



Endeavour
Together we can

Endeavour Academy Trust
(Previously known as Little Mead Academy Trust)

Annual Report and Financial Statements
Year Ended: 31 August 2016
Company Number: 08245853 (England & Wales)

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Reference and Administrative Details

MEMBERS	J Rogers T Sanday A Georgiou J Skinner J Atkin
TRUSTEES	J Rogers (Chair of Trustees) J Atkin (Vice-Chair of Trustees) B Daykin C Hobbs A Edwards J Skinner A Georgiou T Sanday C Butterworth
COMPANY SECRETARY	M Trowbridge
EXECUTIVE LEADERSHIP TEAM	B Daykin (Chief Executive Officer & Accounting Officer) J Rice (Head Teacher) N Lankester (Deputy Head Teacher) J Howarth-Brown (Deputy Head Teacher) J Cooke (Deputy Head Teacher) A Ashton (Maternity Leave from 22/02/2016) L Green (Lead Business Manager & Chief Financial Officer) (Maternity Leave) A Tsoucalas (School Business Manager) T Lewis-White (School Business Manager)
REGISTERED OFFICE	Gosforth Road, Southmead, Bristol, BS10 6DS
REGISTERED COMPANY NUMBER	08245853 (England and Wales)
AUDITORS	Moore Stephens Chartered Accountants and Statutory Auditor 30 Gay Street, Bath, BA1 2PA
BANKERS	Lloyds Bank 284 Wells Road, Knowle, Bristol, BS4 2PY
SOLICITORS	Veale Wasbrough Vizards Narrow Quay House, Narrow Quay, Bristol, BS1 4QA
HEALTH & SAFETY ADVISORS	Safewell Redwood House, Templars Way Industrial Estate Wootton Bassett, Wiltshire, SN4 7SR
INSURERS	Zurich Municipal Zurich House, 2 Gladiator Way, Farnborough, GU14 6GB

Trustees' Report

The trustees present their annual report together with the financial statements and auditor's report of the charitable company for the period 01 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 core purpose of Endeavour Academy Trust is to bring about high quality educational outcomes for the children in our schools. As a small but growing trust, we have built our reputation as a successful organisation with ambition for every child, regardless of their starting point. Our business plan sets this out clearly and our strategic objectives are the guiding principles for our work.

We have a committed staff team and a strong group of governors and trustees, all of whom contribute to our excellent processes for short- and long-term strategic planning and school improvement. We have focused attention on our capacity to both expand as well as maintain our exceptionally high standards at Little Mead and Henbury Court Primary Academies.

Little Mead and Henbury Court Primary Academies serve two very different communities and while the trust brings structural consistency, each school retains its individual identity. We have stated our commitment to protecting each Endeavour school's identity in our strategic plans; special traditions and unique events bring a richness and vibrancy which are highly valued and enjoyed by our communities. Where we do things together, it is for a clear purpose; shared working brings wide benefits in areas such as leadership capacity, staff coaching, and curriculum and business development. Our teams are motivated by the scope of the organisation and enthusiastic about potential trust-wide opportunities. Other areas, such as the procurement of products and services bring efficiencies which help us to maximise our funding for the children's benefit.

We are committed to developing our staff and a fluid approach to staffing has enabled us to build the expertise of colleagues who share the vision and demonstrate leadership. We are able to maximise capacity by moving staff across the trust, thereby ensuring that the right expertise is in place where it is needed. As we grow, this strategy will be vital to help us retain the best people in whom we have invested our resources.

The oversight of the executive leadership team along with board of trustees and local governing body colleagues means that both Endeavour schools retain a clear focus on strategic priorities within a secure governance framework. This places the trust in a strong position to grow and develop over time.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

The academy trust is a company limited by guarantee and an exempt charity. The charitable company's memorandum and articles of association are the primary governing documents of the academy trust. The trustees of Endeavour Academy Trust are also the directors of the charitable company for the purposes of company law. The charitable company was known as Little Mead Academy Trust until 31 August 2016 and has been known as Endeavour Academy Trust since 01 September 2016.

Details of the trustees who served throughout the year are included in the Reference and Administrative Details on page 2.

Members' liability

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

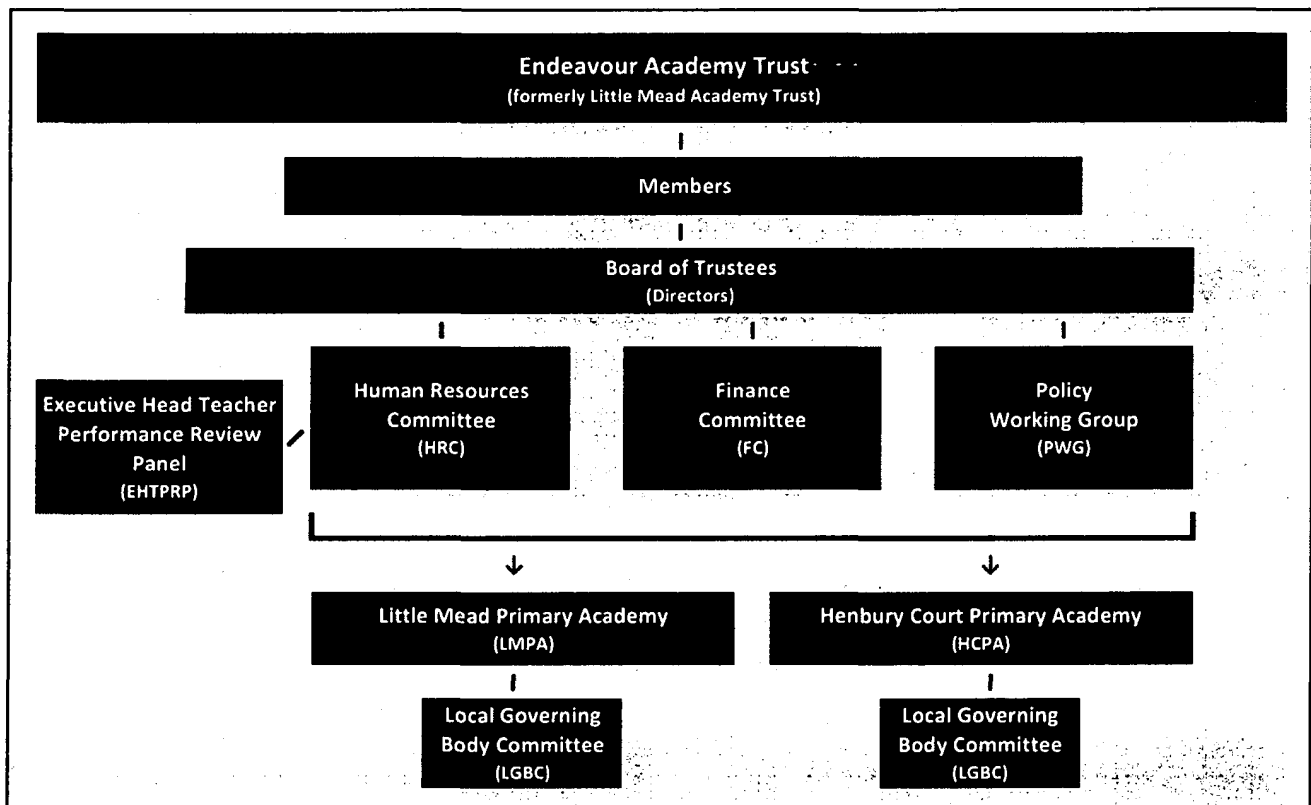
Trustees' Indemnities

Endeavour Academy Trust's trustees benefit from qualifying third party indemnity and a qualifying pension scheme indemnity, as defined by Section 234 and 235 of the Companies Act 2006. These indemnities were in force throughout the last financial year and are currently in force. Trustees are indemnified against loss from claims made against them jointly or severally by reason of maladministration where the trust is legally entitled or obligated to do so. The trust is also indemnified against loss arising from claims brought about or contributed to by any dishonest, fraudulent, criminal or malicious act or omission by any trustee or employee of the Trust, as well as any individual providing voluntary assistance to the trust.

