educational operations	3,897	7,830,247	7,834,144	7,766,213
School trips	223,846	-	223,846	139,020
Other income from charitable activities	114,537	-	114,537	113,533
	<u>342,280</u>	<u>7,830,247</u>	<u>8,172,527</u>	<u>8,018,766</u>

In 2015, of the total income from charitable activities, £318,189 was to unrestricted funds and £7,700,577 was to restricted funds.

**Funding for Academy's educational operations**

	Unrestricted funds 2016 £	Restricted funds 2016 £	Total funds 2016 £	Total funds 2015 £
<b>DfE/EFA grants</b>				
General Annual Grant (GAG)	-	5,805,262	5,805,262	5,833,251
Other DfE/EFA revenue grants	-	1,249,863	1,249,863	1,335,655
	<u>-</u>	<u>7,055,125</u>	<u>7,055,125</u>	<u>7,168,906</u>
<b>Other government grants</b>				
Local Authority grants	-	393,083	393,083	394,888
Other government grants	-	332,039	332,039	136,783
	<u>-</u>	<u>725,122</u>	<u>725,122</u>	<u>531,671</u>
<b>Other funding</b>				
Academy funds	3,897	-	3,897	65,636
School Direct funding	-	50,000	50,000	-
	<u>3,897</u>	<u>50,000</u>	<u>53,897</u>	<u>65,636</u>
	<u>3,897</u>	<u>7,830,247</u>	<u>7,834,144</u>	<u>7,766,213</u>

**BUSHEY ST JAMES TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2016**

**5. Other trading activities**

	Unrestricted funds 2016 £	Restricted funds 2016 £	Total funds 2016 £	Total funds 2015 £
Hire of facilities	32,166	-	32,166	31,808
Trading income	5,445	-	5,445	4,055
Catering	230,056	-	230,056	187,444
	<u>267,667</u>	<u>-</u>	<u>267,667</u>	<u>223,307</u>

In 2015, of the total income from other trading activities, £223,307 was to unrestricted funds and £ NIL was to restricted funds.

**6. Investment income**

	Unrestricted funds 2016 £	Restricted funds 2016 £	Total funds 2016 £	Total funds 2015 £
Investment income	10,162	-	10,162	11,472

In 2015, of the total investment income, £11,472 was to unrestricted funds and £ NIL was to restricted funds.

**7. Expenditure**

	Staff costs 2016 £	Premises 2016 £	Other costs 2016 £	Total 2016 £	Total 2015 £
Expenditure on trading activities	-	-	338,085	338,085	324,359
Funding for education:					
Direct costs	5,544,332	447,652	695,900	6,687,884	6,559,496
Support costs	775,022	-	1,091,197	1,866,219	1,792,934
	<u>6,319,354</u>	<u>447,652</u>	<u>2,125,182</u>	<u>8,892,188</u>	<u>8,676,789</u>

In 2016, of the total expenditure, £62,841 (2015 - £586,627) was to unrestricted funds and £8,256,036 (2015 - £8,090,162) was to restricted funds.

**BUSHEY ST JAMES TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2016**

**8. Expenditure - Analysis of specific expenses**

Included within expenditure are the following transactions:

	Total £	Individual items above £5,000 Amount £	Reason
Fixed asset losses	122,190	122,190	See below

The fixed asset losses are as a result of having to write off costs incurred as part of an expansion project which had to be aborted.

**9. Direct costs**

	Funding for education £	Total 2016 £	Total 2015 £
Educational supplies	419,345	419,345	391,553
Educational activities	24,857	24,857	42,959
Examination fees	105,217	105,217	102,607
Staff development	55,685	55,685	71,811
Other direct costs	370,852	370,852	357,544
Educational consultancy	9,637	9,637	1,378
Wages and salaries	4,109,116	4,109,116	4,176,083
National insurance	361,208	361,208	315,658
Pension cost	784,315	784,315	669,026
Depreciation	447,652	447,652	430,877
	<u>6,687,884</u>	<u>6,687,884</u>	<u>6,559,496</u>

