

Registered number: 07952786

THE ARCHER ACADEMY
(A Company Limited by Guarantee)

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2018

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THE ARCHER ACADEMY
(A Company Limited by Guarantee)

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THE ARCHER ACADEMY
(A Company Limited by Guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS
FOR THE YEAR ENDED 31 AUGUST 2018

Members	Sanjay Maraj, Trust Chair Toby Blume Roger Chapman (resigned 26 November 2018) Avis Johns, Chair of Governors Sarah Pearce
Trustees	Avis Johns, Chair of Governors Jon Hindmarsh, Governor Sanjay Maraj, Trustee (resigned 12 July 2018) Toby Blume, Trustee Sarah Pearce, Trustee Cathy Halstead, Governor Andry Moustras, Governor Patricia Choral, Governor Katherine Klinger, Parent Governor (resigned 21 October 2017) Martin Bright, Parent Governor Ludmila Felic, Staff Governor (resigned 5 September 2017) Bryan Marcus, Governor Lucy Harrison, Headteacher Seema Shah, Governor (resigned 15 December 2017) Simran Jouhal, Governor Louise Dobrin-Glaser, Governor Benjamin Whittaker, Governor Johanna Moses, Governor Adam Fagan (appointed 12 July 2018) Grace Palazzolo (appointed 18 January 2018) Judith Vandervelde (appointed 18 January 2018)
Company registered number	07952786
Company name	The Archer Academy
Principal and registered office	3 Beaumont Close The Bishops Avenue London N2 0GA

THE ARCHER ACADEMY
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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE ACADEMY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 AUGUST 2018**

Advisers (continued)

Company secretary Sarah Pearce

Clerk to the governors Maisie Cox

Senior leadership team

Lucy Harrison, Headteacher
Lindsay Gillham, Assistant Headteacher
Oliver Naylor, Assistant Headteacher
Oliver Oakley, Assistant Headteacher
Paul Morrison, Assistant Headteacher
Richard Gillo, Senior Teacher
Leanne Chase, Director of Finance
Leo Latter, Head of SEND/Inclusion
Michele Harrison, Business Manager

Independent auditors

MHA MacIntyre Hudson
Chartered Accountants
Statutory Auditors
New Bridge Street House
30-34 New Bridge Street
London
EC4V 6BJ

Bankers

Lloyds Bank PLC
Threadneedle Street
London
EC2R 8AU

The Co-Operative Bank Plc
Skelmersdale
WN8 6WT

THE ARCHER ACADEMY
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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 AUGUST 2018

The Trustees present their annual report together with the financial statements and auditor's report of the charitable company for the period 1 September 2017 to 31 August 2018. The annual report serves the purposes of both a Trustees' report, and a directors' report under company law.

The trust operates an academy for pupils aged 11 to 16 serving a catchment area in East Finchley and the surrounding area with admissions based on the catchment area. It had a pupil capacity of 750 and had a roll of 748 in the school census on 5 October 2017.

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 the Archer Academy Trust Limited are also the directors and governors of the charitable company for the purposes of company law. The Charitable Company is known as the Archer Academy.

Details of the Trustees who served throughout the year are included in the Reference and Administrative Details on page 1.

Members Liability

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

Trustees' Indemnities

In accordance with normal practice, Trustees benefit from indemnity insurance to cover the liability of the Trustees which by virtue of any rule of law would otherwise attach to them in respect of any negligence, default or breach of trust or breach of duty of which they may be guilty in relation to the Academy Trust. The cost of this insurance in the year was covered by the Department for Education's Risk Protection Arrangement (RPA). It is not possible to quantify the Trustees and Officers indemnity element from the overall cost of the RPA scheme.

Method of Recruitment and Appointment or Election of Trustees

In accordance with the Articles of Association, procedures were established for the election of staff and parent Governors. Under the terms of the Academy Trust's Articles of Association and Funding Agreement, the Members of the Trust and the Governing Body have powers to appoint Governors.

The Governors undertake a regular skills audit, based on the National Governors' Association model, to appraise existing competencies and identify any areas for development. In addition to this the Chair and Vice-chair of governors look at the membership of the board and succession planning on an annual basis and hold annual governor reviews in early summer each year. Having co-opted three new governors in July 2017, the Board also successfully recruited a new parent governor, Grace Palazzolo, who was elected against two other candidates by the parent body and a new staff governor, Judith Vandervelde. Thus the board focused this year on the induction and on boarding process for five new governors last year. A sixth new governor, Adam Fagan, was co-opted in July 2018. In addition to this two associate governors have been brought on to support the work of the board and school, Seema Shah, and Gary Bilkus who bring in specific expertise in finance and IT risk management respectively.

All newer members are now an integral part of the Board adding fresh perspective and different experience. They have also taken on leadership roles or are in a handover period in order to do so, as the Board expects more founder and original members of the board to step down over the course of the remaining two years in their second term of governance. The Board expects to identify and recruit a new Chair of Governors by the next financial year.

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TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 AUGUST 2018

The Board undertook its regular skills' audits in Spring 2018 and this did not reveal any significant gaps. The annual governor reviews allow for reflection on the current working of the board and continues to be a useful method for considering successes as well as where the Board can create more efficiencies and effectiveness in its working to improve school outcomes.

Policies and Procedures Adopted for the Induction and Training of Trustees

The Governors have established the expectation for the appointment and running of a skilled and dedicated Governing Body. To that end a series of procedures and standards were established in order to set out and operate this framework.

To support and induct new governors a handbook is provided which contains Articles of Association, history and vision of the Archer Academy, guidance from DfE and NGA, a job description and a copy of 'Welcome to Governance' (NGA publication). Further, new governors are offered a 'buddy' – an experienced governor able to act as a sounding board and to offer advice or guidance.

In addition, the Academy benefits from support provided by Governor Services at Local Authority (and associated training) and information from NGA. Governors subscribe to The Key Support for Governors and have attended courses during the period on topics including Special Educational Needs, Pupil Premium, safeguarding, thematic learning and the changing face of governance and governors. Governors also benefit from our collaboration with Kings College London attending events and presentations from thought leaders and globally renowned practitioners.

Organisational Structure

The Governing Body of the Archer Academy is concerned with the strategic management of the Academy. In accordance with section 104 of the Articles of Association the Governors delegate operational management to the Headteacher in order that she may lead day to day running of the organisation, management and control, including the implementation of policies established by the Governing Body. The Headteacher is appointed as the Accounting Officer.

The Governing Body has established a committee structure in order to facilitate detailed scrutiny, risk management and development of key areas. Terms of reference for each committee and limits to delegated authority have been established and are reviewed each year.

Committees of the Governing Body:

- Finance and Audit
- Education and Standards
- Pastoral and Wellbeing
- Fundraising and Business Development
- Resources
- Pay

Working Groups of the Governing Body:

- Communications

A member of senior leadership is a member of each committee.

A bi-monthly Strategy and Planning meeting is convened to enable effective coordination between and across committees.

Responsibilities, priorities and progress of the committees are reported regularly to the Governing Body.

Associate governors are appointed by the Governing Body to contribute to its work.

TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 AUGUST 2018

Associate governors may attend the meetings of the Governing Body, which decides their voting rights. Their voting rights are limited by law to exclude matters concerning the budget, admissions, pupil discipline and the election or appointment of governors. Associate governors are not governors and are not included in the school's Instrument of Government.

Associate governors to the Governing Body:

- Ian Warwick, Most Able
- Anne-Marie Canning, Widening Participation
- Roger Chapman, Community Engagement
- Seema Shah, Finance and Audit
- Gary Bilkus, Information Technology

Arrangements for setting pay and remuneration of key management personnel

Pay and remuneration for all of the academy's key management personnel is determined in accordance with the "School teachers' pay and conditions document 2018 and guidance on school teachers' pay and conditions" (September 2018) and, where relevant, the local government pay arrangements. When determining an appropriate pay range, the academy takes into account all of the permanent responsibilities of the role, any challenges that are specific to the role, and all other relevant considerations. In line with our Pay Policy, appropriate differentials are created and maintained between posts within the school, recognising accountability and job weight, and the governing body's need to recruit, retain and motivate sufficient employees of the required quality at all levels.

Headteacher

The Headteacher is appraised annually by the Headteacher's performance management panel of the governing body, supported by a suitably skilled and experienced external adviser who has been appointed by the governing body for that purpose. The performance management panel consists of the Chair of Governors and two other governors.

The Headteacher must demonstrate sustained high quality of performance, with particular regard to leadership, management and student progress at the Academy and is subject to a review of performance against performance objectives before any performance points are awarded. Objectives are focused on key school priorities and take account of the relevant Headteacher standards. The objectives developed are SMART and measured accordingly. Objectives may be revised if circumstances change. The Headteacher's objectives are set by the Headteacher's performance management panel.

Salary progression for the Headteacher is recommended by the Headteacher's Performance Management panel and ratified by the Full Governing Body.

Other key management personnel

All other key management personnel (the academy's senior leadership team) are appraised annually by the Headteacher. They must demonstrate sustained high quality of performance in respect of Academy leadership and management and, where relevant, student progress and are subject to an annual review of performance against their performance objectives before any performance points are awarded.

The performance management objectives are linked to the relevant standards and are linked to key school priorities and are appropriate to the leadership role and level of experience. Objectives may be revised if circumstances change. The Headteacher is responsible for setting the objectives.