Recruitment and Appointment of New Trustees

The trust's Chief Executive Officer and local governing body chairs are ex-officio trustees. Local governing body committee chairs are elected by a majority vote of local governing body committee members. All other trustees are appointed and removed by the members and have a 4-year term of office by default. New trustees are recruited both from local governing bodies and from external sources. In either case a prospective trustee is interviewed by the Chair of Trustees (or her named representative) and the Chief Executive Officer. A proposal is then brought to the members for formal consideration.

Organisational Structure



The board of trustees oversees the business aspects of the organisation. Meetings are held on a termly basis to:

- determine the shared vision for the trust
- ensure legal and regulatory compliance
- create strategies and policies
- monitor the operation of the academies
- oversee the exercise of executive responsibility

The board of trustees delegates decisions to a number of committees:

Finance Committee, responsible for:

- ensuring the financial health of the company
- ensuring appropriate independent checking of internal financial controls, systems, transactions and risks
- carrying out the functions of an audit committee

Human Resources Committee, responsible for:

- considering issues relating to employment and contracts of employment, particularly for the executive

- leadership team, including the review of salaries and benefits
- ensuring the recruitment and development of an appropriate governance team

Policy Working Group, responsible for:

- providing a trust-wide platform for the scrutiny, review and editing of trust policy

Executive Head Teacher Performance Review Panel, responsible for:

- reviewing the performance of the Chief Executive Officer and recommending objectives and outcomes to the board via the Human Resources Committee

At the academy level there is a local governing body committee for each school. This committee oversees the teaching and learning in order to provide challenge and support.

Local Governing Body Committee (LGBC), responsible for:

- ensuring all pupils within the trust have access to a high quality education provision in line with the shared vision
- ensuring that the academic and well-being needs of pupils are met effectively through the design and delivery of a broad and balanced curriculum which, through use of personalised developmental support, helps to maximise each student's success and enjoyment
- ensuring all students are safeguarded

Connected Organisations, including Related Party Relationships

The academy trust has no formal links with any other organisations. The current business interests as reported by trustees & members are as follows:

Name	Business Interests (i.e. directorships, partnerships and employments with businesses that may be used to provide goods or services to the schools)	Trusteeships or governorships (of other educational establishments)	Any other potentially relevant interest (incl. any relationship between governors and members of the school staff including spouses, partners and relatives and/or any close relationship they have to someone who may have a business interest in decisions made by the governing body)
Jane Rogers	None	Governor at Woodway Federation	None
James Atkin	None	None	None
Barbara Daykin	None	None	None
Chris Hobbs	None	None	None
Alan Edwards	Owner, Heyday Marketing	None	None
Alexis Georgiou	None	Parent Governor at Henbury Secondary School	None
Tom Sanday	None	None	Wife is on the Senior Leadership Team at Little Mead Primary Academy
Colin Butterworth	None	None	None
Julia Skinner	None	None	None

Risk management

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.

OBJECTIVES AND ACTIVITIES

Our Vision



Our Objectives

Through a strong, collaborative approach we can:

- Secure outstanding achievement for all children in our schools, meeting their individual needs and finding creative ways to help them succeed.
- Help children to form safe and compassionate relationships, develop positive values and understand how make a worthwhile contribution to their communities.
- Build an outstanding workforce, recruiting the best and providing opportunities to grow and develop within the Trust.
- Forge strong links within our own communities and across the wider community of the Trust.
Create outstanding, high quality environments which inspire learning and instil a sense of pride in our schools.
- Sustain strong and confident leadership and governance across all levels of the organisation.
- Maintain the highest possible standards of financial and organisational management, driven by far reaching ambition for our pupils.
- Achieve measured and successful growth with the sponsorship of two additional schools.

Public Benefit

The trustees have ensured through monitoring and scrutiny of the activities of the trust that the primary objective of the academy trust to provide education for the public benefit has been met. Trustees have therefore complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers or duties.

Strategic Report

ACHIEVEMENT AND PERFORMANCE

Key Performance Indicators

Henbury Court Primary Academy

The School Improvement Plan focuses on achieving ambitious educational outcomes for the children in a safe and happy environment. To support this goal, emphasis is placed on high quality teaching and learning, pupil attendance, positive, vibrant, well-resourced environments, and outstanding staff training and development.

Under new Endeavour leadership, the school was removed from Special Measures at its last inspection, when Ofsted judged Leadership and Management, and Behaviour and Safety to be good. Significant improvements in other areas since that time indicate that the school should receive a judgement of 'good' at its next inspection.

Little Mead Primary Academy

Ambition for all pupils, high expectations and the relentless pursuit of improvement are the drivers in our school. This clear vision is shared by our school community and outcomes for pupils show that all groups are successful at Little Mead. Outcomes at the end of KS2 are in line with, or above, those attained by pupils nationally. Progress for pupils exceeds that achieved by pupils nationally. The school is highly inclusive and targeted provision ensures that all pupils, including those with additional needs receive high quality targeted provision.

The school was judged to be outstanding at its last inspection. The school maintains the highest expectations and continues to provide an outstanding education for its pupils.

As part of Endeavour Academy Trust, both schools benefits from outstanding strategic governance and highly effective business leadership. Financial management is sound and the school operates within a very healthy budget. Prudent financial management has supported significant improvements to the learning environment and the maintenance of good staffing levels for the benefit of pupils.

Going concern

After careful consideration of its financial strategy, and the trust's income, expenditure and reserves, the trustees express confidence 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 Statement of Accounting Policies.

FINANCIAL REVIEW

Reserves policy

The trustees review the reserve levels of the trust annually. The level of reserves at the year-end totalled £8,259,969 (2014/15: £9,126,137) of which £136,833 (2014/15: £124,299) was unrestricted and the remainder was restricted to be used for the purposes of providing education. The value of free reserves held is £136,833 and the level of other reserves (eg restricted general funds excluding fixed assets and pension funds) is £923,573.

The academy trust operates a robust reserves policy. In general it is considered prudent to maintain a level of useable reserves sufficient to cover unexpected and unplanned events so that the trust's primary objective is preserved. At the same time, the trust wishes to ensure that it uses its funding to benefit the pupils in its care which implies an imperative to consider actively the use of reserves to enhance educational provision.

Trustees monitor levels of reserves through the Finance Committee and through these annual financial statements presented by the auditors. Trustees will look to ensure that a prudent level of reserves is maintained, bearing in mind the recurrent spending needs to ensure high quality provision. In deciding the level of reserves, trustees will take into account the following:

- one month's salary costs (cross-trust);
- the trust's annual budget;

- the need for any large project spend such as premises development or building condition needs;
- any uncertainty, turbulence or expected reduction in funding arrangements, including the level of transitional protection within the academies' funding and its expiry
- date; and
- anticipated funding over the next three years.

Trustees agree the amount to be maintained as reserves on an annual basis and this is reported to the board of trustees.

Investment policy

The academy trust aims to manage its cash balances to provide for the day-to-day working capital requirements of its operations, whilst protecting the real long-term value of any surplus cash balances against inflation. The trust returned a deficit pre pension adjustment for the period of £(79,368). Net current assets stand at £1,008,373 with cash balances of £1,124,391. Overall the trust is in a relatively strong financial position.