**10. Support costs**

	Funding for education £	Total 2016 £	Total 2015 £
Maintenance of premises and equipment	163,130	163,130	195,620
Cleaning	136,529	136,529	129,950
Rent & rates	25,564	25,564	25,153
Insurance	40,183	40,183	38,752
Security and transport	23,532	23,532	25,649
Professional fees	62,841	62,841	87,294
Other support costs	377,416	377,416	281,696
Recruitment & support	58,175	58,175	40,010
School trips	210,330	210,330	132,015
Wages and salaries	593,692	593,692	669,016
National insurance	43,036	43,036	40,225
Pension cost	131,791	131,791	127,554
	<u>1,866,219</u>	<u>1,866,219</u>	<u>1,792,934</u>

---

**BUSHEY ST JAMES TRUST**  
**(A company limited by guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2016**

---

**10. Support costs (continued)**

During the year ended 31 August 2016, the Academy Trust incurred the following Governance costs:  
£62,841 (2015 - £87,294) included within the table above in respect of Funding for educational operations.

**11. Net incoming resources/(resources expended)**

This is stated after charging:

	2016 £	2015 £
Depreciation of tangible fixed assets:		
- owned by the charity	447,652	430,878
Auditor's remuneration - audit	9,450	9,360
Auditor's remuneration - other services	1,690	1,660
Operating lease rentals	18,742	17,429
	<u>          </u>	<u>          </u>



**BUSHEY ST JAMES TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2016**

**12. Staff costs**

Staff costs were as follows:

	2016 £	2015 £
Wages and salaries	4,702,808	4,845,098
Social security costs	404,244	355,884
Operating costs of defined benefit pension schemes	916,106	796,580
	<u>6,023,158</u>	<u>5,997,562</u>
Supply teacher costs	265,472	271,572
Staff restructuring costs	30,724	10,800
	<u>6,319,354</u>	<u>6,279,934</u>

Staff restructuring costs comprise:

	2016 £	2015 £
Severance payments	<u>30,724</u>	<u>10,800</u>

Included in staff restructuring costs are non-statutory/non contractual severance payments totalling £30,724 (2015 - £10,800). Individually, the payments were: £6,700, £7,500, £7,850 and £8,674 (2015 - £10,800).

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

	2016 No.	2015 No.
Teachers	89	78
Administrative and support	124	112
Management	13	8
	<u>226</u>	<u>198</u>

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

	2016 No.	2015 No.
In the band £60,001 - £70,000	2	2
In the band £70,001 - £80,000	1	1
In the band £90,001 - £100,000	0	1
In the band £110,001 - £200,000	1	0

---

**BUSHEY ST JAMES TRUST**  
**(A company limited by guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2016**

---

Four (2015 - four) of the above employees participated in the Teachers' Pension Scheme. During the year ended 31 August 2016, pension contributions for these members of staff amounted to £47,826 (2015 - £50,220)

The key management personnel of the academy trust comprise the Senior Management Team as detailed on page 1. The total amount of employee benefits (including employer pension contributions) received by key management personnel for their services to the academy trust was £672,414 (2015 - £585,429)

**13. Trustees' remuneration and expenses**

One or more Trustees has been paid remuneration or has received other benefits from an employment with the academy trust. The Principal and other staff Trustees only receive remuneration in respect of services they provide undertaking the roles of principal and other staff members under their contracts of employment, and not in respect of their role as Trustees. The value of Trustees' remuneration and other benefits was as follows:

		2016 £	2015 £
Jeremy Turner	Remuneration	115,000-120,000	115,000-120,000
	Pension contributions paid	15,000-20,000	15,000-20,000

During the year, no Trustees received any reimbursement of expenses (2015 - £NIL).

**14. Central services**

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

- IT support (staff costs, accountancy software)
- Governance costs
- Staff costs relating to site maintenance

The Academy Trust charges for these services on the following basis:

Bushey St James recharges Little Reddings Primary School for an agreed proportion of costs as they are incurred.