Salary progression for key management personnel (excluding the Headteacher) is recommended by the Headteacher and ratified by the Pay Committee (consisting of three governors). Any increase will be clearly attributable to the performance of the member of the senior leadership team in question. In all cases, the Pay Committee is able to justify its decisions.

TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 AUGUST 2018

If the evidence shows that the Headteacher or any other member of the key management personnel has displayed exceptional performance, the governing body will consider awarding enhanced pay progression, up to the maximum of 1 additional point.

Trade Union facility time

3 employees were trade union representatives during the previous academic year and these employees stepped down or left the academy at 31 August 2017. During the year ended 31 August 2018, no employees took up the opportunity to stand as trade union representatives therefore none of the Trust's pay bill was spent on facility time. However, the academy purchased Trade Union facilities time from the Local Authority at a cost of £1,388 for the year (2017 £1,074).

Related parties and other connected charities and organisations.

There are no connected organisations or charities to declare. However, in line with our principles for community engagement we are actively working to develop effective cooperation with a range of local businesses, organisations and other schools.

OBJECTIVES AND ACTIVITIES

Objects and Aims

The objects of the Archer Academy are 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, carrying on, managing and developing a school offering a broad and balanced curriculum.

Objectives, Strategies and Activities

As a strategic body, the governors are focused on the long-term success of the school and the ambition of establishing a highly successful, first-choice secondary school serving the local community. We are delighted to be able to report so many successes over the past year, but our attention now turns to ensuring that our progress continues into the future. With that in mind we have another busy year ahead. Therefore we have devised a governor development plan that identifies priorities for the coming year.

Governor Development: As well as working closely with the senior leadership team through our Committee meetings where we look in detail at various aspects of school life, this last year has seen us embed our link governor system. Link governors meet with our heads of department twice a year and give strategic insight into their priorities and challenges. In addition, we have introduced formal Strategy and Planning Committee meetings to ensure open communication and linking between Committee work.

Partnerships: Archer Academy governors continue to play an important role in our now well-established school. Over this last year our team of governors has worked with school staff to develop strong partnerships with local schools. In building links with local primary schools, we are working with a range of key partner schools in our priority postcode areas. Furthermore, in pursuing a pathway for our students post-16, we have developed partnerships with Woodhouse College and Barnet and Southgate College. These are excellent developments that bringing a great degree of surety to our students along with valuable opportunities for collaboration and knowledge sharing between staff and our governing bodies.

Fundraising: Fundraising is always an important issue for schools. At the Archer Academy we are ambitious in our desire to offer every student more than just a basic education. Delivering our twice-weekly enrichment programme is an area that we fund from the school budget. Whilst we have brought in some external funding to support this, it would not continue to be possible without the Excellence Fund from parents and friends. Our Fundraising and Business Development committee also looks for additional ways to support the school offer. We have benefited from funding to deliver 'The Big Draw' week, to provide department specific equipment where required, and to improve the physical space around our buildings. We are currently working on a number of projects, of which the most significant is 'Make Beaumont Brilliant'. Our Beaumont Close site has required improvement to enable delivery of the Key Stage 4 curriculum. Work is ongoing and we have ambitions for a library.

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TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 AUGUST 2018

Public Benefit

The Governors of the Academy Trust have complied with their duty to have due regard to the guidance on Public Benefit published by the Charity Commission in exercising their powers and duties. The activities undertaken to further the Academy Trust's purpose for the Public Benefit include the provision of educational facilities that are accessible and appropriate for children from the whole community, regardless of race, gender, faith, disability, sexuality or socio-economic background. The development and delivery of a programme of community engagement that actively benefits the whole community within which the school operates.

STRATEGIC REPORT

Achievements and Performance

The vision for the school focuses on 'realising potential, inspiring creativity and engaging with our community.' Our staff and students constantly strive to deliver on this vision, both for themselves and for all those around them. As a result, there have been some wonderful events, achievements and successes over the past year. Highlights of the year must include the Summer Showcase, Sports Day and our Choral and Instrumental concerts. In addition, our special themed weeks such as the Big Draw, LitFest and Science Week were outstanding.

The everyday aspects of the school continue to be outstanding from rock climbing, debating and chess tournaments against other schools, Dragons Den workshops and Bright Ideas lectures for inspiration from paramedics, dentists, politicians and authors.

We continue to enjoy success in local sports, with excellent performances in athletics, cricket and football. This year also saw the first appearance of an Archer football team in a Barnet Cup Final (Year 7). In addition, the Archer Academy were Barnet Schools junior and senior dance champions.

Students developed their knowledge and experience, with trips to Amsterdam and the USA. Science students attended 10 Downing Street, where they met the Prime Minister. Our residential trip for all students in lower school remains an integral part of the school year.

We also appointed our first Senior Student Leadership Team led by our first Head Boy and Head Girl.

Many of our students also pursued various forms of voluntary work in local organisations as they progressed towards Duke of Edinburgh awards.

We have continued to maintain our campus school premises to a high standard through the academic year, and continue to personalise the facilities to meet the distinctive needs of our vision, values and curriculum model.

The Upper school site at Beaumont Close has been developed to provide further specialist GCSE facilities, including an upgraded food technology room. Internal lighting has been improved to be more energy efficient and the entrance to the site now has automated external gates. Our Lower school site at Stanley Road was re-decorated over the summer holidays and some of the internal spaces were re-configured to enable enhanced teaching and learning, and to support our marginal roll increase.

We ended the academic year celebrating our wonderful first GCSE results for our pioneer cohort, who opened the school in 2013. The past five years have been the most privileged of experiences as we grew a school with them. The excellent results achieved by the cohort are testament to their hard work, commitment to school life and representation of the Archer Way.

40% of grades being secured at grades 7-9 and 44 Archer Academy students achieving at least one grade 9/A* (with 140 grades, overall, being secured at 9/A*) highlights the incredible success of our pioneer year group.

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TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 AUGUST 2018

The benchmark figure of the number of students achieving five or more GCSEs, including English and Maths, is 74% at Grade 4 and above and represents excellent achievement across the cohort. Even more impressive is the 33% of students (1/3 of the cohort) who secured English and Maths at Grade 7 or above.

These excellent results have enabled our students to transition to the 6th form of their choice, studying the courses they have chosen and it has been wonderful to enable this success. The vast majority of our outgoing Year 11 cohort have transitioned to Woodhouse College and we are delighted to working in partnership with this outstanding institution.

Key Financial Performance Indicators

Following discussion of a range of possible financial performance indicators the Trustees selected four KPIs that they feel provide a good indication of the financial health of the organisation and provide a suitable breadth of information to assist internal and external accountability.

KPIs

- Total revenue income (excluding capital)/ pupil £7,206 (2017 - £7,733)
- Total GAG/pupil £5,634 (2017 - £5,697)
- Staff costs/total revenue income (excluding capital) 75% (2017 – 74%)
- Teaching staff costs/per pupil £3,809 (2017 - £3,741)

The figures show a reduction in statutory funding (GAG) per pupil compared to the prior year. There has also been a decrease in total revenue income per pupil, largely reflecting the school's growth to full capacity in September 2017, with income growing at a lower rate than pupil numbers. The Trustees will continue to monitor closely the variation between total revenue income per pupil and total GAG per pupil to determine the respective level of dependence on statutory and non-statutory sources of funding. Trustees will endeavour to strike a balance between maximising fundraising and earned income, without becoming overly dependent on it to operate.

The proportion of staff costs to total revenue has increased by one percentage point to 75 per cent and teaching staff costs per pupil have increased in line with salary inflation. This is in line with expectations although the Trustees will continue to monitor the position and consider whether these figures should be reduced over time.

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 despite the ongoing pressures on school budgets. 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 Note 25 to the Accounts.

FINANCIAL REVIEW

During the year the Academy received total incoming funds of £5,415,340 (2017 - £4,650,383) and total expenditure was £5,901,393 (2017- £5,315,458). After an actuarial gain on the defined benefit pension scheme of £83,000 (2017 - £(199,000)), this resulted in a movement for the year of £(403,053) (2017 - £(466,075)).

The Trust's total funds stood at £27,549,563 at the year-end (2017- £27,952,616), with the vast majority of these relating to the Trust's restricted fixed asset fund of £27,855,289 (2017 - £28,292,863), mainly representing property assets at Beaumont Close and Stanley Road. The restricted fixed asset fund includes unspent capital income of £53,556, of which £38,071 represents funds raised for our Make Beaumont Brilliant campaign.

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TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 AUGUST 2018

The academy reached full capacity in September 2017, and although facing financial challenges in common with much of the education sector nationally, has reported a revenue surplus for the year of £75,521, thereby reducing the closing deficit to £121,726 (2017 - £197,247), split as a surplus of £52,461 (2017 - £58,503) on unrestricted funds and a deficit of £174,187 (2017 - £255,750) on restricted funds. The deficit on restricted funds reflects the balance of £185,293 (2017 - £278,392) repayable on the advance funding received from the ESFA in earlier years.

The primary source of income was funding from the Department for Education, via the Education and Skills Funding Agency, of £ 4,421,577 (2017 - £3,696,901). Other income has been received in the form of charitable donations which have been offered in order to enhance the quality and type of provision the academy can offer.

Reserves Policy

The Governors recognise that when the Academy is in a position to do so, it will need to hold reserves for a range of reasons. The Governors will always try to match income with expenditure in the current year by setting and managing a balanced in-year budget. We will carry forward reserves when we are in a position to do so and in the context of a clear understanding of how such reserves will be used to benefit our students.