PRINCIPAL RISKS AND UNCERTAINTIES

Risks are assessed through the Finance Committee, which has created a Central Risk Register. Internal controls are achieved through the appointment of South Gloucestershire Internal Audit.

Category	Summary Description	Initial Risk Rating	Mitigation	Residual Risk Rating	Additional Mitigation & Responsible Individual(s)
Children	1.1 Safeguarding concerns: death or serious injury of child; kidnapped or missing child; child abuse by staff, parents, volunteers or from within the school community.	20	<ul style="list-style-type: none"> - Well communicated, robust and comprehensive safeguarding procedures and policies. - Designated Safeguarding Person across the Trust responsible for embedding and maintaining safeguarding arrangements across academies. - Financial resources and training allocated to ensure all staff - particularly those with additional safeguarding responsibilities - have sufficient expertise to fulfil role. - Single Central Records maintained by all academies across the Trust. - Schools maintain constant communication with parents, the local community and other professionals. - Building access controls, site security and visitor arrangements reduce risk of unauthorised personnel entering the site. - Business Continuity Plan and other emergency procedures provide a detailed response plan in the case of emergency. - Robust repairs and maintenance programme in place across all schools. 	10	
	1.2 Achievement of pupils is compromised.	25	<ul style="list-style-type: none"> - Recruitment and retention of staff through strong and respected brand; Pay Policy; capacity for growth and progression; high quality CPD offer; and distributed leadership. - Strategic Planning by Trust centrally and School Improvement Plans ensuring that capacity and resources are allocated and deployed in a focussed and coordinated manner. - Leadership teams held accountable for their performance against the SIP and Strategic Plan. - Succession and capacity planning central to strategic planning. - Robust data analysis processes in place to identify potential gaps in academic performance 	15	Executive Head Teacher to become CEO and have dedicated Trust-wide role rather than also fulfilling headship role at LMPA. Level of school performance support enhanced.



Staff	2.1	Loss of key members of staff.	25	<ul style="list-style-type: none"> - Early identification and monitoring of promising Trust staff. - Clear recruitment and retention strategies: promotion of Trust brand, exceptional CPD offer, opportunities for progression and professional development, etc. - Communication of staff strategies across staffing bodies and wider area. - Pay Policy regularly reviewed to ensure our terms and conditions support staff retention 	20	
	2.2	Recruitment concerns: inability to recruit appropriately skilled staff or inappropriate recruitment decisions.	20	<ul style="list-style-type: none"> - Robust recruitment processes with a clear understanding of required skills. - Clear ethos and outstanding offer to applicants. - Strategic planning that anticipates recruitment challenges and adopts flexible approaches to Trust-wide staffing. - Promotion of Endeavour Academy Trust brand and confident, clear vision. 	15	
	2.3	Accelerated growth of Trust leads to dilution of the organisation's ethos and values and, ultimately, weakened performance.	15	<ul style="list-style-type: none"> - Due diligence relating to growth processes. - Clear strategic vision and ethos promoted by the board and instilled across schools by the Executive Leadership Team. - School improvement planning linked to strategic direction of Trust as a whole. - Internal and external communication plan to embed ethos and ensure that vision is not diluted as Trust grows. 	5	
The community	3.1	The Trust fails to recognise the unique elements of each school's community and struggles to engage with key local stakeholders. Support for the school's work is limited and performance falls as a result.	8	<ul style="list-style-type: none"> - Monitoring processes, including of: attendance, complaints, social media, website engagement, etc. - School staff invest time in understanding local demographics and school community. - Utilise existing staff members' knowledge of the school and its community and ensure that community engagement is built into school improvement planning. 	4	
	3.2	Failure to create community bonds and links.	8	<ul style="list-style-type: none"> - Governance engagement in community bonding - local governors to lead with support from Board of Trustees to stress importance to Trust. - Time invested by senior leaders and governors to identify needs of local community and ensure that those needs are addressed wherever possible by the school. - Staff and resources allocated to identify and pursue opportunities for greater engagement with local communities. 	4	
Environments	4.1	Inability to invest in and maintain high-quality resources and learning environments.	12	<ul style="list-style-type: none"> - Environmental development and investment included in annual budgeting. Significant capital investment carried out through school reserves following Trust approval to ensure best value for money and stakeholder benefit from any project. - New funding streams identified wherever possible for investment in resources and environments. - Business Management Teams across the Trust will procure collaboratively where it provides best value for money and will share resources and expertise to reduce overall costs. 	8	
	4.2	Failure to stay abreast of technological developments and maintain effective ICT infrastructures.	15	<ul style="list-style-type: none"> - Each academy to benefit from investment IT support and resources and ensure long-term budgeting for IT investment. - IT technician on Trust staff to offer support where required and lead and advise on IT infrastructure strategy. - Teaching IT coordinators in schools to provide communication with teaching staff, ensuring that IT resources and strategies remain focussed on pupils' outcomes. 	9	



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Leadership & Governance	5.1	Inability to align leadership structures at new schools with those across the Trust: embedded local structures, strained relationships with new schools, financial implications and time demands of TUPE transfers diluting effectiveness of ELT.	15	<ul style="list-style-type: none"> - Due diligence processes before sponsorship of any additional school. - Relationship-building process successful at HCPA - proven experience of gaining leadership and staff trust. - Incentivise staff to work flexibly across the Trust to spread expertise, good practice and leadership costs. - Take advantage of additional leaders to bolster capacity and succession planning. 	12	
	5.2	Strains to leadership capacity result in an inability to secure effective school improvement at new schools and maintain the standards of education at existing schools across the Trust.	20	<ul style="list-style-type: none"> - Staff developed and nurtured to become homegrown Trust leaders. - Shared leadership capacity across the Trust to address temporary capacity concerns. - Where external recruitment is required the Trust's reputation and the quality of recruitment materials draw the highest quality applicants. 	15	
	5.3	Shortage of Board members and local governors: workload spread across too few individuals, lack of requisite skills and experience, lack of confidence to carry out the role.	20	<ul style="list-style-type: none"> - High profile recruitment and marketing strategies with clarity of roles and responsibilities for board and LGB members. - Consider temporary overstaffing to reduce impact of recruitment fluctuations. - Rotate roles and be aware of individuals assuming excessive responsibilities. - Continuous self-assessment processes. 	16	Director/Local Governor recruitment working group to contact local employers to publicise the vacancies.
	5.4	Inconsistencies in Clerking and professional support to the board and LGBs.	8	<ul style="list-style-type: none"> - Developing of Clerk to Trust role to ensure consistency of clerking across all academies. - Trust central function offers effective governance support ensuring consistency and compliance across the Trust.. 	4	