The actual amounts charged during the year were as follows:

	2016 £	2015 £
Little Reddings Primary School	<u>49,606</u>	<u>21,480</u>

**BUSHEY ST JAMES TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2016**

**15. Trustees' and Officers' Insurance**

In accordance with normal commercial practice the academy has purchased insurance to protect trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on academy business. The insurance provides cover up to £25,000,000 on any one claim. The cost for the year of specific Trustee and Officer insurance cannot be separately distinguished from the total cost of the schools insurance. The cost of insurance is included in the total insurance costs.

**16. Tangible fixed assets**

	Freehold property £	Motor vehicles £	Fixtures and fittings £	Computer equipment £	Assets under Constructi on £	Total £
<b>Cost</b>						
At 1 September 2015	14,298,951	32,138	558,732	412,741	224,345	15,526,907
Additions	225,000	-	218,069	163,588	734,683	1,341,340
Disposals	-	-	-	-	(122,190)	(122,190)
Transfer between classes	(24,663)	-	-	-	24,663	-
At 31 August 2016	14,499,288	32,138	776,801	576,329	861,501	16,746,057
<b>Depreciation</b>						
At 1 September 2015	881,004	19,284	42,241	211,661	-	1,154,190
Charge for the year	237,468	6,428	68,140	135,616	-	447,652
At 31 August 2016	1,118,472	25,712	110,381	347,277	-	1,601,842
<b>Net book value</b>						
At 31 August 2016	13,380,816	6,426	666,420	229,052	861,501	15,144,215
At 31 August 2015	13,417,947	12,854	516,491	201,080	224,345	14,372,717

Included within fixed assets is recognition of the value of land and buildings transferred to the Academy Trust from its predecessor as a foundation school. The value recognised is in accordance with a formal valuation that took place on 31 August 2012, totalling £12,823,785 and included within this is £3,316,279 of land which is not depreciated.

**17. Stocks**

	2016 £	2015 £
Finished goods and goods for resale	7,461	7,731

**BUSHEY ST JAMES TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2016**

**18. Debtors**

	2016 £	2015 £
Trade debtors	18,223	1,023
Amounts due from HMRC	117,919	112,704
Other debtors	153,848	112,591
Prepayments and accrued income	979,459	134,556
	<u>1,269,449</u>	<u>360,874</u>

**19. Creditors: Amounts falling due within one year**

	2016 £	2015 £
Trade creditors	149,437	3,456
Other taxation and social security	104,512	96,287
Other creditors	140,555	98,447
Accruals and deferred income	715,052	435,131
	<u>1,109,556</u>	<u>633,321</u>

	2016 £	2015 £
<b>Deferred income</b>		
Deferred income at 1 September 2015	151,184	130,769
Resources deferred during the year	170,652	151,184
Amounts released from previous years	(151,184)	(130,769)
Deferred income at 31 August 2016	<u>170,652</u>	<u>151,184</u>

At the balance sheet date, the Academy Trust was holding funds received in advance for school trips, music fees and after school clubs, as well as EFA GAG Rates Relief funding and Devolved Formula capital funding received in advance of the 2016/17 financial year.

Included in other creditors are Salix loans of £46,337 (2015 - £14,454) from the EFA. No interest is charged on this loan.

---

**BUSHEY ST JAMES TRUST**  
(A company limited by guarantee)

---

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2016**

---

**20. Creditors: Amounts falling due after more than one year**

	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
Other creditors	<b><u>232,528</u></b>	<b><u>216,810</u></b>

Creditors include amounts not wholly repayable within 5 years as follows:

	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
Repayable by instalments	<b><u>232,528</u></b>	<b><u>216,810</u></b>

Other creditors due after more than one year relate to Salix loans from the EFA:

- £187,902 repayable over a period of 7 years;
- £44,626 repayable over a period of 8 year

No interest is charged on these loans.