Our aim will be to build up our reserves to use as follows:

- Provide contingency funds to deal with minor adjustments to expenditure from a range of budget areas
- Implement future strategies in line with the development plan
- Invest as necessary in the maintenance of our capital assets
- Protect against any shortfall from rental income and other income generating initiatives
- Provide sufficient working capital to cover delays between spending and receipt of grant income
- Provide a cushion to deal with unexpected emergencies and long term sickness
- Cash flow management to enable variable cash demands.

The Governors have determined that the appropriate level of free reserves should be approximately £320,000.

At 31st August 2018, the Academy held funds of £27,549,563 of which £52,461 was unrestricted and £27,497,102 restricted, including £27,855,289 related to fixed assets. The Governors have decided that all the surplus funds held at 31st August 2018 should be allocated into the 2018-19 budget in order to maximise resources in the year. The Governors recognise that the current financial climate and the ongoing pressures on school budgets make it difficult to build up reserves whilst maintaining the necessary level of expenditure required to deliver the Academy's vision. They will continue to monitor the position closely and to identify opportunities to build up reserves as soon as it is practical to do so.

At 31 August 2018 the total funds comprised:

Unrestricted	52,461
Restricted: Fixed asset funds	27,855,289
GAG	(184,427)
Pension reserve	(184,000)
Other	10,240
	<hr/>
	27,549,563

Investment Policy

Surplus funds are held in an interest bearing bank account (0.1%)

The Academy's investment policy, in accordance with the school's wider procurement policy, is based on extracting maximum social value from the use of resources. This is based on an assessment of social, environmental and economic benefits and costs, in accordance with the Public Services (Social Value) Act 2012.

TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 AUGUST 2018

Principal Risks and Uncertainties

The Academy Trust practices through its Board, namely the Governing Body and the constituted sub-committees, risk management principles. Any major risks highlighted at any sub-committee are brought to the main Board with proposed mitigating actions and they continue to be reported until the risk is adequately mitigated. The Chair of Governors and Headteacher also review major risks as part of their regular meetings.

The Governing Body accepts managed risk as an inevitable part of its operations but seeks to avoid unacceptable levels of risk in any area. The subjective nature of this process requires major risks to be resolved by the Governing Body collectively, whilst more minor risks are dealt with by senior leaders or sub-committees.

The principal risks facing the Academy are:

- **Financial Risk** – The principal financial risks are a reduction in the Academy's income resulting from a reduction or freeze in government funding or unbudgeted expenditure arising from unplanned capital or staffing requirements. These risks could result in a deficit budget that compromises the Academy's financial viability. The risks presented here are mitigated by close financial control and regular reporting to the Finance and Audit Committee and the Chair of Governors to monitor expenditure on a monthly basis and governor monitoring of staffing levels and requirements through the General Resources Committee, as well as a comprehensive mid-year financial review to ensure the year end forecast is within budget and to take steps if any action is required. A fundraising and income generation strategy, overseen by a Fundraising and Business Development Committee, has been established to secure additional income, to offset the risk of any unforeseen expenditure becoming necessary.

Risks associated with personnel – the principal personnel risks relate to the loss of key staff and any delays or difficulties in replacing them. These risks are mitigated by the oversight of the General Resources Committee which seeks to ensure the Academy has sufficient staffing levels, adequate systems and procedures in place to monitor and support staff and a long-term staffing plan and recruitment schedule linked to the financial forecasts for the school, together with a strong performance review system.

- **IT system failures**, whether a single major incident or multiple minor ones, and whether due to technical failure, or malicious activity, could compromise the school's ability to operate effectively and impact on other systems and operations. Operating a single integrated IT system across two operational sites poses a further risk of systems failure. These risks are mitigated by the appointment of a dedicated IT Manager and Business Manager with responsibility to oversee IT and infrastructure and to manage IT staff. The General Resources Committee provides oversight and scrutiny at a strategic level to ensure appropriate policies and procedures are in place to mitigate risks.

Fundraising

Fundraising is always an important issue for schools. At the Archer Academy we are ambitious in our desire to offer every student more than just a basic education.

Delivering our twice-weekly Enrichment programme is an area that we fund from the school budget. Whilst we have brought in some external funding to support this, it would not continue to be possible without the Excellence Fund.

Donations to this allow us to ensure that every student has the opportunity to try two new activities each term, in areas that they might never have had the chance to experience. We are deeply grateful to all those who donate.

The Fundraising committee also looks for ways to support and extend the curriculum. We have benefited from funding to deliver 'Restart' events, and to provide department specific equipment where required.

TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 AUGUST 2018

We are currently working on a number of projects, of which the most significant is 'Make Beaumont Brilliant'. Our ambition is to extend the building to create a library and our fundraising efforts will continue to secure the resources to achieve this.

PLANS FOR FUTURE PERIODS

The primary focus of the Academy for the future period is to fully establish the school as an efficient, effective and outstanding establishment, which reflects the Governors' vision and ethos and serves the community for which it has been established. A Vision Statement has been approved by the Governors that sets out the long term aims for the Academy, aligned to the three pillars of the school's vision – Realising Potential, Inspiring Creativity and Engaging with our Community. The school development plan reflects this longer-term vision in establishing clear objectives and targets for the short-to-medium term.

Our School Development Plan sets out our priorities and focus for the coming year in order to enable strategic change. These are:

Outcomes – securing school targets

- To secure substantial and sustained progress for all students regardless of their starting points.

Outcomes – securing the progress of boys and disadvantaged students in line with starting points and their peers

- To ensure that the progress across the curriculum of disadvantaged pupils and pupils who have special educational needs and/or disabilities is improving towards that of other pupils with the same starting points
- To accelerate the progress of boys to ensure that they are at least on target based on their starting points, paying particular attention to the more able boys from disadvantaged backgrounds.

Behaviour – enabling the culture we want and our community deserves

- To secure a consistent approach to behaviour for learning which enables every child to thrive by embedding a refined pastoral structure.

Leadership & Management – securing operational and financial sustainability

- To secure and embed sound and ambitious financial and operational leadership and management.

These priorities will drive the school's operational activity and provide the focus for the Governing Board and Committees in the year ahead.

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TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 AUGUST 2018

FUNDS HELD AS CUSTODIAN TRUSTEE ON BEHALF OF OTHERS


The Academy and its Governors hold no funds on behalf of others as Custodian Trustees.

AUDITOR

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's 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.

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


.....
Avis Johns
Chair of Trustees

Date: 6/12/18

THE ARCHER ACADEMY
(A company limited by guarantee)

GOVERNANCE STATEMENT
FOR THE YEAR ENDED 31 AUGUST 2018

SCOPE OF RESPONSIBILITY

As trustees we acknowledge we have overall responsibility for ensuring that The Archer 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 Lucy Harrison (Headteacher), as Accounting Officer, for ensuring financial controls conform with the requirements of both propriety and good financial management and in accordance with the requirements and responsibilities assigned to it in the funding agreement between The Archer Academy Trust and the Secretary of State for Education. She is 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 7 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
Toby Blume	6	7
Martin Bright	5	7
Grace Palazzolo	4	4
Adam Fagan	1	1
Louise Dobrin	7	7
Patricia Choiral	5	7
Judith Vandervelde	3	4
Johanna Moses	5	7
Cathy Halstead	7	7
Lucy Harrison (Headteacher)	7	7
Jon Hindmarsh	7	7
Avis Johns (Chair of Governors)	5	7
Katherine Klinger	1	2
Sanjay Maraj	2	7
Bryan Marcus	6	7
Andry Moustras	6	7
Sarah Pearce	4	7
Seema Shah	2	3
Simran Jouhal	5	6
Ben Whittaker	6	7

The Governor Development and Audit policy which sets out the Board's approach to strategically evaluating its own performance and addressing any gaps or areas for improvement was reviewed in November 2017 (and will be reviewed every two years thereafter). This outlines our training for new governors and a commitment from all governors to share training, knowledge and expertise. This policy, which was approved in September 2016, codified a range of existing practices into a single document to provide a clear and transparent approach to governance and continuous improvement. A Governor Development Plan for the year was approved in September, setting out a range of activities to be delivered during the year to further improve the effectiveness of the Board and ensure continuous improvement.

THE ARCHER ACADEMY
(A company limited by guarantee)

GOVERNANCE STATEMENT (continued)
FOR THE YEAR ENDED 31 AUGUST 2018

The finance and audit committee is a committee of the main board of trustees. Its purpose is: Ensuring sound management of the Academy's finances and resources, including proper planning, monitoring and probity in line with the statutory and non-statutory guidance and good practice and providing assurance regarding the identification and management of risk.

The committee met 6 times during the course of the year. Attendance at meetings in the year was as follows:

Trustee	Meetings attended	Out of a possible
Toby Blume (Chair)	6	6
Patricia Choiral	5	6
Isobel Collinge	6	6
Seema Shah	3	6
Lucy Harrison (Headteacher and Accounting Officer)	6	6
Leanne Chase (Finance Director and Chief Finance Officer)	6	6
Michele Harrison (Business Manager) (attending as required)	4	6

REVIEW OF VALUE FOR MONEY

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

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

The Archer Academy takes a prudent approach to expenditure. With approximately 74% of the Academy Trust budget spent on staffing, staffing structures are reviewed annually to ensure that they are fit for purpose and can adapt and respond to support the successful attainment of the objectives within the Academy Trust development plan. Staffing headcount was reduced at the end of the 2017/2018 academic year, following both a curriculum and staffing structure review, identified posts were not replaced.