Finance	6.1	Reduction in funding: Pupil Premium, changes arising from the National Funding Formula, etc.	25	<ul style="list-style-type: none"> - SBMs to stay abreast of national developments in education funding and set annual and 5-year budgets to project and prepare for decreases accordingly. - Budget-setting to incorporate allocations for reasonably foreseeable circumstances (structural repairs, projected fall in pupil numbers, etc.). - In school reserves and central Trust reserves to be used to smooth transitions where required. - Growth of Trust to ensure financially viable and sustainable structures. 	15	Action: TLW to propose change to budget monitoring report to include budget forecast information.
	6.2	Falling pupil numbers as a result of poor academic performance, safeguarding or other internal failures, demographic changes, etc.	12	<ul style="list-style-type: none"> - Mitigation against falling academic performance and safeguarding concerns as listed in 1.2 above. - Strong Endeavour Academy Trust brand ensures parental demand for places despite changes in local demographics. SLTs to stay abreast of local developments and place planning arrangements. - Outstanding nursery provision promotes access into the Trust for statutory-age education. 	8	As noted in 1.2 above.
	6.3	Major premises concerns or other unforeseeable costs: repairs, fire, natural disaster, etc.	10	<ul style="list-style-type: none"> - Business Continuity Plan and emergency planning procedures outline clear and effective response to disaster. - Insurance in place to cover the Trust against loss or damage of property. - Health & safety precautions and procedures protect against risk of fire, etc. - Premises development plans in place at all schools, addressing both routine repairs and maintenance and long-term capital projects and more expensive repairs. - Both school and Trust reserves in place to protect against unforeseeable expenses. 	8	Action: IT Technician to draft IT Business Continuity Plan.
	6.4	Fraud or financial irregularity	9	<ul style="list-style-type: none"> - Extensive anti-fraud processes built into financial procedures as outlined in the Financial Procedures Handbook. - EFA Anti-Fraud check carried out annually. - Supplier list sent to directors annually. - Internal and external audits are focussed on high-risk fraud areas such as payroll, expenditure, etc. All systems of internal control are approved by the Finance Committee or Board of Trustees. 	6	

Growth	7.1	Financial concerns relating to organisational growth.	20	<ul style="list-style-type: none"> - Due diligence processes including a full audit of any potential new school. Any major concerns to be addressed before the Trust becomes legally responsible. - Financial planning sets out minimum number of schools and central costs for organisation to be financially viable and sustainable. - Cost saving through pooled resources and collaborative procurement wherever possible. - Trust's 'emergency fund' to protect schools against unforeseeable financial risk. 	12	
	7.2	Lack of skills and experience and/or capacity insufficient to support organisational growth.	15	<ul style="list-style-type: none"> - Staff recruitment, retention and succession planning processes as outlined in section 2 above. - Due diligence processes involve consideration of Trust leadership and its capacity to support additional schools. - Succession planning and future growth built into schools' and Trust's financial planning (i.e. investment in leadership to ensure capacity for future growth). 	10	
	7.3	Inability to attract an appropriate school or an inappropriate school joins the organisation.	15	<ul style="list-style-type: none"> - Trust brand and reputation attracts high-calibre staff and schools to the organisation. - Executive and senior leaders invest time in communicating with local schools, government bodies and communities to ensure that the benefits of joining Endeavour Academy Trust are widely known. - Due diligence and audit processes before additional schools join the Trust to ensure that the Trust can benefit any new school. 	10	Action: ELT + directors to continue with Trust rebranding process to ensure consistency of Trust image with ethos.
	7.4	Organisational over-reach (excessive growth).	10	<ul style="list-style-type: none"> - Clear and robust strategic planning to ensure that growth is measured and enables effective school improvement without undue strain on Trust resources. - Clearly defined criteria for growth and programmes of intervention. - Growth agreed at Board-level with consideration to leadership capacity, financial concerns, etc. 	10	

FUTURE DEVELOPMENTS

Since incorporation, Endeavour Academy Trust has gone through a period of consolidation and preparation for expansion. The following areas have been given high priority:

- Developing models of school improvement and collaborative working to align with the demands of a growing organisation;
- Long- and short-term financial planning and restructuring to establish a central executive function and accommodate the addition of one or more schools;
- Strategic risk identification and mitigation;
- Reinforcing executive and senior leadership;
- Ensuring that academies are able to recruit and retain high-quality staff; and
- Updating key policies and documents to reflect the changing nature of our trust.

Endeavour has now secured the contract to open a brand new school in South Gloucestershire. This project will be run alongside the potential sponsorship or partnering with another one or two schools and we are working with the office of the Regional Schools Commissioner to secure strategic and measured growth.

AUDITORS

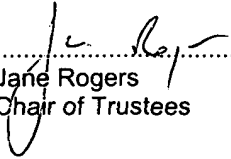
Insofar as the trustees are aware:

- there is no relevant audit information of which the auditor is unaware
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.



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Approved by order of the board of trustees on 13 December 2016 and signed on its behalf by:


Jane Rogers
Chair of Trustees

Governance Statement

Scope of Responsibility

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

The board of trustees has delegated the day-to-day responsibility to the Chief Executive Officer, 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 agreements between Endeavour Academy Trust and the Secretary of State for Education. The Chief Executive Officer is also responsible for reporting to the board 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 7 times during the year. Attendance during the year at meetings of the board of trustees was as follows:

Name	Meetings Attended
Jane Rogers (Chair)	7
James Atkin (Vice Chair)	5
Alexis Georgiou	3
Tom Sanday	7
Colin Butterworth	6
Barbara Daykin	7
Julia Skinner	7
Chris Hobbs	6
Alan Edwards	4

Governance review

During the year, the academy trust's governance has been evaluated by South Gloucestershire internal audit. As a result of the internal audits, actions have been agreed and carried out to ensure the governance of the trust is managed to the highest standards.

Review of Value for Money

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

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

- Ensuring that all funds are spent in line with agreed budgets that reflect the educational priorities of the schools;
- Ensuring that the trust maintains an appropriate level of cash reserves and that funding is spent on the pupils for which it are intended;
- Overseeing the continual review of expenditure to ensure that its benefit is being felt by pupils and, where it is not, taking appropriate action;
- Ensuring that improved outcomes for pupils is at the heart of the trust's business management function;
- Ensuring that processes and staff are in place that promote best practice procurement procedures;
- Benchmarking expenditure - including staff remuneration - against that of other schools.

The Purpose of the System of Internal Control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of academy trust policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

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 has put in place a process for identifying, evaluating and managing the academy trust's significant risks. This process will be regularly reviewed by the board.

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;
- Regular reviews by the Finance Committee of reports which indicate financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes;
- Setting targets to measure financial and other performance;
- Clearly defined purchasing (asset purchase or capital investment) guidelines;
- Delegation of authority and segregation of duties; and
- Identification and management of risks.

The board of trustees has considered the need for a specific internal audit function and has again appointed South Gloucestershire Internal Audit. The internal auditor's role includes giving advice on financial matters and performing a range of checks on the academy trust's financial systems. In particular the checks carried out in the current period included:

- Risk Management
- Expenditure Transaction Testing
- Data Protection, Information Security & Freedom of Information
- Business Continuity & Disaster Recovery

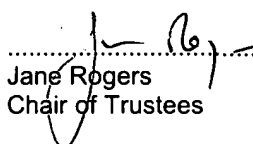
Review of Effectiveness

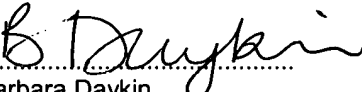
As accounting officer, the Chief Executive Officer has responsibility for reviewing the effectiveness of the system of internal control. During the year in question the review has been informed by:

- the work of the external and internal auditors;
- 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 as undertaken by the External Auditors and reviewed by the Finance Committee. No significant weaknesses in the internal control systems of the two schools were identified. A number of other areas for improvement were identified and a plan to address these weaknesses and ensure continuous improvement of the system is in place.

Approved by order of the board of trustees on 13 December, 2016 and signed on its behalf by:


Jane Rogers
Chair of Trustees


Barbara Daykin
Accounting Officer





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Statement on Regularity, Propriety and Compliance

As accounting officer of Endeavour Academy Trust I have considered my responsibility to notify the charitable company 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 charitable company 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.

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.

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.