**BUSHEY ST JAMES TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2016**

**21. Statement of funds**

	Brought Forward £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Carried Forward £
<b>Unrestricted funds</b>						
General Funds - all funds	1,354,235	626,310	(636,152)	-	-	1,344,393
<b>Restricted funds</b>						
General Annual Grant (GAG)	136,827	5,472,399	(5,256,346)	(228,322)	-	124,558
Pupil Premium	-	332,863	(332,863)	-	-	-
Other DfE/EFA grants	-	1,249,863	(1,249,863)	-	-	-
Other government grants	-	725,122	(725,122)	-	-	-
School Direct	-	50,000	(50,000)	-	-	-
Pension reserve	(1,928,000)	-	(72,000)	-	(1,182,000)	(3,182,000)
	(1,791,173)	7,830,247	(7,686,194)	(228,322)	(1,182,000)	(3,057,442)
<b>Restricted fixed asset funds</b>						
Donations	12,667,859	-	(447,652)	1,188,005	-	13,408,212
Capital grants	1,704,858	31,145	-	-	-	1,736,003
Expansion project	132,391	587,350	(122,190)	(734,683)	-	(137,132)
Capital Improvement Fund	-	1,373,783	-	(225,000)	-	1,148,783
	14,505,108	1,992,278	(569,842)	228,322	-	16,155,866
<b>Total restricted funds</b>	12,713,935	9,822,525	(8,256,036)	-	(1,182,000)	13,098,424
<b>Total of funds</b>	14,068,170	10,448,835	(8,892,188)	-	(1,182,000)	14,442,817

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

**Restricted General Funds:**

The General Annual Grant is subject to specific expenditure within the Academy's declared objectives. Other DfE/EFA grants relate to Government funding for the provision of education by the Academy and have been fully expended in the year. Funding is repayable if the Academy does not meet all funding requirements.

Under the funding agreement with the Secretary of State, the Academy Trust was subject to a limit on the GAG that it could carry forward at 31 August 2016. This limit was not breached during the year ended 31 August 2016.

---

**BUSHEY ST JAMES TRUST**  
**(A company limited by guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2016**

---

**21. Statement of funds (continued)**

The Local Government Pension Scheme is also included within this fund. Please refer to note 26 for further details regarding this balance.

**Restricted Fixed Asset Funds:**

These funds relate to the land, buildings, and other fixed assets which are owned by the Academy and used in accordance with the charitable objectives.

A fund of £250,000 had been set aside in 2014 for the school expansion project which commenced in January 2015. At the year end this fund was in deficit by £137,132 with further funding due in 2016/17 to cover this deficit.

**Unrestricted Funds:**

Represents income generated by the School (such as lettings and hire of facilities) and any other donations or investment income, which is not restricted for any specific purpose and can be spent as determined by the Governing Body.

Transfers between funds relate to amounts expended on fixed assets from the restricted general fund which have been used for the acquisition of fixed assets during the period.

**Analysis of academies by fund balance**

Fund balances at 31 August 2016 were allocated as follows:

	<b>Total 2016 £</b>	<b>Total 2015 £</b>
Bushey Meads School	1,266,869	1,387,623
Little Reddings Primary School	202,082	103,439
	<hr/>	<hr/>
Total before fixed asset fund and pension reserve	1,468,951	1,491,062
	<hr/>	<hr/>
Restricted fixed asset fund	16,155,866	14,505,108
Pension reserve	(3,182,000)	(1,928,000)
	<hr/>	<hr/>
Total	<u>14,442,817</u>	<u>14,068,170</u>

**BUSHEY ST JAMES TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2016**

**21. Statement of funds (continued)**

**Analysis of academies by cost**

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

	Teaching and educational support staff costs £	Other support staff costs £	Educational supplies £	Other costs excluding depreciation £	Total 2016 £	Total 2015 £
Bushey Meads School	4,231,877	572,261	621,012	1,115,513	6,540,663	6,319,434
Little Reddings Primary School	1,022,762	196,258	399,336	285,517	1,903,873	1,926,477
	<u>5,254,639</u>	<u>768,519</u>	<u>1,020,348</u>	<u>1,401,030</u>	<u>8,444,536</u>	<u>8,245,911</u>