The Academy Trust has a high proportion of skilled and experienced teaching and non-teaching staff, who are very effectively deployed to provide best value. Teachers' appraisal and support staff appraisal systems are in place, and HR policies, such as Whistleblowing, are implemented. Staff members have had a range of training opportunities relating to safeguarding, assessment for learning, e-safety, promoting independent study, behaviour for learning, developing and maintaining positive well-being and special educational needs. Several members of staff have also been accepted on leadership and development courses. We take part in the Challenge Partners Review Programme and this has enabled members of the senior leadership team to complete leadership review activities at other schools.

Monthly budget monitoring reports are produced by the Finance Director, with recommendations made for any corrective actions necessary in order to deliver an outcome within budget. In 2017/18 spending across school departments was further streamlined and significant efficiencies made; most specifically in the areas of consumables. Strategic risks were reviewed termly by the Finance Committee during the year with challenge on actions taken to manage and mitigate against the risks. In balancing risk against return the Archer Academy policy is clearly geared towards minimising risk rather than maximising returns. In view of increasingly tight financial resources in 2017/18 the Archer Academy placed an even higher priority on scrutinising purchase order requests in order to reduce the likelihood of wasteful spending. Additionally, levels of financial control were reviewed again and identify strong confidence with budget forecasting.

GOVERNANCE STATEMENT (continued)
FOR THE YEAR ENDED 31 AUGUST 2018

The Archer Academy has in place a rolling programme of budget planning which focuses not only on the current and next financial year but also on the medium to longer term. We are constantly reviewing areas of spending and looking at ways to deliver savings, balance the budget and improve value for money. In reviewing expenditure we have participated in benchmarking exercises to identify areas where we appear to be high spending. In doing so the Academy has sought to get the optimum balance between quality and cost. A strategic planning meeting took place in February 2018 between senior members of staff, including the Finance Director, and senior governors. This will now become an annual point of reflection and review within the academic year. This strategic planning led to the decision to increase our Planned Admissions Number (PAN) by 12 places per year group, on a rolling programme from September 2018, thus increasing per pupil funding from 2019 onwards and further securing our financial future. We are full in each year group, with a waiting list and significantly oversubscribed.

Better Purchasing

Contracts are regularly reviewed and, where necessary, changed to ensure that they are fit for purpose. Individual budget holders are held accountable for the use of their budgets, and are vigilant with regard to sourcing best value. Similarly some services have been taken in house such as the employment of our own site manager and caretaker, who are skilled in repairs and maintenance – in order to achieve better value for money.

Better Income Generation

Our brand new purpose built school in Stanley Road became operational from September 2015 offering future opportunities to improve income generation: particularly in the area of sporting facilities. With growing assets and facilities available for lettings outside of school hours, we are well placed to secure strong income generation in this area.

Donations form a significant aspect of our budget forecasting and continue to be consistently high, both in relation to parental donations and wider successful bids to grants and foundations. Positive forecasts are consistent in this area of financial planning, we are in a solid position but keen to expand further.

We became a full school, with students in years 7 to 11, for the first time in September 2017. As a campus school, we recognise the need to further embed strong and clear management systems to ensure effective use of resources and the efficient running of the school. Having now completed one full five year cycle as a school we are now best placed to review systems and processes and generate further efficiencies moving forwards. We aim to build further upon our first five strong years as a school, and continue to provide an excellent education for our students.

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 the Academy's aims and objectives. It can, therefore, only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of academy trust policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in The Archer Academy Trust for the period 1 September 2017 to 31 August 2018 and up to the date of approval of the annual report and financial statements.

GOVERNANCE STATEMENT (continued)
FOR THE YEAR ENDED 31 AUGUST 2018

CAPACITY TO HANDLE RISK

The board of trustees has reviewed the key risks to which the academy trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The board of trustees is of the view that there is a formal on-going process for identifying, evaluating and managing the academy trust's significant risks that has been in place for the 1 September 2017 to 31 August 2018 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 general purposes committee of reports which indicate financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes
- setting targets to measure financial and other performance
- clearly defined purchasing (asset purchase or capital investment) guidelines
- delegation of authority and segregation of duties
- identification and management of risks

The board of trustees has considered the need for a specific internal audit function and decided to appoint Bernard Manson as a Responsible Officer and agreed a schedule of work for the 2017-18 year.

The responsible officer role includes giving advice on financial matters and performing a range of checks on the academy's financial systems. On a termly basis, the responsible officer 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. The responsible officer's control objectives included:

- Month end procedures
- Review of bank reconciliations and expenses
- Review of the Payroll system
- Review of Petty Cash
- Review of governance
- Review of policies

On a termly basis the responsible officer reports to the board of trustees, through the Finance and Audit Committee on the operation of the systems of control and on the discharge of the board of trustees' financial responsibilities.

THE ARCHER ACADEMY
(A company limited by guarantee)

GOVERNANCE STATEMENT (continued)
FOR THE YEAR ENDED 31 AUGUST 2018

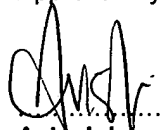
REVIEW OF EFFECTIVENESS

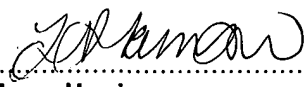
As Accounting Officer the Headteacher has responsibility for reviewing the effectiveness of the system of internal control. During the year in question the review has been informed by:

- the work of the internal auditor
- the work of the external auditor
- 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 audit 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 and signed on its behalf by:


.....
Avis Johns
Chair of Trustees


.....
Lucy Harrison
Accounting Officer

Date: 6/12/18

THE ARCHER ACADEMY
(A company limited by guarantee)

**STATEMENT ON REGULARITY, PROPRIETY AND COMPLIANCE
FOR THE YEAR ENDED 31 AUGUST 2018**

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

I confirm that I and the academy trust 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 2017.

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 ESFA.


.....
Lucy Harrison
Accounting officer

Date: 6/12/18

THE ARCHER ACADEMY
(A Company Limited by Guarantee)

STATEMENT OF TRUSTEES' RESPONSIBILITIES
FOR THE YEAR ENDED 31 AUGUST 2018

The Trustees (who act as governors of The Archer Academy and are also the directors of the charitable company for the purposes of company law) are responsible for preparing the Trustees' Report (including the Strategic Report) and the financial statements in accordance with the Annual Accounts Direction issued by the Education & Skills Funding Agency, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

Company law requires the 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:

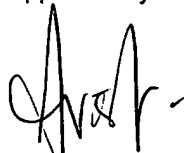
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP 2015 and the Academies Accounts Direction 2017 to 2018;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- 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 ESFA/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 trustee and signed on its behalf by:



Avis Johns
Chair of Trustees

Date: 6/12/18

THE ARCHER ACADEMY
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE TRUSTEES OF THE ARCHER ACADEMY

OPINION

We have audited the financial statements of The Archer Academy (the 'academy') for the year ended 31 August 2018 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes, including a summary of significant accounting policies. 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', the Charities SORP 2015 and the Academies Accounts Direction 2017 to 2018 issued by the Education & Skills Funding Agency.

In our opinion the financial statements:

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

BASIS FOR OPINION

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

CONCLUSIONS RELATING TO GOING CONCERN

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

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

THE ARCHER ACADEMY
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE TRUSTEES OF THE ARCHER ACADEMY

OTHER INFORMATION

The Trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Auditors' Report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

OPINION ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

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

- the information given in the Trustees' Report including the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report and the Strategic Report have been prepared in accordance with applicable legal requirements.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In the light of our knowledge and understanding of the academy and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report including the Strategic Report.

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

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

THE ARCHER ACADEMY
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT ON THE FINANCIAL STATEMENTS TO THE TRUSTEES OF THE ARCHER ACADEMY

RESPONSIBILITIES OF TRUSTEES

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

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

AUDITORS' RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

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

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

USE OF OUR REPORT

This report is made solely to the Academy Trust'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 Academy Trust'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 Academy Trust and the Academy Trust's members as a body, for our audit work, for this report, or for the opinions we have formed.



Brendan Sharkey FCA (Senior Statutory Auditor)
for and on behalf of

MHA MacIntyre Hudson
Chartered Accountants
Statutory Auditors
New Bridge Street House
30-34 New Bridge Street
London
EC4V 6BJ

Date: 17th December 2018

THE ARCHER ACADEMY
(A Company Limited by Guarantee)

**INDEPENDENT REPORTING ACCOUNTANTS' ASSURANCE REPORT ON REGULARITY TO THE
ARCHER ACADEMY AND THE EDUCATION & SKILLS FUNDING AGENCY**

In accordance with the terms of our engagement letter dated 4 September 2017 and further to the requirements of the Education & Skills Funding Agency (ESFA) as included in the Academies Accounts Direction 2017 to 2018, we have carried out an engagement to obtain limited assurance about whether the expenditure disbursed and income received by The Archer Academy during the year 1 September 2017 to 31 August 2018 have been applied to the purposes identified by Parliament and the financial transactions conform to the authorities which govern them.

This report is made solely to The Archer Academy and the ESFA in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to The Archer Academy and the ESFA those matters we are required to state in a report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than The Archer Academy and the ESFA, for our work, for this report, or for the conclusion we have formed.