.....
Barbara Daykin
Accounting Officer

Date: 13.12.16

Statement of Trustees' Responsibilities

The trustees (who act as trustees for charitable activities of Endeavour Academy Trust and are also the directors of the charitable company for the purposes of company law) are responsible for preparing the annual report and the financial statements in accordance with the Annual Accounts Requirements 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:

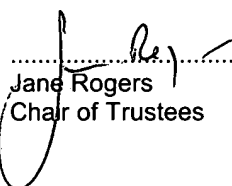
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2015 and the Academies Accounts Direction 2015 to 2016;
- make judgements and accounting estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards [FRS 102] have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the 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 to 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 board of trustees on 13 December 2016 and signed on its behalf by:


Jane Rogers
Chair of Trustees

Report of the Independent Auditors to the Members of Endeavour Academy Trust

We have audited the financial statements of Endeavour Academy Trust for the year ended 31 August 2016. 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 Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Accounts Direction 2015 to 2016 issued by the Education Funding Agency (EFA).

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 auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditors

As explained more fully in the statement of trustees' responsibilities, the trustees (who are also the directors of the charitable company 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 charitable company'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.

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, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland';
- have been prepared in accordance with the requirements of the Companies Act 2006; and
- have been prepared in accordance with the Charities SORP 2015 and Academies Accounts Direction 2015 to 2016.

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; or
- the trustees were not entitled to prepare the financial statements in accordance with the small



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companies regime and take advantage of the small companies exemption from the requirement to prepare a strategic report or in preparing the trustees' report.

Daniel Slocombe (Senior Statutory Auditor)
for and on behalf of Moore Stephens
Chartered Accountants and Statutory Auditor
30 Gay Street
Bath
BA1 2PA

Date: 15.12.16

Independent Reporting Accountant's Assurance Report on Regularity to Endeavour Academy Trust and the Education Funding Agency

In accordance with the terms of our engagement 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 Endeavour Academy Trust during the period 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 Endeavour Academy Trust and the EFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to Endeavour Academy 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 Endeavour Academy Trust and the EFA, for our work, for this report, or for the conclusion we have formed.

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

The accounting officer is responsible, under the requirements of Endeavour Academy Trust's funding agreement with the Secretary of State for Education 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 period 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 charitable company's income and expenditure.

The work undertaken to draw our conclusion includes but is not limited to the following:

- Reviewing minutes of meetings, management accounts and making enquiries of management;
- Performing sample testing of expenditure ensuring items are for the academy trust's purposes and are appropriately authorised;
- Sample testing on credit card expenditure, review for any indication of purchase for personal use by staff, the Chief Executive Officer or trustees;
- Reviewing the procedures for identifying and declaring related parties and other business interests;
- Obtaining formal representation from the Governing Body and Accounting Officer acknowledging their responsibilities;
- Scrutinising journals, and other adjustments posted during the year for evidence of unusual entries and making further enquiries into any such items where relevant;
- Performing an evaluation of the general control environment of the academy trust;
- Reviewing nominal ledger accounts for any large or unusual entries, obtaining supporting

documentation and making further enquiries into any such items where relevant.

Conclusion

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

Moore Stephens

Moore Stephens
Chartered Accountants
30 Gay Street
Bath
BA1 2PA

Date: 15.12.16



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Statement of Financial Activities
for the Year Ended 31 August 2016

	Notes	Unrestricted funds £	Restricted funds £	Restricted Fixed Asset £	31.8.16 Total funds £	31.8.15 Total funds £
INCOME AND ENDOWMENTS FROM						
Donations and capital grants	2	-	-	16,146	16,146	191,143
Charitable activities						
Funding for the academy's educational operations	3	-	4,358,222	-	4,358,222	4,548,996
Other trading activities	4	219,559	-	-	219,559	120,580
Investment income	5	4,423	-	-	4,423	4,045
Total		223,982	4,358,222	16,146	4,598,350	4,864,764
EXPENDITURE ON						
Raising funds		-	91,020	-	91,020	55,244
Charitable activities						
Academy's educational operations		211,448	4,161,841	213,209	4,586,498	4,406,386
Total	6	211,448	4,252,861	213,209	4,677,518	4,461,630
NET INCOME/(EXPENDITURE)						
		12,534	105,361	(197,063)	(79,168)	403,134
Other recognised gains/(losses)						
Actuarial gains/losses on defined benefit schemes		-	(787,000)	-	(787,000)	(57,000)
Net movement in funds		12,534	(681,639)	(197,063)	(866,168)	346,134
RECONCILIATION OF FUNDS						
Total funds brought forward		124,299	(393,301)	9,395,139	9,126,137	8,780,003
TOTAL FUNDS CARRIED FORWARD		136,833	(1,074,940)	9,198,076	8,259,969	9,126,137

CONTINUING OPERATIONS

All income and expenditure has arisen from continuing activities.



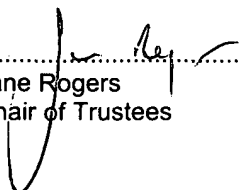
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Statement of Financial Position
At 31 August 2016

	Notes	31.8.16 £	31.8.15 £
FIXED ASSETS			
Tangible assets	12	9,322,596	9,395,139
CURRENT ASSETS			
Stocks	13	11,760	12,575
Debtors	14	232,244	249,407
Cash at bank		<u>1,124,391</u>	<u>1,056,985</u>
		1,368,395	1,318,967
CREDITORS			
Amounts falling due within one year	15	(360,022)	(406,969)
NET CURRENT ASSETS		<u>1,008,373</u>	<u>911,998</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		10,330,969	10,307,137
PENSION LIABILITY	20	(2,071,000)	(1,181,000)
NET ASSETS		<u>8,259,969</u>	<u>9,126,137</u>
	Notes	31.8.16 £	31.8.15 £
FUNDS	19		
Unrestricted funds		136,833	124,299
Restricted funds:			
Little Mead Primary Academy			
(ii)		269,591	232,738
Henbury Court Primary Academy (ii)		130,499	31,478
Transferred from LA (iv)		478,733	478,733
Private (v)		44,750	44,750
Pensions Reserve (vi)		(2,071,000)	(1,181,000)
Central Services		72,487	-
Transferred from LA		8,463,909	8,568,976
Other capital grants		261,258	261,010
Capital Expenditure from GAG		<u>472,909</u>	<u>565,153</u>
		<u>8,123,136</u>	<u>9,001,838</u>
TOTAL FUNDS		<u>8,259,969</u>	<u>9,126,137</u>

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies.

The financial statements were approved by the board of trustees on13 December 2016..... and were signed on its behalf by:



.....
Jane Rogers
Chair of Trustees

Statement of Cash Flows
for the Year Ended 31 August 2016

	Notes	31.8.16 £	31.8.15 £
Cash flows from operating activities:			
Cash generated from operations	22	184,327	291,584
Interest paid		<u>(491)</u>	<u>(329)</u>
Net cash provided by (used in) operating activities		<u>183,836</u>	<u>291,255</u>
Cash flows from investing activities:			
Purchase of tangible fixed assets		(140,666)	(408,010)
Capital grants from DfE/EFA		16,146	104,798
Interest received		<u>8,090</u>	<u>(4,045)</u>
Net cash provided by (used in) investing activities		<u>(116,430)</u>	<u>(307,257)</u>
Change in cash and cash equivalents in the reporting period		<u>67,406</u>	<u>(16,002)</u>
Cash and cash equivalents at the beginning of the reporting period		<u>1,056,985</u>	<u>1,072,987</u>
Cash and cash equivalents at the end of the reporting period		<u><u>1,124,391</u></u>	<u><u>1,056,985</u></u>

Notes to the Financial Statements
for the Year Ended 31 August 2016

1. ACCOUNTING POLICIES

Basis of accounting

The financial statements of the academy trust, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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) (effective 1 January 2015)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', the Academies Accounts Direction 2015 to 2016 issued by the EFA, the Charities Act 2011 and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Endeavour Academy Trust meets the definition of a public benefit entity under FRS 102.