**22. Analysis of net assets between funds**

	Unrestricted funds 2016 £	Restricted funds 2016 £	Restricted fixed asset funds 2016 £	Total funds 2016 £	Total funds 2015 £
Tangible fixed assets	-	-	15,144,214	15,144,214	14,372,717
Current assets	1,344,393	1,466,641	1,011,652	3,822,686	2,473,584
Creditors due within one year	-	(1,109,555)	-	(1,109,555)	(633,321)
Creditors due in more than one year	-	(232,528)	-	(232,528)	(216,810)
Provisions for liabilities and charges	-	(3,182,000)	-	(3,182,000)	(1,928,000)
	<u>1,344,393</u>	<u>(3,057,442)</u>	<u>16,155,866</u>	<u>14,442,817</u>	<u>14,068,170</u>



**BUSHEY ST JAMES TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2016**

**23. Reconciliation of net movement in funds to net cash flow from operating activities**

	2016 £	2015 £
Net income/(expenditure) for the year (as per Statement of financial activities)	1,556,647	(265,789)
<b>Adjustment for:</b>		
Depreciation charges	447,652	430,877
Loss on the sale of fixed assets	122,190	6,304
Decrease in stocks	270	12,770
(Increase)/decrease in debtors	(908,575)	990,162
Increase in creditors	491,953	296,597
Capital grants from DfE and other capital income	(1,992,278)	(127,078)
Defined benefit pension scheme cost less contributions payable	28,000	20,000
Defined benefit pension scheme finance cost	44,000	40,000
Bank interest	(10,162)	(11,472)
<b>Net cash (used in)/provided by operating activities</b>	<b>(220,303)</b>	<b>1,392,371</b>

**24. Analysis of cash and cash equivalents**

	2016 £	2015 £
Cash in hand	2,545,776	2,104,979
<b>Total</b>	<b>2,545,776</b>	<b>2,104,979</b>

**25. Capital commitments**

At 31 August 2016 the Academy Trust had capital commitments as follows:

	2016 £	2015 £
Contracted for but not provided in these financial statements	867,711	86,250

---

**BUSHEY ST JAMES TRUST**  
**(A company limited by guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2016**

---

**26. Pension commitments**

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

The latest actuarial valuation of the TPS related to the period ended 31 March 2012 and of the LGPS 31 March 2013.

Contributions amounting to £64,159 were payable to the schemes at 31 August 2016 (2015 - £62,130) and are included within creditors.

**Teachers' Pension Scheme**

**Introduction**

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pensions Regulations (2010) and, from 1 April 2014, by the Teachers' Pension Scheme Regulations 2014. Membership is automatic for full-time teachers in academies and, from 1 January 2007, automatic for teachers in part-time employment following appointment or a change of contract, although they are able to opt out.

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

**Valuation of the Teachers' Pension Scheme**

Not less than every four years the Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2012 and in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014. The valuation report was published by the Department for Education on 9 June 2014. The key elements of the valuation and subsequent consultation are:

- employer contribution rates set at 16.48% of pensionable pay, including a 0.08% employer administration charge (currently 14.1%)
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £191,500 million, and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £176,600 million giving a notional past service deficit of £14,900 million
- an employer cost cap of 10.9% of pensionable pay will be applied to future valuations
- the assumed real rate of return is 3.0% in excess of prices and 2% in excess of earnings. The rate of real earnings growth is assumed to be 2.75%. The assumed nominal rate of return is 5.06%.

During the previous year the employer contribution rate was 14.1%. The TPS valuation for 2012 determined an employer rate of 16.4%, which was payable from September 2015. The next valuation of the TPS will be as at March 2016, whereupon the employer contribution rate is expected to be reassessed and will be payable from 1 April 2019.

The employer's pension costs paid to TPS in the period amounted to £784,315 (2015 - £738,666).

---

**BUSHEY ST JAMES TRUST**  
(A company limited by guarantee)

---

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2016**

---

**26. Pension commitments (continued)**

A copy of the valuation report and supporting documentation is on the Teachers' Pensions website ([www.teacherspensions.co.uk/news/employers/2014/06/publication-of-the-valuation-report.aspx](http://www.teacherspensions.co.uk/news/employers/2014/06/publication-of-the-valuation-report.aspx)).