**RESPECTIVE RESPONSIBILITIES OF THE ARCHER ACADEMY'S ACCOUNTING OFFICER AND THE
REPORTING ACCOUNTANTS**

The Accounting Officer is responsible, under the requirements of The Archer Academy's funding agreement with the Secretary of State for Education dated April 2013, and the Academies Financial Handbook extant from 1 September 2017, for ensuring that expenditure disbursed and income received is applied for the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

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

APPROACH

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

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

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

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

THE ARCHER ACADEMY
(A Company Limited by Guarantee)

**INDEPENDENT REPORTING ACCOUNTANTS' ASSURANCE REPORT ON REGULARITY TO THE
ARCHER ACADEMY AND THE EDUCATION & SKILLS FUNDING AGENCY (continued)**

The work undertaken to draw to our conclusion includes:

- reviewing the Minutes of the meetings of the Governing Body and other evidence made available to us, relevant to our consideration of regularity
- a review of the objectives and activities of the Academy, with reference to the income streams and other information available to us as auditors of the Academy
- testing of a sample of payroll payments to staff
- testing of a sample of payments to suppliers and other third parties
- testing of a sample of grants received and other income streams
- evaluating the internal control procedures and reporting lines, testing as appropriate and making appropriate enquiries of the Accounting Officer.

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 2017 to 31 August 2018 have not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.



Reporting Accountant

MHA MacIntyre Hudson
Chartered Accountants

New Bridge Street House
30-34 New Bridge Street
London
EC4V 6BJ

Date: 17 December 2018

THE ARCHER ACADEMY
(A Company Limited by Guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES INCORPORATING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 AUGUST 2018**

	Note	Unrestricted funds 2018 £	Restricted funds 2018 £	Restricted fixed asset funds 2018 £	Total funds 2018 £	As restated 2017 £
INCOME FROM:						
Donations and capital grants	2	62,103	34,382	25,499	121,984	89,105
Charitable activities	5	408,403	4,808,464	-	5,216,867	4,497,547
Other trading activities	3	70,970	5,036	-	76,006	63,164
Investments	4	483	-	-	483	567
TOTAL INCOME		541,959	4,847,882	25,499	5,415,340	4,650,383
EXPENDITURE ON:						
Charitable activities		545,501	4,831,453	524,439	5,901,393	5,315,458
TOTAL EXPENDITURE	6	545,501	4,831,453	524,439	5,901,393	5,315,458
NET EXPENDITURE BEFORE TRANSFERS						
Transfers between funds	16	(3,542) (2,500)	16,429 (58,866)	(498,940) 61,366	(486,053) -	(665,075) -
NET EXPENDITURE BEFORE OTHER RECOGNISED GAINS AND LOSSES						
		(6,042)	(42,437)	(437,574)	(486,053)	(665,075)
Actuarial gains on defined benefit pension schemes	20	-	83,000	-	83,000	199,000
NET MOVEMENT IN FUNDS		(6,042)	40,563	(437,574)	(403,053)	(466,075)
RECONCILIATION OF FUNDS:						
Total funds brought forward		58,503	(398,750)	28,292,863	27,952,616	28,571,549
Prior year adjustment (Note 24)		-	-	-	-	(152,858)
TOTAL FUNDS CARRIED FORWARD		52,461	(358,187)	27,855,289	27,549,563	27,952,616


The notes on pages 28 to 52 form part of these financial statements.

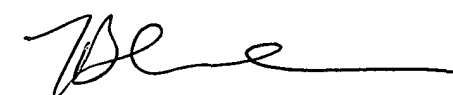
THE ARCHER ACADEMY
(A Company Limited by Guarantee)
REGISTERED NUMBER: 07952786

BALANCE SHEET
AS AT 31 AUGUST 2018

	Note	£	2018 £	As restated 2017 £
FIXED ASSETS				
Tangible assets	12		27,801,733	28,292,863
CURRENT ASSETS				
Debtors	13	251,908		236,104
Cash at bank and in hand		815,530		617,454
		<u>1,067,438</u>		<u>853,558</u>
CREDITORS: amounts falling due within one year	14	<u>(996,863)</u>		<u>(865,512)</u>
NET CURRENT ASSETS/(LIABILITIES)			<u>70,575</u>	<u>(11,954)</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			<u>27,872,308</u>	<u>28,280,909</u>
CREDITORS: amounts falling due after more than one year	15		<u>(138,745)</u>	<u>(185,293)</u>
NET ASSETS EXCLUDING PENSION SCHEME LIABILITIES			<u>27,733,563</u>	<u>28,095,616</u>
Defined benefit pension scheme liability	20	(184,000)		(143,000)
NET ASSETS INCLUDING PENSION SCHEME LIABILITIES			<u><u>27,549,563</u></u>	<u><u>27,952,616</u></u>
FUNDS OF THE ACADEMY				
Restricted income funds:				
Restricted income funds	16	(174,187)		(255,750)
Restricted fixed asset funds	16	27,855,289		28,292,863
Restricted funds excluding pension liability		<u>27,681,102</u>		<u>28,037,113</u>
Pension reserve		<u>(184,000)</u>		<u>(143,000)</u>
Total restricted income funds			<u>27,497,102</u>	<u>27,894,113</u>
Unrestricted income funds	16		<u>52,461</u>	<u>58,503</u>
TOTAL FUNDS			<u><u>27,549,563</u></u>	<u><u>27,952,616</u></u>

The financial statements on pages 25 to 52 were approved by the Trustees, and authorised for issue, on 6/12/18 and are signed on their behalf, by:


Avis Johns
Chair of Trustees


Toby Blume
Chair of Finance

The notes on pages 28 to 52 form part of these financial statements.

THE ARCHER ACADEMY
(A Company Limited by Guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 AUGUST 2018

	Note	2018 £	As restated 2017 £
Cash flows from operating activities			
Net cash provided by/(used in) operating activities	18	211,452	(103,762)
Cash flows from investing activities:			
Investment income		483	567
Purchase of tangible fixed assets		(39,358)	(170,801)
Capital grants and income		25,499	10,110
Net cash used in investing activities		(13,376)	(160,124)
Change in cash and cash equivalents in the year		198,076	(263,886)
Cash and cash equivalents brought forward		617,454	881,340
Cash and cash equivalents carried forward		815,530	617,454

The notes on pages 28 to 52 form part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2018

1. ACCOUNTING POLICIES

The Archer Academy is a company limited by guarantee, incorporated in England. The address of the registered office and principal place of operation are detailed on page 1. The nature of the Academy Trust's operations and principal activity are detailed in the Trustees Report.

A summary of the principal accounting policies adopted (which have been applied consistently, except where noted), judgments 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 2017 to 2018 issued by EFA, the Charities Act 2011 and the Companies Act 2006.

The Archer Academy constitutes a public benefit entity as defined by FRS 102. The financial statements are prepared in sterling which is the functional currency of the Academy Trust, rounded to the nearest £1.

The comparative figures for 31 August 2017 have been restated as a result of a prior year adjustment, note 24.

1.2 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 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. Further details on the going concern assumption are detailed in note 25.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2018

1. ACCOUNTING POLICIES (continued)

1.3 Incoming resources

All incoming resources are recognised when the Academy Trust has entitlement to the funds, probability of receipt and the amount can be measured with sufficient reliability.

Grants Receivable

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 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 year for which it is receivable and any unspent amount is reflected as a balance in the restricted general fund.

Capital grants are recognised when receivable and are not deferred over the life of the asset on which they are expended. Unspent amounts of capital grant are reflected in the balance in the restricted fixed asset fund. Capital grants paid in respect of eligible expenditure are only recognised when such expenditure has been incurred. Any income received in advance is deferred.

Donations

Donations are recognised on a receivable basis where there is probability of receipt, there are no performance related conditions and the amount can be reliably measured.

Other income

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 Resources expended

All expenditure is recognised in the period in which a liability is incurred and has been classified under headings that aggregate all costs related to that category. Expenditure is classified by activity. The costs of each activity are made up of direct costs and shared costs, including support costs involved in undertaking each activity. Where costs cannot be directly attributed to particular headings they have been allocated on a basis consistent with the use of resources, with central staff costs allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use. Other support costs are allocated based on the spread of staff costs.

Costs of generating funds

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

Charitable activities

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

All resources expended are inclusive of irrecoverable VAT.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2018

1. ACCOUNTING POLICIES (continued)

1.5 Tangible fixed assets and depreciation

All assets costing more than £5,000 are capitalised and are carried at cost, net of depreciation and any provision for impairment.

Where tangible fixed assets have been acquired with the aid of specific grants, either from the government or from the private sector, they are included in the Balance Sheet at cost and depreciated over their expected useful economic life. Where there are specific conditions attached to the funding 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 a transfer is made to the fixed asset fund.

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:

Freehold property - buildings	-	2% per annum on a straight line basis
Furniture and fixtures	-	10% per annum on a straight basis
Computer equipment	-	33.3% per annum on a straight basis
Freehold land	-	Not depreciated

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.

1.6 Taxation

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

1.7 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.

1.8 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.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2018

1. ACCOUNTING POLICIES (continued)

1.9 Liabilities and provisions

Liabilities and provisions 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 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.

1.10 Pensions

Retirement benefits to employees of the academy trust are provided by the Teachers' Pension Scheme ("TPS") and the Local Governments Pension Scheme ("LGPS"). These are defined benefit schemes.