First time adoption of FRS 102

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

Going concern

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

Income

All income is recognised in the Statement of Financial Activities once the academy trust has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Grants

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

General Annual Grant is recognised in full in the Statement of Financial Activities in the 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.

Notes to the Financial Statements - continued
for the Year Ended 31 August 2016

1. ACCOUNTING POLICIES - continued

Donations

Donations are recognised on a receivable basis (where there are no performance related conditions), where it is probable that the income will be received and the amount can be measured reliably.

Other income

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

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the academy trust to that expenditure, 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 accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Raising funds

Raising funds includes all expenditure incurred by the academy trust to raise funds for its charitable purposes and includes costs of all fundraising activities, events and non-charitable trading.

Charitable activities

Costs of charitable activities are incurred on the academy trust's educational operations, including support costs and costs relating to the governance of the academy trust apportioned to charitable activities.

Governance costs

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

All resources expended are inclusive of irrecoverable VAT.

Tangible fixed assets

Assets costing £1,000 or more are capitalised as tangible fixed assets and are carried at cost, net of depreciation and any provision for impairment. Where tangible fixed assets have been acquired with the aid of specific grants, either from the government or from the private sector, they are included in the Balance Sheet at cost and depreciated over their expected useful economic life. The related grants are credited to a restricted fixed asset fund in the Statement of Financial Activities and carried forward in the Balance Sheet. Depreciation on such assets is charged to the restricted fixed asset fund in the Statement of Financial Activities so as to reduce the fund over the useful economic life of the related asset on a basis consistent with the trust's depreciation policy. Land and buildings transferred to the academy trust on conversion from the Local Authority have been included at their depreciated replacement cost.

Notes to the Financial Statements - continued
for the Year Ended 31 August 2016

1. ACCOUNTING POLICIES - continued

Depreciation

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

Freehold buildings	50 years
Fittings and equipment	5 years
Computer equipment	3 years

Assets in the course of construction are included at cost. Depreciation on these assets is not charged until they are brought into use.

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.

Stocks

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

Taxation

The 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 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.

Fund accounting

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

Restricted funds comprise grants from the EFA and other donors which are to be used for specific purposes, imposed by the donors.

Restricted fixed asset funds are resources which are to be applied to specific capital purposes imposed by the EFA, DfE and other donors where the asset acquired or created is held for a specific purpose.

Liabilities

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

General annual grant

Under the funding agreement with the Secretary of State the academy trust was not subject to any limits at 31 August 2016 on the amount of GAG that could be carried forward from one year to the next.

Notes to the Financial Statements - continued
for the Year Ended 31 August 2016

1. ACCOUNTING POLICIES - continued

Provisions

Provisions are recognised when the academy trust has an obligation at the reporting date as a result of a past event which it is probable will result in the transfer of economic benefits and the obligation can be estimated reliably.

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.

Pensions benefits

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

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the academy trust in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quinquennial valuations using a prospective benefit method. As stated in note 21, the TPS is a multi-employer scheme and the academy trust is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis. The TPS is therefore treated as a defined contribution scheme and the contributions recognised as they are paid each year.

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 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 gains and losses on settlements and curtailments. They are included as part of staff costs. Past service costs are recognised immediately in the Statement of Financial Activities if the benefits have vested. If the benefits have not vested immediately, the costs are recognised over the period until vesting occurs. The expected return on assets and the interest cost are shown as a net finance amount of other finance costs or credits adjacent to interest. Actuarial gains and losses are recognised immediately in other gains and losses.

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 19 will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 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.

Notes to the Financial Statements - continued
for the Year Ended 31 August 2016

2. DONATIONS AND CAPITAL GRANTS

	Unrestricted funds £	Restricted funds £	31.8.16 Total funds £	31.8.15 Total funds £
Donations	-	-	-	86,345
Grants	-	16,146	16,146	104,798
	-	16,146	16,146	191,143

Grants received, included in the above, are as follows:

	31.8.16 £	31.8.15 £
Other DfE/EFA grants	16,146	104,798

3. FUNDING FOR THE ACADEMY TRUST'S EDUCATIONAL OPERATIONS

	Unrestricted funds £	Restricted funds £	31.8.16 Total funds £	31.8.15 Total funds £
DfE/EFA revenue grant				
General Annual Grant(GAG)	-	3,390,451	3,390,451	3,410,214
Other DfE/EFA grants	-	591,581	591,581	319,818
	-	3,982,032	3,982,032	3,730,032
Other government grant				
Local authority revenue grants	-	376,190	376,190	818,964
	-	4,358,222	4,358,222	4,548,996

4. OTHER TRADING ACTIVITIES

	Unrestricted funds £	Restricted funds £	31.8.16 Total funds £	31.8.15 Total funds £
Residential and trips	12,534	-	12,534	-
Other incoming resources	207,025	-	207,025	120,580
	219,559	-	219,559	120,580



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Notes to the Financial Statements - continued
for the Year Ended 31 August 2016

5. INVESTMENT INCOME

	Unrestricted funds £	Restricted funds £	31.8.16 Total funds £	31.8.15 Total funds £
Short term deposits	<u>4,423</u>	<u>-</u>	<u>4,423</u>	<u>4,045</u>

6. EXPENDITURE

	Staff costs £	Non-pay expenditure Premises £	Other costs £	31.8.16 Total £	31.8.15 Total £
Raising funds					
Costs of fundraising	-	-	91,020	91,020	55,244
Charitable activities					
Academies educational operations					
Direct costs	2,983,283	89,068	235,042	3,307,393	3,049,976
Allocated support costs	<u>480,660</u>	<u>393,115</u>	<u>405,330</u>	<u>1,279,105</u>	<u>1,356,410</u>
	<u>3,463,943</u>	<u>482,183</u>	<u>731,392</u>	<u>4,677,518</u>	<u>4,461,630</u>

Net income/(expenditure) is stated after charging/(crediting):

	31.8.16 £	31.8.15 £
Depreciation - owned assets	213,209	202,010
Auditors Remuneration	8,720	8,700
Operating Leases	<u>298</u>	<u>-</u>

Notes to the Financial Statements - continued
 for the Year Ended 31 August 2016

7. CHARITABLE ACTIVITIES – ACADEMY TRUST'S EDUCATIONAL OPERATIONS

	Unrestricted funds £	Restricted funds £	31.8.16 Total funds £	31.8.15 Total funds £
Direct costs	211,448	3,095,945	3,307,393	3,049,976
Support costs	-	1,279,105	1,279,105	1,356,410
	<u>211,448</u>	<u>4,375,050</u>	<u>4,586,498</u>	<u>4,406,386</u>

	31.8.16 Total £	31.8.15 Total £
Analysis of support costs		
Support staff costs	480,660	407,017
Depreciation	20,376	-
Telephone & internet costs	17,760	17,385
Premises costs	393,115	550,795
Other support costs	354,088	340,725
Governance costs	13,106	40,488
Total support costs	<u>1,279,105</u>	<u>1,356,410</u>

8. TRUSTEES' REMUNERATION AND BENEFITS

The Chief Executive Officer is the only staff trustee. Remuneration is paid in respect of services provided undertaking the role of Chief Executive Officer, and not in respect of services as a trustee. Other trustees did not receive any payments from the academy trust in respect of their role as trustees. The value of trustees' remuneration was as follows:

B Daykin (Chief Executive Officer and trustee)

Remuneration: £80,001 - £85,000 (2015: £75,001 - £80,000)

Employer's Pension Contributions: £10,001 - £15,000 (2015: £10,001 - £15,000)

During the period ended 31 August 2016, expenses were reimbursed to trustees totalling £143 (2015: £nil).