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

**Local Government Pension Scheme**

The LGPS is a funded defined benefit scheme, with assets held in separate trustee-administered funds. The total contribution made for the year ended 31 August 2016 was £414,000 (2015 - £381,000), of which employer's contributions totalled £336,000 (2015 - £309,000) and employees' contributions totalled £78,000 (2015 - £72,000). The agreed contribution rates for future years are 19.6% for employers and and from 6.5% to 7.5% for employees depending on salary.

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

	2016	2015
Discount rate for scheme liabilities	2.00 %	3.70 %
Expected return on scheme assets at 31 August	2.00 %	3.70 %
Rate of increase in salaries	3.60 %	4.00 %
Rate of increase for pensions in payment / inflation	2.10 %	2.60 %

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

	2016	2015
Retiring today		
Males	22.3	22.3
Females	24.5	24.5
Retiring in 20 years		
Males	24.3	24.3
Females	26.7	26.7

**BUSHEY ST JAMES TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2016**

**26. Pension commitments (continued)**

The Academy Trust's share of the assets in the scheme was:

	Fair value at 31 August 2016 £	Fair value at 31 August 2015 £
Equities	1,570,000	1,132,000
Government bonds	698,000	493,000
Property	174,000	128,000
Cash	50,000	73,000
Total market value of assets	<u>2,492,000</u>	<u>1,826,000</u>

The actual return on scheme assets was £74,000 (2015 - £58,000).

Movements in the present value of the defined benefit obligation were as follows:

	2016 £	2015 £
Opening defined benefit obligation	3,754,000	3,234,000
Interest cost	146,000	126,000
Contributions by employees	78,000	72,000
Benefits paid	(64,000)	(36,000)
Current service cost	364,000	329,000
Actuarial losses	1,396,000	29,000
Closing defined benefit obligation	<u>5,674,000</u>	<u>3,754,000</u>

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

	2016 £	2015 £
Opening fair value of scheme assets	1,826,000	1,407,000
Contributions by employer	336,000	309,000
Contributions by employees	78,000	72,000
Benefits paid	(64,000)	(36,000)
Interest income	74,000	58,000
Actuarial gains	242,000	16,000
Closing fair value of scheme assets	<u>2,492,000</u>	<u>1,826,000</u>

---

**BUSHEY ST JAMES TRUST**  
(A company limited by guarantee)

---

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2016**

---

**27. Operating lease commitments**

At 31 August 2016 the total of the Academy trust's future minimum lease payments under non-cancellable operating leases was:

	2016 £	2015 £
<b>Amounts payable:</b>		
Within 1 year	11,944	18,742
Between 1 and 5 years	2,261	14,205
<b>Total</b>	<b>14,205</b>	<b>32,947</b>

**28. 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.

**29. Related party transactions**

Owing to the nature of the Academy Trust's operations and the composition of the board of trustees being drawn from local public and private sector organisations, transactions may take place with organisations in which the trust has an interest. All transactions involving such organisations are conducted at arm's length and in accordance with the Academy Trust's financial regulations and normal procurement procedures.

**30. Agency Arrangements**

The Academy Trust distributes 16-19 bursary funds to students as an agent for EFA. In the accounting period ending 31 August 2015 the trust received £16,651 (2015 - £16,757) and disbursed £2,529 (2015 - £7,200) from the fund. An amount of £14,122 (2015 - £9,557) is included in other creditors relating to undistributed funds that are repayable to EFA.

**31. First time adoption of FRS 102**

It is the first year that the Academy Trust has presented its financial statements under SORP 2015 and FRS 102. The following disclosures are required in the year of transition. The last financial statements prepared under previous UK GAAP were for the year ended 31 August 2015 and the date of transition to FRS 102 and SORP 2015 was therefore 1 September 2014.

The policies applied under the Academy Trust's previous accounting framework are not materially different to FRS 102. As a result, the surplus for the year ended 31 August 2015 and the total equity as at 1 September 2014 and 1 August 2015 have not changed as a result of the transition from UK GAAP to FRS 102 and the Charities SORP 2015.