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the academy in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. As stated in note 20, the TPS is an unfunded multi-employer scheme with no underlying assets to assign between employers. 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 multi-employer scheme and the assets are held separately from those of the academy trust in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each Balance Sheet date. The amounts charged to operating surplus are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred. Net interest on the net defined benefit liability/asset is also recognised in the Statement of Financial Activities 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.

THE ARCHER ACADEMY
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2018

1. ACCOUNTING POLICIES (continued)

1.11 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 Education Funding Agency where the asset acquired or created is held for a specific purpose.

Restricted general funds comprise all other restricted funds received and include grants from the Education and Skills Funding Agency, Department for Education or other funders.

Investment income, gains and losses are allocated to the appropriate fund.

1.12 Financial instruments

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

Financial assets - trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in note 13. Prepayments are not financial instruments. Cash at bank is classified as a basic financial instrument and is measured at face value.

Financial liabilities - trade creditors, accruals and other creditors are financial instruments, and are measured at amortised costs as detailed in notes 14 and 15. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instruments.

1.13 Operating leases

Rentals under operating leases are charged to the Statement of Financial Activities incorporating Income and Expenditure Account on a straight line basis over the lease term.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2018**

1. ACCOUNTING POLICIES (continued)

1.14 Critical accounting estimates and areas of judgment

Estimates and judgments 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 20, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2016 has been used by the actuary in valuing the pensions liability at 31 August 2018. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

Critical areas of judgment:

Any change in the valuation of the freehold property would impact the total net assets of the academy trust.

2. INCOME FROM DONATIONS AND CAPITAL GRANTS

	Unrestricted funds 2018 £	Restricted funds 2018 £	Restricted fixed asset funds 2018 £	Total funds 2018 £	Total funds 2017 £
Donations	62,103	5,361	-	67,464	69,945
Capital grants	-	-	25,499	25,499	10,110
Fundraising - Make Beaumont Brilliant	-	29,021	-	29,021	9,050
	<u>62,103</u>	<u>34,382</u>	<u>25,499</u>	<u>121,984</u>	<u>89,105</u>
Total 2017	<u>55,436</u>	<u>23,559</u>	<u>10,110</u>	<u>89,105</u>	

THE ARCHER ACADEMY
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2018

3. OTHER TRADING ACTIVITIES

	Unrestricted funds 2018 £	Restricted funds 2018 £	Total funds 2018 £	Total funds 2017 £
Hire of facilities	55,144	-	55,144	57,637
Fundraising	15,826	5,036	20,862	5,527
Total 2018	<u>70,970</u>	<u>5,036</u>	<u>76,006</u>	<u>63,164</u>
Total 2017	<u>63,164</u>	<u>-</u>	<u>63,164</u>	

4. INVESTMENT INCOME

	Unrestricted funds 2018 £	Restricted funds 2018 £	Total funds 2018 £	Total funds 2017 £
Bank interest receivable	483	-	483	567
Total 2017	<u>567</u>	<u>-</u>	<u>567</u>	

THE ARCHER ACADEMY
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2018

5. FUNDING FOR ACADEMY'S EDUCATIONAL OPERATIONS

	Unrestricted funds 2018 £	Restricted funds 2018 £	Total funds 2018 £	As restated 2017 £
DfE/ESFA grants				
General Annual Grant (GAG)	-	4,226,131	4,226,131	3,418,278
Pupil Premium	-	188,446	188,446	165,623
Other ESFA /DfE grants	-	7,000	7,000	7,000
Start-up grants	-	-	-	106,000
	-	4,421,577	4,421,577	3,696,901
Other government grants				
SEN	-	346,423	346,423	258,292
Split site funding	-	-	-	84,362
Other government grants	-	2,400	2,400	2,000
	-	348,823	348,823	344,654
Other funding				
Other income	408,403	64	408,467	438,436
Other grants	-	38,000	38,000	17,556
	408,403	38,064	446,467	455,992
Total 2018	408,403	4,808,464	5,216,867	4,497,547
Total 2017	206,559	4,290,988	4,497,547	

There are no unfulfilled conditions or other contingencies attached to the grants above.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2018

6. EXPENDITURE

	Staff costs 2018 £	Premises 2018 £	Other costs 2018 £	Total 2018 £	Total 2017 £
Educational operations:					
Direct costs	3,242,093	-	382,488	3,624,581	3,044,886
Support costs	794,692	805,316	676,804	2,276,812	2,270,572
Total 2018	<u>4,036,785</u>	<u>805,316</u>	<u>1,059,292</u>	<u>5,901,393</u>	<u>5,315,458</u>
Total 2017	<u>3,424,135</u>	<u>808,518</u>	<u>1,082,805</u>	<u>5,315,458</u>	

In 2018, of the total expenditure from charitable activities, £5,355,892 (2017: £5,121,493) related to restricted funds and £545,501 (2017: £193,965) related to unrestricted funds.

7. CHARITABLE EXPENDITURE

	Direct costs 2018 £	Support costs 2018 £	Total 2018 £	Total 2017 £
Charitable activities	<u>3,624,581</u>	<u>2,276,812</u>	<u>5,901,393</u>	<u>5,315,458</u>
Total 2017	<u>3,044,886</u>	<u>2,270,572</u>	<u>5,315,458</u>	

THE ARCHER ACADEMY
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2018

7. CHARITABLE EXPENDITURE (continued)

Analysis of support costs

	Educational operations £	Total 2018 £	Total 2017 £
Staff	771,940	771,940	649,271
Depreciation	522,588	522,588	531,787
Agency and other staff costs	22,752	22,752	40,820
Governance costs	13,541	13,541	11,680
Educational supplies	13,131	13,131	10,187
Security	9,592	9,592	4,792
Technology costs	71,252	71,252	70,851
Educational consultancy	48,478	48,478	78,988
Travel and subsistence	159,073	159,073	241,640
Maintenance of premises and equipment	48,860	48,860	60,729
Recruitment and support	-	-	10,848
Rent and rates	56,754	56,754	53,289
Energy	61,672	61,672	59,607
Insurance	18,118	18,118	15,039
Catering	231,463	231,463	193,662
Other occupancy costs	98,410	98,410	95,087
Other support costs	95,858	95,858	107,879
Professional services	33,330	33,330	34,416
	2,276,812	2,276,812	2,270,572
At 31 August 2017	2,270,572	2,270,572	

8. NET INCOME/(EXPENDITURE)

This is stated after charging:

	2018 £	2017 £
Depreciation of tangible fixed assets:		
- owned by the charity	522,589	531,787
Auditors' remuneration - audit	7,250	7,685
Auditors remuneration - other services	3,225	4,463
Operating lease rentals	12,267	10,756

THE ARCHER ACADEMY
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2018

9. STAFF COSTS

a. Staff costs

Staff costs were as follows:

	2018 £	2017 £
Wages and salaries	3,075,125	2,510,890
Social security costs	302,685	244,105
Pension costs	607,143	541,817
	<hr/>	<hr/>
Agency staff costs	3,984,953	3,296,812
	51,832	127,323
	<hr/>	<hr/>
	4,036,785	3,424,135
	<hr/>	<hr/>

b. Staff numbers

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

	2018 No.	2017 No.
Teachers	51	37
Administration and support	50	47
Management	9	9
	<hr/>	<hr/>
	110	93
	<hr/>	<hr/>

c. Higher paid staff

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

	2018 No.	2017 No.
In the band £60,001 - £70,000	3	0
In the band £70,001 - £80,000	0	1
In the band £80,001 - £90,000	1	0

The above bandings state employee emoluments before employer's pension contributions. All of above employees (2017 - 1) participated in the Teachers' Pension Scheme. During the year ended 31 August 2018 employer's pension contributions for these employees amounted to £43,191 (2017 - £12,987).

THE ARCHER ACADEMY
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2018

9. STAFF COSTS (continued)

d. Key management personnel

The Key Management Personnel of the academy trust comprise the trustees and the senior management team as listed on page 1.

The total amount of employee benefits (including employers pension contributions) received by the senior management team for their services to the academy trust was £614,239 (2017 - £576,476). The remuneration of staff trustees is disclosed in note 10, no other trustees received remuneration for their services to the academy trust.

The Headteacher is both a trustee and a member of the senior management team.

10. TRUSTEES' AND OFFICERS' INSURANCE

The academy trust has opted into the Department for Education's risk protection arrangement (RPA), an alternative to insurance where UK government funds cover losses that arise. This scheme protects trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on academy business, and provides cover up to £10,000,000 (2017 - £10,000,000). It is not possible to quantify the Trustees and officers indemnity element from the overall cost of the RPA scheme. The cost of this insurance is included in the total insurance cost.