9. STAFF COSTS

	31.8.16 £	31.8.15 £
Wages and salaries	2,696,253	2,600,775
Social security costs	193,006	161,348
Other pension costs	<u>485,561</u>	<u>352,212</u>
	3,374,820	3,114,335
Supply teacher costs	<u>89,123</u>	<u>110,646</u>
	<u>3,463,943</u>	<u>3,224,981</u>

The average number of persons (including senior management team) employed by the academy trust during the year was as follows:



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Teachers
Administration and support
Management

31.8.16	31.8.15
35	35
67	58
<u>14</u>	<u>10</u>
<u>116</u>	<u>103</u>

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

	31.8.16	31.8.15
£70,001 - £80,000	-	1
£80,001 - £90,000	<u>1</u>	<u>-</u>
	<u>1</u>	<u>1</u>

The above employee participated in the Teacher's Pension Scheme. During the period ended 31 August 2016, pension contributions for this staff member amounted to £13,625 (2015: £10,727)

The senior management team of the academy trust comprise the trustees and the senior management team as listed on page 2. The total amount of employee benefits (including employer pension contributions) received by key management personnel for their services to the academy trust was £475,417 (2015: £388,264).

10. TRUSTEES' AND OFFICERS' INSURANCE

In accordance with normal commercial practice the trust has purchased insurance to protect trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on trust business. The insurance provides cover up to £2,000,000 on any one claim and the cost for the period ended 31 August 2016 was £705 (2015: £683).

The cost of this insurance is included in the total insurance cost.

Notes to the Financial Statements - continued
for the Year Ended 31 August 2016

11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Restricted Fixed Asset £	Total funds £
INCOME AND ENDOWMENTS FROM				
Donations and capital grants	86,345	-	104,798	191,143
Charitable activities				
Funding for the academy trust's educational operations	-	4,548,996	-	4,548,996
Other trading activities	99,219	21,361	-	120,580
Investment income	4,045	-	-	4,045
Total	189,609	4,570,357	104,798	4,864,764
EXPENDITURE ON				
Raising funds	-	55,244	-	55,244
Charitable activities				
Academy trust's educational operations	-	4,204,376	202,010	4,406,386
Total	-	4,259,620	202,010	4,461,630
NET INCOME/(EXPENDITURE)	189,609	310,737	(97,212)	403,134
Transfers between funds	(89,361)	(213,852)	303,213	-
Other recognised gains/(losses)				
Actuarial gains/losses on defined benefit schemes	-	(57,000)	-	(57,000)
Net movement in funds	100,248	39,885	206,001	346,134
RECONCILIATION OF FUNDS				
Total funds brought forward	24,051	(433,186)	9,189,138	8,780,003
TOTAL FUNDS CARRIED FORWARD	124,299	(393,301)	9,395,139	9,126,137



Notes to the Financial Statements - continued
for the Year Ended 31 August 2016

12. TANGIBLE FIXED ASSETS

	Freehold property £	Fixtures and fittings £	Computer equipment £	Totals £
COST				
At 1 September 2015	9,444,855	273,184	188,433	9,906,472
Additions	<u>93,038</u>	<u>41,321</u>	<u>6,307</u>	<u>140,666</u>
At 31 August 2016	<u>9,537,893</u>	<u>314,505</u>	<u>194,740</u>	<u>10,047,138</u>
DEPRECIATION				
At 1 September 2015	316,432	92,555	102,346	511,333
Charge for year	<u>111,335</u>	<u>54,529</u>	<u>47,345</u>	<u>213,209</u>
At 31 August 2016	<u>427,767</u>	<u>147,084</u>	<u>149,691</u>	<u>724,542</u>
NET BOOK VALUE				
At 31 August 2016	<u>9,110,126</u>	<u>167,421</u>	<u>45,049</u>	<u>9,322,596</u>
At 31 August 2015	<u>9,128,423</u>	<u>180,629</u>	<u>86,087</u>	<u>9,395,139</u>

13. STOCKS

	31.8.16 £	31.8.15 £
Clothing	<u>11,760</u>	<u>12,575</u>

14. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.8.16 £	31.8.15 £
Trade debtors	100,061	30,224
Other debtors	84,654	106,027
Prepayments and accrued income	<u>47,529</u>	<u>113,156</u>
	<u>232,244</u>	<u>249,407</u>

Notes to the Financial Statements - continued
for the Year Ended 31 August 2016

15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.8.16	31.8.15
	£	£
Trade creditors	192,263	288,842
Other creditors	54,286	48,098
Accruals and deferred income	<u>113,473</u>	<u>70,029</u>
	<u>360,022</u>	<u>406,969</u>

Deferred Income

	2016	2015
	£	£
Deferred income at 1 September 2015	70,029	178,867
Resources deferred in the year	60,000	70,029
Amounts released from previous years	(70,029)	(178,867)
Deferred income at 31 August 2016	60,000	70,029

At the balance sheet date the academy trust was holding funds received in advance for the Universal Infant Free School Meals and Devolved Formula Grant.

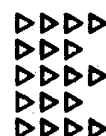
16. OPERATING LEASE COMMITMENTS

The following operating lease payments are committed to be paid within one year:

	Other operating leases	
	31.8.16	31.8.15
	£	£
Expiring:		
Within one year	497	-
Between one and five years	<u>497</u>	<u>-</u>
	<u>994</u>	<u>-</u>

17. 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.



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Notes to the Financial Statements - continued
for the Year Ended 31 August 2016

18. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds £	Restricted funds £	Restricted Fixed Asset £	31.8.16 Total funds £	31.8.15 Total funds £
Fixed assets	-	-	9,322,596	9,322,596	9,395,139
Current assets	136,833	1,231,562	-	1,368,395	1,318,967
Current liabilities	-	(360,022)	-	(360,022)	(406,969)
Pension liability	-	(2,071,000)	-	(2,071,000)	(1,181,000)
	<u>136,833</u>	<u>(1,199,460)</u>	<u>9,322,596</u>	<u>8,259,969</u>	<u>9,126,137</u>

19. MOVEMENT IN FUNDS

	At 1.9.15 £	Net movement in funds £	Transfers between funds £	At 31.8.16 £
Unrestricted funds				
Designated Funds (i)	124,299	12,534	-	136,833
Restricted funds				
Little Mead Primary Academy (ii)	232,738	156,255	(119,402)	269,591
Henbury Court Primary Academy (ii)	31,478	182,425	(83,404)	130,499
Transferred from LA (iv)	478,733	-	-	478,733
Private (v)	44,750	-	-	44,750
Pensions Reserve (vi)	(1,181,000)	(890,000)	-	(2,071,000)
Central Services	-	(130,319)	202,806	72,487
Transferred from LA	8,568,976	(105,067)	-	8,463,909
Other capital grants	261,010	248	-	261,258
Capital Expenditure from GAG	565,153	(92,244)	-	472,909
	<u>9,001,838</u>	<u>(878,702)</u>	<u>-</u>	<u>8,123,136</u>
TOTAL FUNDS	<u>9,126,137</u>	<u>(866,168)</u>	<u>-</u>	<u>8,259,969</u>

Notes to the Financial Statements - continued
for the Year Ended 31 August 2016

19. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
Designated Funds (i)	12,534	-	-	12,534
Unrestricted Funds	<u>211,448</u>	<u>(211,448)</u>	<u>-</u>	<u>-</u>
	223,982	(211,448)	-	12,534
Restricted funds				
Little Mead Primary Academy (ii)	1,803,980	(1,647,725)	-	156,255
Henbury Court Primary Academy (ii)	1,586,471	(1,404,046)	-	182,425
Other grants received (iii)	591,581	(591,581)	-	-
Other Government grants (iv)	376,190	(376,190)	-	-
Other capital grants	16,146	(15,898)	-	248
Pensions Reserve (vi)	-	(103,000)	(787,000)	(890,000)
Central Services	-	(130,319)	-	(130,319)
Transferred from LA	-	(105,067)	-	(105,067)
Capital Expenditure from GAG	<u>-</u>	<u>(92,244)</u>	<u>-</u>	<u>(92,244)</u>
	4,374,368	(4,466,070)	(787,000)	(878,702)
TOTAL FUNDS	<u>4,598,350</u>	<u>(4,677,518)</u>	<u>(787,000)</u>	<u>(866,168)</u>

Notes

(i) Designated funds consists mainly of income generated from catering facilities and lettings income.

(ii) Under the funding agreement with the Secretary of State, neither academy in the trust was subject to a limit on the amount of GAG that it could carry forward at 31 August 2016.

(iii) Consists of various other grants for specific purposes, all of which were satisfied by the year end.

(iv) Funding received from the Local Authority specifically for providing education to students with Special Educational Needs.

(v) Private funds consists of income received from pupils for uniforms, photographs, and other sundry income streams.

(vi) The pension reserve represents the liability for staff pensions under the Local Government Pension Scheme, as discussed at note 24.

(vii) Net assets (including pension deficit) transferred to the academy trust from the Local Authority on conversion, to be used in achieving the objectives of the trust.

Notes to the Financial Statements - continued
for the Year Ended 31 August 2016

20. PENSION AND SIMILAR OBLIGATIONS

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

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

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

Teachers' pension scheme

Introduction

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' 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; and
- 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%.

Notes to the Financial Statements - continued
for the Year Ended 31 August 2016

20. PENSION AND SIMILAR OBLIGATIONS
- continued

Valuation of the Teachers' Pension Scheme - Continued

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 £219,000 (2015: £206,000). A copy of the valuation report and supporting documentation is on the Teachers' Pensions website. Under the definitions set out in FRS 102, the TPS is 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 (LGPS)

The LGPS is a funded defined benefits pension scheme, with the assets held in separate trustee-administered funds.

The total contribution made in the year ended 31 August 2016 was £228,000 (2015: £199,000), of which employer's contributions totalled £168,000 (2015: £146,000) and employee's contributions totalled £60,000 (2015: £53,000). The agreed contribution rates for future years are 11.7% and 14% for employers and 5.5% and 9.9% for employees.

The amounts recognised in the balance sheet are as follows:

	Defined benefit pension plans	
	31.8.16	31.8.15
	£	£
Present value of funded obligations	(3,069,000)	(1,868,000)
Fair value of plan assets	<u>998,000</u>	<u>687,000</u>
	<u>(2,071,000)</u>	<u>(1,181,000)</u>
Deficit	<u>(2,071,000)</u>	<u>(1,181,000)</u>
Liability	<u>(2,071,000)</u>	<u>(1,181,000)</u>



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Notes to the Financial Statements - continued
for the Year Ended 31 August 2016

20. PENSION AND SIMILAR OBLIGATIONS
- continued

The amounts recognised in the statement of financial activities are as follows:

	Defined benefit pension plans	
	31.8.16	31.8.15
	£	£
Current service cost	225,000	196,000
Net interest from net defined benefit asset/liability	<u>42,000</u>	<u>38,000</u>
	<u>267,000</u>	<u>234,000</u>
Actual return on plan assets	<u>32,000</u>	<u>24,000</u>

Changes in the present value of the defined benefit obligation are as follows:

	Defined benefit pension plans	
	31.8.16	31.8.15
	£	£
Defined benefit obligation	(1,868,000)	(1,522,000)
Current service cost	(225,000)	(196,000)
Contributions by Scheme Participants	(60,000)	(53,000)
Interest cost	(74,000)	(62,000)
Benefits paid	31,000	7,000
Remeasurement of obligations	<u>(873,000)</u>	<u>(42,000)</u>
	<u>(3,069,000)</u>	<u>(1,868,000)</u>

Changes in the fair value of scheme assets are as follows:

	Defined benefit pension plans	
	31.8.16	31.8.15
	£	£
Fair value of scheme assets	687,000	490,000
Contributions by employer	168,000	146,000
Contributions by scheme participants	60,000	53,000
Admin Costs	(4,000)	(4,000)
Interest on plan assets	32,000	24,000
Benefits paid	(31,000)	(7,000)
Remeasurement of Assets	<u>86,000</u>	<u>(15,000)</u>
	<u>998,000</u>	<u>687,000</u>

Notes to the Financial Statements - continued
for the Year Ended 31 August 2016

20. PENSION AND SIMILAR OBLIGATIONS

- continued

The amounts recognised in other recognised gains and losses are as follows:

	Defined benefit pension plans	
	31.8.16	31.8.15
	£	£
Remeasurement of obligations	(873,000)	(42,000)
Remeasurement of Assets	<u>86,000</u>	<u>(15,000)</u>
	<u>(787,000)</u>	<u>(57,000)</u>

The major categories of scheme assets as a percentage of total scheme assets are as follows:

	Defined benefit pension plans	
	31.8.16	31.8.15
Equities	50.5%	55.6%
Government Bonds	12.2%	9%
Equities	9.6%	11.3%
Property	9.7%	8.1%
Cash/Liquidity	-0.5%	2.2%
Other	18.5%	13.8%

Principal actuarial assumptions at the balance sheet date (expressed as weighted averages)

	31.8.16	31.8.15
Discount rate	2.1%	4%
Future salary increases	3.3%	3.8%
Future pension increases	1.9%	2.3%
Inflation assumptions (CPI)	1.8%	2.3%

Amounts for the current and previous two periods are as follows:

	31.8.16	31.8.15	31.8.14
	£	£	£
Defined benefit pension plans			
Defined benefit obligation	(3,069,000)	(1,868,000)	(1,522,000)
Fair value of scheme assets	998,000	687,000	490,000
Deficit	(2,071,000)	(1,181,000)	(1,032,000)

Notes to the Financial Statements - continued
for the Year Ended 31 August 2016

20. PENSION AND SIMILAR OBLIGATIONS
- continued

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	23.5	23.4
Females	26.0	25.9
Retiring in 20 years		
Males	25.9	25.8
Females	28.9	28.8

21. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 August 2016.

22. STATEMENT OF CASHFLOWS

Cash generated from operations

	31.8.16 £	31.8.15 £
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	(79,168)	403,134
Adjustments for:		
Depreciation	213,209	202,007
Capital grants from DfE/EFA	(16,146)	(104,798)
Interest received	(8,090)	4,045
Interest paid	491	329
Decrease/(increase) in stocks	815	(3,560)
Decrease/(increase) in debtors	17,163	(38,393)
Decrease in creditors	(46,947)	(263,180)
Difference between pension charge and cash contributions	<u>103,000</u>	<u>92,000</u>
Net cash provided by (used in) operating activities	<u><u>184,327</u></u>	<u><u>291,584</u></u>