11. RELATED PARTY TRANSACTIONS - TRUSTEES' REMUNERATION AND EXPENSES

The Principal and other staff Trustees have been paid remuneration or have 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 during the period in which they were trustees was as follows:

		2018 £	2017 £
Lucy Harrison, Headteacher	Remuneration	80,000-85,000	75,000-80,000
	Pension contributions paid	10,000-15,000	10,000-15,000
Ludmila Felic, Staff Governor (resigned 5 September 2017)	Remuneration	0-5,000	5,000-10,000
	Pension contributions paid	0-5,000	0-5,000
Alice Humphrey, Staff Governor (resigned 19 January 2017)	Remuneration	-	15,000-20,000
	Pension contributions paid	-	0-5,000
Simran Jouhal, Staff Governor (appointed 16 March 2017)	Remuneration	40,000-45,000	15,000-20,000
	Pension contributions paid	5,000-10,000	0-5,000
Judith Vandervelde (appointed 18 January 2018)	Remuneration	25,000-30,000	-
	Pension contributions paid	0-5,000	-

THE ARCHER ACADEMY
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2018**

12. TANGIBLE FIXED ASSETS

	Freehold property £	Furniture and fixtures £	Computer equipment £	Total £
Cost				
At 1 September 2017	28,577,196	793,039	645,503	30,015,738
Additions	22,909	10,950	5,499	39,358
Disposals	-	(8,631)	-	(8,631)
At 31 August 2018	28,600,105	795,358	651,002	30,046,465
Depreciation				
At 1 September 2017	1,032,103	184,672	506,100	1,722,875
Charge for the year	351,752	77,544	93,293	522,589
On disposals	-	(732)	-	(732)
At 31 August 2018	1,383,855	261,484	599,393	2,244,732
Net book value				
At 31 August 2018	27,216,250	533,874	51,609	27,801,733
At 31 August 2017	27,545,093	608,367	139,403	28,292,863

Freehold property relates to the Academy's sites at Beaumont Close and Stanley Road. The ESFA provided a valuation of the land and buildings for Beaumont Close of £19.624 million during the year ended 31 August 2014. The value of the site at Stanley Road comprises costs of construction and the cost of subsequent additions.

Included within freehold property is freehold land of £10,994,000 (2017: £10,994,000) which is not depreciated.

The depreciated replacement cost method has been used to determine the net book value of freehold property.

The trustees consider that the valuation of freehold property remains appropriate for the purposes of these financial statements.

THE ARCHER ACADEMY
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2018

13. DEBTORS

	2018 £	2017 £
Trade debtors	175	-
VAT repayable	79,596	49,596
Other debtors	16,398	20,289
Prepayments and accrued income	155,739	166,219
	<u>251,908</u>	<u>236,104</u>

14. CREDITORS: Amounts falling due within one year

	2018 £	As restated 2017 £
Trade creditors	107,367	176,222
ESFA creditor: VAT	1,321	21,511
Other creditors	705,975	345,041
Accruals and deferred income	182,200	322,738
	<u>996,863</u>	<u>865,512</u>

	2018 £	As restated 2017 £
Deferred income		
Deferred income at 1 September 2017	339,786	234,606
Resources deferred during the year	63,508	186,928
Amounts released from previous years	(154,493)	(81,748)
Deferred income at 31 August 2018	<u>248,801</u>	<u>339,786</u>

Deferred income falling within one year at 31 August 2018 includes amounts received in advance in respect of trip income for £30,185 (2017: £28,641), DFC income of £Nil (2017: £6,753), charity grants of £Nil (2017: £26,000), a rates claim received in advance of £33,323 (2017 - £Nil) and ESFA income received in advance of £185,293 (2017 - £278,392).

15. CREDITORS: Amounts falling due after more than one year

	2018 £	As restated 2017 £
Deferred income	<u>138,745</u>	<u>185,293</u>

Deferred income falling after more than one year at 31 August 2018 includes ESFA income received in advance of £138,745 (2017 - £185,293).

THE ARCHER ACADEMY
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2018**

16. STATEMENT OF FUNDS

	Balance at 1 September 2017 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2018 £
Unrestricted funds						
General funds	58,503	541,959	(545,501)	(2,500)	-	52,461
Restricted funds						
General Annual Grant (GAG)	(278,138)	4,226,131	(4,132,420)	-	-	(184,427)
Donations	3,980	5,361	(3,485)	(4,596)	-	1,260
Other ESFA/DfE grants	-	195,446	(193,733)	-	-	1,713
Other restricted income	18,408	420,944	(377,815)	(54,270)	-	7,267
Pension reserve	(143,000)	-	(124,000)	-	83,000	(184,000)
	<u>(398,750)</u>	<u>4,847,882</u>	<u>(4,831,453)</u>	<u>(58,866)</u>	<u>83,000</u>	<u>(358,187)</u>
Restricted fixed asset funds						
Fixed asset funds	28,292,863	25,499	(524,439)	61,366	-	27,855,289
Total restricted funds	<u>27,894,113</u>	<u>4,873,381</u>	<u>(5,355,892)</u>	<u>2,500</u>	<u>83,000</u>	<u>27,497,102</u>
Total of funds	<u>27,952,616</u>	<u>5,415,340</u>	<u>(5,901,393)</u>	<u>-</u>	<u>83,000</u>	<u>27,549,563</u>

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

The General Annual Grant (GAG) must be used for the normal running costs of the Academy. Under the funding agreement with the Secretary of State, the academy was not subject to a limit on the amount of GAG that it could carry forward at 31 August 2018.

The unrestricted fund recognises the incoming and outgoing resources in respect of activities of the Academy that fall outside the scope of its core activities. The transfer of £2,500 from the unrestricted funds to the restricted fixed asset fund represents amounts transferred for fixed asset additions in the year.

Restricted donations are restricted funds received to assist with specific projects. Transfers from other restricted funds and donations to the restricted fixed asset fund of £58,866 represent amounts capitalised for fixed assets.

The Other DfE/ESFA grants fund has been created to recognise the restricted funding received from the DfE/ESFA which fall outside the scope of core funding.

The pension reserve represents the academy trusts share of the Local Government Pension Scheme liability. Plans are in place to meet the deficit such that it is not a constraint on reserves in the future.

The fixed asset fund recognises the tangible assets held by the Academy Trust and is equivalent to the

THE ARCHER ACADEMY
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2018

16. STATEMENT OF FUNDS (continued)

NBV of tangible fixed assets together with unspent capital income of £53,556. Depreciation of tangible fixed assets is allocated to this fund.

STATEMENT OF FUNDS AS RESTATED - PRIOR YEAR

	Balance at 1 September 2016 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2017 £
General funds						
General funds	84,876	307,420	(193,965)	(139,828)	-	58,503
Restricted funds						
General Annual Grant (GAG)	(126,225)	3,610,925	(3,762,838)	-	-	(278,138)
Donations	4,340	14,509	(14,869)	-	-	3,980
Other ESFA/DfE grants	2,196	432,916	(422,249)	(12,863)	-	-
Other restricted income	4,655	274,503	(252,750)	(8,000)	-	18,408
Pension reserve	(205,000)	-	(137,000)	-	199,000	(143,000)
	<u>(320,034)</u>	<u>4,332,853</u>	<u>(4,589,706)</u>	<u>(20,863)</u>	<u>199,000</u>	<u>(398,750)</u>
Restricted fixed asset funds						
Fixed asset funds	28,653,849	10,110	(531,787)	160,691	-	28,292,863
Total of funds	<u>28,418,691</u>	<u>4,650,383</u>	<u>(5,315,458)</u>	<u>-</u>	<u>199,000</u>	<u>27,952,616</u>

THE ARCHER ACADEMY
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2018**

A CURRENT YEAR 12 MONTHS AND PRIOR YEAR 12 MONTHS COMBINED POSITION IS AS FOLLOWS:

	Balance at 1 September 2016 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 August 2018 £
Unrestricted funds						
General funds	84,876	849,379	(739,466)	(142,328)	-	52,461
Restricted funds						
General Annual Grant (GAG)	(126,225)	7,837,056	(7,895,258)	-	-	(184,427)
Donations	4,340	19,870	(18,354)	(4,596)	-	1,260
Other ESFA/DfE grants	2,196	628,362	(615,982)	(12,863)	-	1,713
Other restricted income	4,655	695,447	(630,565)	(62,270)	-	7,267
Pension reserve	(205,000)	-	(261,000)	-	282,000	(184,000)
	<u>(320,034)</u>	<u>9,180,735</u>	<u>(9,421,159)</u>	<u>(79,729)</u>	<u>282,000</u>	<u>(358,187)</u>
Restricted fixed asset funds						
Fixed asset funds	28,653,849	35,609	(1,056,226)	222,057	-	27,855,289
	<u>28,333,815</u>	<u>9,216,344</u>	<u>(10,477,385)</u>	<u>142,328</u>	<u>282,000</u>	<u>27,497,102</u>
Total of funds	<u>28,418,691</u>	<u>10,065,723</u>	<u>(11,216,851)</u>	<u>-</u>	<u>282,000</u>	<u>27,549,563</u>

17. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds 2018 £	Restricted funds 2018 £	Restricted fixed asset funds 2018 £	Total funds 2018 £
Tangible fixed assets	-	-	27,801,733	27,801,733
Current assets	52,461	961,421	53,556	1,067,438
Creditors due within one year	-	(996,863)	-	(996,863)
Creditors due in more than one year	-	(138,745)	-	(138,745)
Pension scheme liability	-	(184,000)	-	(184,000)
	<u>52,461</u>	<u>(358,187)</u>	<u>27,855,289</u>	<u>27,549,563</u>

THE ARCHER ACADEMY
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2018

17. ANALYSIS OF NET ASSETS BETWEEN FUNDS (continued)

ANALYSIS OF NET ASSETS BETWEEN FUNDS - AS RESTATED PRIOR YEAR

	Unrestricted funds	Restricted funds	Restricted fixed asset funds	Total funds
	2017 £	2017 £	2017 £	2017 £
Tangible fixed assets	-	-	28,292,863	28,292,863
Current assets	58,503	795,045	-	853,558
Creditors due within one year	-	(865,502)	-	(865,502)
Creditors due in more than one year	-	(185,293)	-	(185,293)
Pension scheme liability	-	(143,000)	-	(143,000)
	<u>58,503</u>	<u>(398,750)</u>	<u>28,292,863</u>	<u>27,952,616</u>

18. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2018 £	As restated 2017 £
Net expenditure for the year (as per Statement of Financial Activities)	(486,053)	(665,075)
Adjustment for:		
Depreciation charges	522,589	531,787
Investment income	(483)	(567)
Loss and refund on the disposal of fixed assets	7,899	-
(Increase)/decrease in debtors	(15,804)	105,249
Increase/(decrease) in creditors	84,803	(202,046)
Capital grants and income	(25,499)	(10,110)
FRS 102 pension adjustment	124,000	137,000
Net cash provided by/(used in) operating activities	<u>211,452</u>	<u>(103,762)</u>

19. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2018 £	2017 £
Cash at bank and in hand	815,530	617,454
Total	<u>815,530</u>	<u>617,454</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2018**

20. PENSION COMMITMENTS

The academy'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 the London Borough of Barnet. 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 2016.

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

Teachers' Pension Scheme

Introduction

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

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

Valuation of the Teachers' Pension Scheme

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

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

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

The employer's pension costs paid to TPS in the period amounted to £334,455 (2017 - £263,905).

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

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2018

20. PENSION COMMITMENTS (continued)

(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 Academy trust has accounted for its contributions to the scheme as if it were a defined contribution scheme. The Academy trust has set out above the information available on the scheme.

Local Government Pension Scheme

The LGPS is a funded defined benefit scheme, with assets held in separate trustee-administered funds. The total contribution made for the year ended 31 August 2018 was £180,000 (2017 - £175,000), of which employer's contributions totalled £144,000 (2017 - £141,000) and employees' contributions totalled £36,000 (2017 - £34,000). The agreed contribution rates for future years are 23.8% for employers and 5.5-12.5% for employees.

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

Principal actuarial assumptions:

	2018	2017
Discount rate for scheme liabilities	2.80 %	2.50 %
Rate of increase in salaries	2.60 %	2.70 %
Rate of increase for pensions in payment / inflation	2.30 %	2.40 %
Commutation of pensions to lump sums pre April 2008	50.00 %	50.00 %
Commutation of pensions to lump sums post April 2008	50.00 %	50.00 %

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

	2018	2017
Retiring today		
Males	21.9	21.9
Females	24.3	24.3
Retiring in 20 years		
Males	23.9	23.9
Females	26.5	26.5

	At 31 August 2018	At 31 August 2017
Sensitivity analysis	£	£
Salary Increase rate +0.5%	1,000	1,000
Discount rate -0.5%	99,000	69,000
Pension Increase rate +0.5%	98,000	68,000

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2018

20. PENSION COMMITMENTS (continued)

The academy's share of the assets in the scheme was:

	Fair value at 31 August 2018 £	Fair value at 31 August 2017 £
Equities	341,000	280,000
Bonds	176,000	114,000
Cash and other liquid assets	70,000	-
Total market value of assets	<u>587,000</u>	<u>394,000</u>

The actual return on scheme assets from 1 October 2017 to 30 June 2018 was 3.0% (2017 - £7.1%).

The amounts recognised in the Statement of Financial Activities incorporating Income and Expenditure Account are as follows:

	2018 £	2017 £
Current service cost	(263,000)	(273,000)
Interest income	12,000	6,000
Interest cost	(17,000)	(11,000)
Total	<u>(268,000)</u>	<u>(278,000)</u>

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

	2018 £	2017 £
Opening defined benefit obligation	537,000	417,000
Current service cost	263,000	273,000
Interest cost	17,000	11,000
Employee contributions	36,000	34,000
Actuarial gains	(78,000)	(195,000)
Benefits paid	(4,000)	(3,000)
Closing defined benefit obligation	<u>771,000</u>	<u>537,000</u>

THE ARCHER ACADEMY
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2018

20. PENSION COMMITMENTS (continued)

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

	2018 £	2017 £
Opening fair value of scheme assets	394,000	212,000
Interest income	12,000	6,000
Actuarial gains	5,000	4,000
Employer contributions	144,000	141,000
Employee contributions	36,000	34,000
Benefits paid	(4,000)	(3,000)
	<hr/>	<hr/>
Closing fair value of scheme assets	587,000	394,000
	<hr/>	<hr/>

21. OPERATING LEASE COMMITMENTS

At 31 August 2018 the total of the Academy Trust's future minimum lease payments under non-cancellable operating leases was:

	2018 £	2017 £
Amounts payable:		
Within 1 year	7,591	6,095
Between 1 and 5 years	1,975	6,427
	<hr/>	<hr/>
Total for assets other than land and buildings	9,566	12,522
	<hr/>	<hr/>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2018

22. RELATED PARTY TRANSACTIONS

Owing to the nature of the academy trust and the composition of the Governing Body being drawn from local public and private sector organisations, transactions may take place with organisations in which Trustees have an interest. All transactions involving such organisations are conducted in accordance with the requirements of the AFH and with the trust's financial regulations and normal procurement procedures relating to connected and related party transactions.

The daughter of Roger Chapman, a member, is an employee of 'The Key for School Leaders'. This company provided services of advice on educational policy during the year to the academy at a cost of £574 (2017 £2,569). At the year end, the academy owed £Nil (2017: £Nil) to the company. The transactions were on normal commercial terms. Roger Chapman had no involvement in the contract discussions or decisions in relation to the appointment for the services or in the transactions which were, as a matter of policy, conducted on an arms length basis.

Donations have been made during both the current and prior year to the academy by the trustees. None of the donations had any conditions attached and the donations did not influence the activities undertaken by the academy.

No other related party transactions took place in the period of account, other than certain trustees' remuneration already disclosed in note 11.

23. MEMBERS' LIABILITY

Each member of the charitable company undertakes to contribute to the assets of the company in the event of it being wound up while he/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.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2018

24. PRIOR YEAR ADJUSTMENT

The financial statements of Archer Academy have been restated to rectify the misclassification of advanced funding in previous years which was discovered in the year to 31 August 2018.

GAG income received in the year to 31 August 2016 included £152,858 which should have been recognised as deferred income, and in the year to 31 August 2017 included £125,534 which should have been recognised as deferred income. However, the financial statements of the Academy as at 31 August 2016 and 2017 incorrectly included the deferred income as income receivable in the year. The prior year adjustment corrects for this misclassification, by recognising amounts as deferred.

The prior year adjustments have resulted in changes to deferred income as at 31 August 2016 and 2017 and to GAG income during those years, with changes to the restricted reserves of the academy at 31 August 2016 and 2017 as a result. These are as follows:

- Decrease of £278,392 in the restricted fund reserve as at 31 August 2017
- Increase of £278,392 in deferred income as at 31 August 2017
- Decrease of £152,858 in the restricted fund reserve as at 31 August 2016
- Increase of £152,858 in deferred income as at 31 August 2016.

Comparatives have been restated to reflect this prior year adjustment.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2018

25. GOING CONCERN

The academy was formed in Spring 2013 and opened in September 2013. During the years ended 31 August 2016 and 31 August 2017, the academy experienced a period of financial challenge, at a time when it was still growing to its full capacity of five academic years. As a new school, the diseconomies of having fewer students and consequently lower income was not met by the additional funding provided by the ESFA. Since it was newly established it also had no retained reserves to fall back on. The ESFA provided financial support over a two year period by way of advanced funding, which totalled £278,392 to enable the school to meet this financial challenge. The balance of funding advances which had not been repaid by 31 August 2018 totalled £185,290, which included within creditors at 31 August 2018.

In common with all academies nationally, the academy has continued to face budget pressures at a time when funding has not increased in line with costs and rising demand for high support needs. The Trustees have undertaken detailed strategic financial planning and have taken a number of steps to mitigate against this, and the following issues are noted:

- In the year to 31 August 2018, its first year at full capacity, the academy has reported an in-year revenue surplus of £75,521, with a closing deficit of £121,726, split as a surplus of £52,461 of unrestricted funds and a deficit of £174,187 on restricted funds. The balance repayable on the funding received in advance of £185,290 is reflected in this deficit of £121,726 and the cash flows provide confidence that the academy is returning to a balanced budget.
- The ESFA ceased their ongoing monitoring of the cash flow position of the academy during the 2018 academic year, on the basis that the ESFA had no major ongoing concerns and that there was confidence in the budgeting process implemented by the academy.
- The Trustees continue to closely monitor the academy's budget and cash flow forecasts. The financial plans project ongoing in-year surpluses with a stable cash position, which will enable continued reduction of the cumulative deficit reserves balance over the next few years. The majority of the academy's funding is based on pupil numbers and regular donations from a number of sources, giving an added level of reliance of the continuity of funding.
- In the event of significant unexpected expenditure or reduced funding there are financial management procedures in place – at both an operational level and strategic level – designed to identify and implement any further efficiencies that might be required.
- In addition to regular review of monthly management accounts and cash flow forecast, the Trustees undertake a detailed half-yearly financial review to ensure the academy's financial position continues to be viable and that the academy does not face immediate cash flow issues.

The projected surpluses and cash position therefore indicate that the academy has adequate resources to meet its financial obligations for the foreseeable future. For this reason, the Trustees consider that the academy will continue as a going concern.